



# CHELMSFORD PUBLIC SCHOOLS FY18 SCHOOL COMMITTEE APPROVED BUDGET

## SCHOOL COMMITTEE MEMBERS

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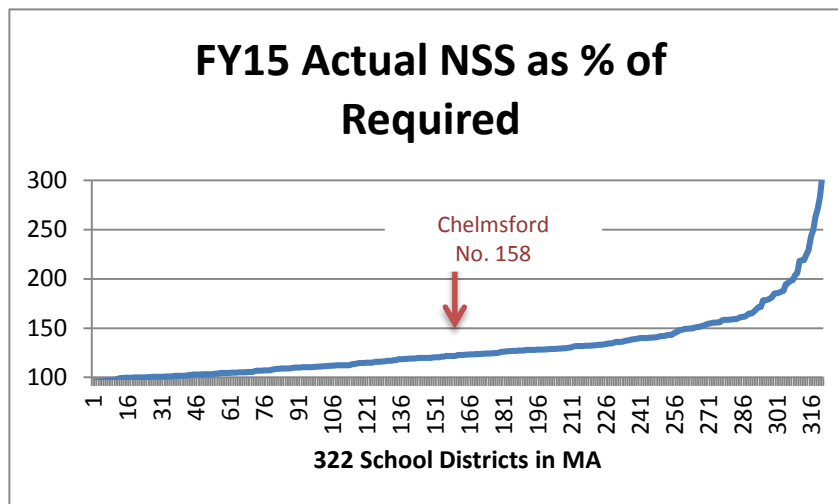
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April 13, 2017

## Chelmsford Public Schools General Fund Operating Budget Overview

The Massachusetts Department of Elementary and Secondary Education (DESE) tracks budgeted and actual spending in districts from year to year. DESE's most recently published actual figures are for FY2015, which ended June 30, 2015. From the reported and audited actual figures for each district, DESE determines each district's compliance with its net school spending obligation in dollars and in percentage of required spending. DESE annually publishes required net school spending and actual net school spending for each district in Massachusetts. In FY2015, 19 districts spent less than their required net school spending as computed by DESE; 303 districts exceeded their required net school spending. Chelmsford exceeded its required net school spending by 21.7% in FY2015, which is below the state median value of 22.7%. Across the state, 157 communities spent less than Chelmsford, whereas 163 communities spent more than Chelmsford as a percentage of total spending in excess of required net school spending, as illustrated in the graph below.



### What Is Net School Spending?

The Massachusetts school finance statute, Chapter 70 of the General Laws, establishes an annual net school spending requirement for each school district. Net school spending includes each town school department's general fund expenditures (operating budget) as well as the town's direct spending for schools, but it excludes capital expenditures, transportation, grants,

and revolving funds. Required net school spending is the annual *minimum* that must be spent on schools, including carryover from previous years. As stated previously, Chelmsford exceeded its required net school spending requirement by 21.7% in FY2015 and in FY2016 is budgeted to exceed its required net school spending requirement by 27.1%.

To determine net school spending for the upcoming school year, the state uses school department enrollment data as of October 1 of the current school year (i.e., the October 1, 2016 student headcount is the basis for determining the 2017/18 foundation budget and net school spending requirement). This is called foundation enrollment and is used to calculate the district's foundation budget. The foundation budget is the state's estimate of the *minimum* funding level needed in each district to provide an adequate educational program.

Massachusetts uses a complex formula that considers many factors, including each district's grade-level configuration, programs, and demographics. The formula also considers each community's relative wealth and determines each community's "required local contribution" toward the educational program.

**Comparable Community Analysis: Demographic Data**

Although it is important to compare Chelmsford to the state average with regard to spending and academic performance, it is also necessary to assess Chelmsford's academic performance with its most comparable peer communities across the state. Table I provides general demographic data for Chelmsford and its ten most comparable districts as determined by DESE.

**Table I. DESE Comparable Districts: General Demographic Data**

District	Total Enrollment	Econ. Dis. (%)	SWD (%)	ELL (%)
Burlington	3,508	9.5	13.8	3
Chelmsford	4,987	9.7	16.3	3
Easton	3,731	9.7	16.4	1.2
Mansfield	4,037	10.4	15.2	1
Melrose	3,725	10.1	15	3.1
Natick	5,434	9.3	15	2
North Andover	4,709	11.3	16.6	1.5
North Attleborough	4,426	14.1	15.5	2.8
Shrewsbury	6,045	8.4	13.4	2.8
Wakefield	3,499	11.9	15.8	1.5
Walpole	3,906	9.4	14.8	2.7

With regard to the number of economically disadvantaged students enrolled, Chelmsford falls in the middle of its most comparable districts. Four districts have a lower percentage of

students, Easton has the same percentage of students, and five districts have a higher percentage of students designated economically disadvantaged. Some 9.7% of all Chelmsford Public School students are economically disadvantaged. This is an increase from last year (2014–15), when 8.2% of all Chelmsford Public School students were identified as economically disadvantaged.

With respect to the number of students identified with disabilities (SWD), Chelmsford has a higher percentage than eight comparable districts. Of all Chelmsford Public School students, 16.3% have disabilities and require special education services, as outlined in their Individual Education Plan (IEP). Only two comparable districts, Easton and North Andover, have a higher percentage of students identified with disabilities.

The percentage of students classified as English language learners (ELL) in the Chelmsford Public Schools is higher than eight of its ten most comparable communities. Only one comparable community, Melrose, has a higher percentage of ELL students. Burlington and Chelmsford each have 3% of ELL students.

### **Comparable Community Analysis: Financial Support**

Within the last few years, DESE has tried to make district and school demographic and performance data more accessible to district staff and the general public. The District Analysis and Review Tools (DARTs) provided by DESE allow users to track and analyze data over time to make comparisons to state and comparable districts. The DARTs select the ten most comparable school districts in the state based on student enrollment characteristics, special populations, and grade-span groupings (i.e., K–12, elementary, secondary). Grade-span groupings are an important point of comparison because districts are often compared with their neighbors based solely on geography. However, a district's comparison to similar districts across the state is often more valuable when balancing programs and services against level of spending and student achievement.

Table II highlights actual net school spending in FY2015 as a percentage of required net school spending for the ten most comparable districts to Chelmsford, as determined by DESE.

**Table II. DESE Comparable Districts: Actual Percentage of Required Net School Spending**

	<b>FY2015</b>
	<b>Actual % of Required NSS</b>
Burlington	161.2
Natick	128.2
Walpole	125.8
Wakefield	124.5
<b>MA State Median—All Districts</b>	<b>122.7</b>
Chelmsford	121.7
Easton	121.1
Shrewsbury	119.9
North Andover	113.5
Mansfield	111.3
Melrose	105.3
North Attleborough	104.7

Table II shows that six comparable districts—Easton, Shrewsbury, North Andover, Mansfield, Melrose, and North Attleborough—spent less than Chelmsford in FY2015 as a percentage in excess of the district's required net school spending. Four comparable districts—Burlington, Natick, Wakefield, and Walpole—spent more than Chelmsford in FY2015 as a percentage in excess of the district's required net school spending. In addition to the ten comparable districts as determined by DESE, the FY2015 state median spending in excess of required net school spending is listed at 122.7%.

DARTs also analyze other aspects of comparable districts, including staff-to-student ratios. DESE reports the most recent staff-to-student data for FY2016, which ended June 30, 2016. Table III presents the overall student-teacher ratio in Chelmsford, its ten most comparable districts as determined by DESE, and the state average.

**Table III. DESE Comparable Districts: Student-Teacher Ratio**

	<b>2016</b>
	<b>Student-Teacher Ratio</b>
Burlington	11.5:1
Wakefield	13.1:1
<b>MA State Median—All Districts</b>	<b>13.2:1</b>
Mansfield	13.5:1
Chelmsford	13.6:1
Walpole	13.9:1
Melrose	14.1:1
Easton	14.3:1
Natick	14.6:1
Shrewsbury	15.5:1
North Attleborough	15.8:1
North Andover	16.1:1

Table III shows that among its most comparable districts in the state, Chelmsford’s student-teacher ratio is better than seven of its peer communities (Walpole, Melrose, Easton, Natick, Shrewsbury, North Attleborough, and North Andover). However, three of its peer communities have a better student-teacher ratio than Chelmsford. The average student-teacher ratio among all Massachusetts school districts is lower than Chelmsford's. Even though Chelmsford has had an enrollment decline of 577 students in its foundation enrollment between FY2007 and FY2016, its current student-teacher ratio is still higher than the state average.

The student-teacher ratio is helpful for gauging a district's overall standing with regard to its comparable communities, but it does not give a true picture of the district's student-teacher ratio. This calculation takes all students reported on the October 1 headcount and divides them by the number of teachers in the district. The ratio does not consider special programs with lower-than-average class size (e.g., self-contained special education programs). At the regular meeting of the Chelmsford School Committee on February 7, 2017, grade-by-grade breakdowns of student enrollment at each elementary and middle school in the district were reported.

These figures are more useful for budgeting purposes because they depict actual homeroom class size. The October 1, 2016 student enrollment report is included as Appendix A.

As the report details, overall class size at the elementary grade levels is good. Average class size for first grade is 19 to 25 students. Average class size for second grade is 19 to 24 students. Average class size for third grade is 22 to 24 students. At the fourth-grade level class size is 19 to 23 students. Overall class size at the middle-school grade levels is exceptionally good, averaging 20 to 24 students in grades 6 through 8 at both McCarthy and Parker Middle Schools.

Another measure commonly referred to when reviewing spending among school districts is average teacher salaries. Table IV lists the data for each comparable district and the state. These data show that Chelmsford’s average teacher salary is higher than five of its peer communities (Melrose, Natick, Wakefield, North Attleborough, and Easton) and lower than five peer communities (Walpole, Shrewsbury, Mansfield, North Andover, and Burlington). The average teacher salary for all school districts in the state is higher than Chelmsford's average.

**Table IV. DESE Comparable Districts: FY2015 Average Teacher Salary**

	<b>Average Teacher Salary</b>
Melrose	60,939
Natick	68,893
Wakefield	68,907
North Attleborough	72,079
Easton	73,226
Chelmsford	73,471
Walpole	74,124
<b>MA State Median—All Districts</b>	<b>74,703</b>
Shrewsbury	75,488
Mansfield	77,465
North Andover	77,466
Burlington	90,475

Another measure often used to compare districts is the amount of money spent to educate each student in the district, often referred to as the per-pupil expenditure. This cumulative figure includes all district expenditures on administration; instructional leadership; teachers; teaching services; professional development; instructional materials and equipment (including technology); guidance, counseling, and testing services; pupil services; operations and maintenance; and employee benefits. Table V presents the FY2015 per-pupil expenditure for each of Chelmsford’s comparable districts.

**Table V. DESE Comparable Districts: FY2015 Per-Pupil Expenditures**

	Expenditure per In- District Pupil	Expenditure per Out-of- District Pupil	Expenditure per Pupil
Burlington	17,651	74,685	19,238
<b>MA State Median—All Districts</b>	<b>14,440</b>	<b>21,532</b>	<b>14,943</b>
Walpole	13,347	51,921	14,078
Natick	12,958	46,122	14,044
Mansfield	13,243	25,810	13,790
Wakefield	12,853	34,752	13,598
Chelmsford	12,205	33,590	13,289
Shrewsbury	11,978	32,571	13,147
Easton	11,924	54,498	12,731
Melrose	11,562	17,854	12,058
North Andover	10,811	69,226	12,055
North Attleborough	10,764	25,622	11,245

DESE provides the per-pupil expenditures for in-district and out-of-district students. As the third column of Table V shows, five of our comparable districts (Burlington, Walpole, Natick, Mansfield, and Wakefield) spent more overall per pupil than Chelmsford, and five comparable districts (Shrewsbury, Easton, Melrose, North Andover, and North Attleborough) spent less. The median per-pupil expenditure for all districts in the state is \$1,654 higher than Chelmsford.



## Comparable Community Analysis: Academic Performance

Given this analysis of financial conditions affecting the Chelmsford Public Schools and its comparable districts across the state, it is clear that Chelmsford is using its resources to provide an exceptional education to its nearly 5,000 students. Academically, students in the Chelmsford Public Schools outperform their counterparts across the state. To illustrate the academic impact of the funding available for students, I provide the following analysis.

During the spring of 2016, districts across the state participated in either the MCAS or PARCC assessment; Chelmsford elected to participate in the MCAS exam. The state is not calculating 2016 state-level achievement and growth results in grades 3–8 English language arts and mathematics because most students participated in the PARCC assessment. However, a few of our comparable communities also administered the MCAS exam, therefore I will report on how Chelmsford performed against the comparable communities that participated in the 2016 MCAS exam.

Table VI shows the performance of fourth-grade students enrolled in the Chelmsford Public Schools on the 2016 English language arts and mathematics MCAS exams with respect to our comparable districts that administered the MCAS exam.

**Table VI. Grade 4 English Language Arts and Mathematics Performance**

District	Subject	Advanced	Proficient	A & P	Needs Improvement	Warning/ Failing
Chelmsford	ELA	14	56	70	21	9
North Andover	ELA	13	54	67	25	8
North Attleborough	ELA	7	55	62	29	9
Easton	ELA	8	51	59	33	8
Chelmsford	Math	33	36	69	24	8
North Attleborough	Math	25	38	63	31	6
North Andover	Math	24	37	61	32	6
Easton	Math	18	40	58	32	10

At the fourth-grade level, 70% of all Chelmsford students attained a score in either the Advanced or Proficient category on the English language arts exam. Further, 69% of all Chelmsford students attained a score in either the Advanced or Proficient category on the mathematics exam. On both exams, Chelmsford students outperformed their peers in the three other comparable communities (North Andover, North Attleborough, and Easton) that participated in the 2016 fourth-grade English language arts and mathematics MCAS exams. The

other six comparable communities participated in the PARCC assessment during the spring of 2016, so MCAS results are not available for comparison to these districts.

Table VII shows the performance of sixth-grade students enrolled in the Chelmsford Public Schools on the 2016 English language arts and mathematics MCAS exams against our comparable districts that participated in the MCAS exam.

**Table VII. Grade 6 English Language Arts and Mathematics Performance**

District	Subject	Advanced	Proficient	A & P	Needs Improvement	Warning/ Failing
Easton	ELA	21	64	85	12	3
Chelmsford	ELA	34	47	81	12	6
North Attleborough	ELA	20	60	80	12	8
North Andover	ELA	23	53	76	19	5
Easton	Math	48	34	82	13	5
Chelmsford	Math	43	33	76	14	9
North Andover	Math	30	38	68	23	9
North Attleborough	Math	37	31	68	20	12

At the sixth-grade level, 81% of all Chelmsford students attained a score in either the Advanced or Proficient category on the English language arts MCAS exam. Further, 76% of all Chelmsford students attained a score in either the Advanced or Proficient category on the mathematics MCAS exam. On both exams, Chelmsford students finished behind comparable community Easton, but outperformed their peers in North Andover and North Attleborough. The other six most comparable communities participated in the PARCC assessment during the spring of 2016, so MCAS results are not available for comparison to these districts.

Table VIII outlines the performance of eighth-grade students enrolled in the Chelmsford Public Schools on the 2016 English language arts, mathematics, and science MCAS exams as compared to our most comparable districts that participated in the MCAS exam.

**Table VIII. Grade 8 English Language Arts, Mathematics, and Science Performance**

District	Subject	Advanced	Proficient	A & P	Needs Improvement	Warning/ Failing
Easton	ELA	24	67	91	6	3
Chelmsford	ELA	30	60	90	7	3
North Andover	ELA	23	64	87	8	5
North Attleborough	ELA	17	69	86	10	4
Easton	Math	44	30	74	20	6
Chelmsford	Math	43	29	72	20	9
North Andover	Math	41	27	68	20	13
North Attleborough	Math	29	34	63	24	13
Easton	Science	14	51	65	29	6
Chelmsford	Science	14	49	63	30	7
Natick	Science	12	50	62	30	8
Shrewsbury	Science	12	47	59	33	8
North Attleborough	Science	6	51	57	36	6
Melrose	Science	11	44	55	31	14
Walpole	Science	3	48	51	42	7
North Andover	Science	8	40	48	40	11
Mansfield	Science	5	41	46	43	11
Burlington	Science	5	40	45	41	15
<b>State Avg.</b>	<b>Science</b>	<b>6</b>	<b>35</b>	<b>41</b>	<b>40</b>	<b>19</b>
Wakefield	Science	4	33	37	46	16

At the eighth-grade level, 90% of all Chelmsford students attained a score in either the Advanced or Proficient category on the English language arts MCAS exam. Further, 72% of all Chelmsford students attained a score in either the Advanced or Proficient category on the mathematics MCAS exam. On both exams, Chelmsford students finished behind comparable community Easton but outperformed their peers in North Andover and North Attleborough. The other six most comparable communities participated in the English language arts and mathematics PARCC assessment during the spring of 2016, therefore MCAS results are not available for comparison to these districts.

All districts in the Commonwealth of Massachusetts participated in the eighth-grade science MCAS exam during the spring of 2016, therefore comparative data is available for Chelmsford, its most comparable communities as determined by DESE, and the average state test score for all eighth-grade students. As shown in Table VIII, 63% of all Chelmsford eighth-grade students attained a score in either the Advanced or Proficient category on the science MCAS exam.

Students in one of our comparable districts, Easton, scored slightly higher than ours, with 65% of all eighth-grade students attaining a score in either the Advanced or Proficient category of the science MCAS exam. Chelmsford outperformed the other nine most comparable communities on the eighth-grade science MCAS exam, and they far exceeded the percentage of eighth-grade students across the state (41%) who attained a score in either the Advanced or Proficient category on the science MCAS exam.

Table IX outlines the performance of tenth-grade students enrolled in the Chelmsford Public Schools on the 2016 English language arts MCAS exam as compared to our comparable districts and students statewide.

**Table IX. Grade 10 English Language Arts Performance**

District	Subject	Advanced	Proficient	A & P	Needs Improvement	Warning/Failing
Walpole	ELA	60	37	97	1	2
Natick	ELA	66	31	97	1	2
Chelmsford	ELA	77	19	96	2	2
Shrewsbury	ELA	73	23	96	2	2
Easton	ELA	60	36	96	2	1
Melrose	ELA	60	34	94	3	2
North Attleborough	ELA	55	39	94	4	2
Mansfield	ELA	63	31	94	3	2
North Andover	ELA	54	39	93	5	1
Burlington	ELA	54	39	93	5	2
Wakefield	ELA	41	52	93	4	3
<b>State Avg.</b>	<b>ELA</b>	<b>47</b>	<b>45</b>	<b>92</b>	<b>6</b>	<b>3</b>

All districts in the state participated in the tenth-grade English language arts MCAS exam, therefore comparative data is available for Chelmsford, its most comparable communities as determined by DESE, and the state as a whole. As shown in Table IX, 96% of all Chelmsford students attained a score in either the Advanced or Proficient category on the English language arts MCAS exam. Students in two of our comparable districts, Walpole and Natick, scored slightly higher, with 97% of all tenth-grade students attaining a score in either the Advanced or Proficient category of the English language arts MCAS exam. Students in two communities, Shrewsbury and Easton, also attained a 96% score in either the Advanced or Proficient category on the tenth-grade English language arts MCAS exam. Chelmsford outperformed the other six comparable communities on the tenth-grade English language arts MCAS exam and far exceeded the percentage of tenth-grade students across the state (92%) who attained a score in either the Advanced or Proficient category on the English language arts MCAS exam. Of

particular interest in these data is that no district scored better than Chelmsford, where 77% of all tenth-grade students attained an Advanced rating on the English language arts MCAS exam.

Table X outlines the performance of tenth-grade students enrolled in the Chelmsford Public Schools on the 2016 mathematics MCAS exam with respect to our comparable districts and students statewide.

**Table X. Grade 10 Mathematics Performance**

District	Subject	Advanced	Proficient	A & P	Needs Improvement	Warning/Failing
Shrewsbury	Math	76	17	93	4	3
Chelmsford	Math	78	14	92	4	3
Natick	Math	74	18	92	6	2
Easton	Math	66	23	89	9	2
Mansfield	Math	72	15	87	8	6
Burlington	Math	64	22	86	10	4
North Andover	Math	65	20	85	10	5
North Attleborough	Math	67	18	85	9	5
Walpole	Math	58	26	84	12	5
Melrose	Math	58	25	83	11	6
Wakefield	Math	58	25	83	11	7
<b>State Avg.</b>	<b>Math</b>	<b>54</b>	<b>24</b>	<b>78</b>	<b>15</b>	<b>8</b>

All districts in the state participated in the tenth-grade mathematics MCAS exam, so comparative data are available for Chelmsford, its most comparable communities, and the state as a whole. As Table X shows, 92% of all tenth-grade Chelmsford students attained a score in either the Advanced or Proficient category on the mathematics MCAS exam. Students in one of our comparable districts, Shrewsbury, scored slightly higher, with 93% of its tenth-grade students attaining a score in either the Advanced or Proficient category on the mathematics MCAS exam. Students in one other community, Natick, also attained a 92% score. Chelmsford outperformed the other eight comparable communities on the tenth-grade mathematics MCAS exam, and they far exceeded the percentage of tenth-graders across the state (78%) who attained a score in either the Advanced or Proficient category on the exam. As with the overall percentage of tenth-grade students who scored in the Advanced category of the English language arts MCAS exam, Chelmsford had the highest percentage (78%) of students attaining a score in the Advanced category of the tenth-grade mathematics MCAS exam. Chelmsford scored better than all ten of the comparable communities and the state average, having the highest percentage of tenth-graders with an Advanced score on the mathematics MCAS.

Table XI outlines the performance of Chelmsford’s tenth-grade students on the 2016 science MCAS exam with respect to our comparable districts and students statewide.

**Table XI. Grade 10 Science Performance**

<b>District</b>	<b>Subject</b>	<b>Advanced</b>	<b>Proficient</b>	<b>A &amp; P</b>	<b>Needs Improvement</b>	<b>Warning/ Failing</b>
North Attleborough	Science	47	45	92	5	3
Natick	Science	57	34	91	8	2
Shrewsbury	Science	54	36	90	8	2
Walpole	Science	48	42	90	8	2
Chelmsford	Science	53	36	89	8	2
North Andover	Science	45	44	89	9	2
Mansfield	Science	32	51	83	15	3
Melrose	Science	31	49	80	17	3
Easton	Science	32	47	79	19	2
Wakefield	Science	18	60	78	17	4
Burlington	Science	27	49	76	21	3
<b>State Avg.</b>	<b>Science</b>	<b>29</b>	<b>44</b>	<b>73</b>	<b>21</b>	<b>5</b>

All districts in the state participated in the tenth-grade science MCAS exam, therefore comparative data is available for Chelmsford, its most comparable communities as determined by DESE, and the state. Table XI shows that 89% of all Chelmsford students attained a score in either the Advanced or Proficient category on the tenth-grade science exam. Students in four of our comparable districts—North Attleborough, Natick, Shrewsbury, and Walpole—scored slightly higher, with 90–92% of their tenth-grade students attaining a score in either the Advanced or Proficient category on the science MCAS exam. Students in one other community, North Andover, matched the Chelmsford tenth-graders’ performance in the combined Advanced and Proficient category on the science MCAS exam. Chelmsford outperformed the other five comparable communities on this test, and it far exceeded the percentage of tenth-grade students across the state (73%) who attained a score in either the Advanced or Proficient category.

## **Conclusion**

The Chelmsford Public School District provides an exceptional education to the students entrusted to our care. The district effectively uses the resources appropriated annually by Town Meeting to serve the needs of an ever-diversifying student population. Although Chelmsford exceeds minimum net school spending on public education, it spends less than the state

average of district spending above net school spending. In Chelmsford, average teacher salaries are lower and student-teacher ratios are higher than the state average, but they are in the mid-range of comparable districts. Per-pupil spending is lower than the state average but in the mid-range of per-pupil spending in comparable districts.

Additional funding would enhance the educational experience of Chelmsford students, but the programs and services currently provided yield exceptional results, as demonstrated by standardized testing measures. In English language arts and mathematics, Chelmsford students outperformed their peers statewide and scored above state averages in both concentrations. Chelmsford finished in the top third of its ten comparable districts in English language arts and mathematics for students scoring Advanced or Proficient on the 2015 MCAS exam. Of all its comparable districts, Chelmsford had the highest percentage of students attaining an Advanced score on the English language arts and mathematics 2015 MCAS exams. This is a phenomenal accomplishment and one that should be celebrated.

Overall, our students' academic achievement makes it clear that the town of Chelmsford is receiving a positive return on its investment in public education. Chelmsford's students are also involved in athletics, community service, and fine and performing arts, thereby fulfilling the roles of productive and valued members of the community.

## FY2018 Budget Overview

Several assumptions underlie the FY2018 budget. The preliminary FY2018 budget presented to the school committee on March 1, 2017 would require a \$2.9 million increase from the FY2017 appropriation, to total \$57.5 million. Following are the major drivers of the district's FY2018 preliminary budget.

- All FY2018 salaries have been increased in accordance with applicable collective bargaining and individual employment agreements. “Step” increases account for \$629,000 in additional employee salary costs, and “lane changes” will result in \$147,000 in additional employee salary costs. An increase of \$25,000 is required to provide for employees’ contractual retirement/sick leave buy-back incentive benefits. Further, all anticipated teacher vacancies from announced retirements have been budgeted at \$55,850 (Step 3 on the master’s degree salary schedule).
- The FY2018 budget reflects an additional \$400,000 in anticipated out-of-district special education tuition costs as well as a decrease of \$400,000 in anticipated circuit-breaker reimbursement in FY2018, resulting in a net increase of \$800,000 in out-of-district special education tuition costs.
- The school committee is currently negotiating with several employee unions whose collective bargaining agreements ended on June 30, 2016. For budget-planning purposes, a line item of \$735,000 has been included in the FY2018 budget, reflecting the value of a 2% across-the-board cost of living wage increase for employees whose contracts have not yet settled. Salary increases for employees represented by unions that have settled contracts for FY2018 account for \$83,000 of salary expenses in the FY2018 budget.
- The FY2018 budget includes funding to implement full-day kindergarten. This has long been a goal of the school committee and administration and will become a reality in September 2017. Ten additional kindergarten teacher positions are included in the FY2018 budget, but initially only eight will be advertised and filled through the employee hiring and transfer process. Two additional kindergarten teacher positions have been included in the FY2018 preliminary budget in the event of higher-than-anticipated enrollment. In addition, the cost of eight additional lunch and recess aides has been included in the budget to assist with the new kindergarten students. Finally, the contracted custodial cleaning services budget has been increased to cover the daily



cleaning of the additional classrooms in modular buildings that will be constructed this summer.

- One additional speech language pathologist and five additional special education paraprofessionals have been included in the FY2018 budget to provide the increased services specified in individual student education plans.
- To improve service to parents and students in the 2017/18 school year, a new position—transportation coordinator—has been created to administer the district’s regular and special education student transportation, for a net budget increase of \$23,000. Stipends totaling \$22,000 have been reallocated within the budget to provide a \$45,000 annual salary for this new position.

On January 30, 2017, Town Manager Cohen released his recommended FY2018 budget for the Town of Chelmsford. Included in his recommended budget is a \$2.45 million increase to support the Chelmsford Public Schools. This recommended funding level is approximately \$500,000 below the preliminary FY2018 school department budget. On March 21, 2017 and April 3, 2017, the school committee held public budget hearings and deliberated on the recommendations incorporated in the preliminary FY2018 budget. On April 13, 2017, the school committee convened and reviewed approximately \$500,000 of budget adjustments/reductions to bring the preliminary FY2018 budget into agreement with Town Manager Cohen’s recommended \$57 million funding level. The following budget adjustments were made:

–\$55,850	Eliminate 1.0 mathematics teacher position at Chelmsford High School
–\$111,700	Eliminate 2.0 art teacher positions at Chelmsford High School
–\$111,700	Eliminate 2.0 middle school teacher (fifth grade) positions at McCarthy Middle School
–\$19,971	Increase offset to School Choice anticipated revenue
–\$200,095	Apply a portion of the anticipated Valley Collaborative tuition credit
<b>–\$499,316</b>	<b>Total FY18 Recommended Budget Adjustments</b>

The school committee approved the budget adjustments/reductions listed above at its meeting on April 13, 2017. The FY2018 school committee–approved budget of \$57 million is recommended for approval at Town Meeting on Monday, April 24, 2017.

As discussed during the public budget hearings, additional programmatic areas require funds beyond the \$57 million budget to address students’ academic, social, and emotional needs. The following table of needs and associated costs will help to frame future discussions.

<b>Additional Cost</b>	<b>Documented Need</b>
\$96,317	Reinstate the 1.0 K-12 curriculum coordinator for science. The duties of this position were merged with those of the K-12 curriculum coordinator for mathematics in 2015/16. The annual salary for a full-time K-12 curriculum coordinator for science is \$96,317.
\$96,317	Reinstate the 1.0 5-12 curriculum coordinator for world language. Last year the curriculum coordinator for English was prioritized when the position of curriculum coordinator for world language became vacant. Unfortunately, the district was not able to attract and fill the K-12 curriculum coordinator for English position in 2016/17, but this position is included in the FY2018 budget. We have had internal discussions about the benefits of reinstating the curriculum coordinator for world language, including programmatic oversight of the growing English language learner (ELL) population.
\$31,762	Increase the .5 clinical psychologist position at Byam Elementary School to a 1.0 position to provide additional support services to address students’ behavioral, social, and emotional learning needs.
\$31,762	Increase the .5 clinical psychologist position at Center Elementary School to a 1.0 position to provide more support services to address students’ behavioral, social, and emotional learning needs.
\$31,762	Increase the .5 clinical psychologist position at Harrington Elementary School to a 1.0 position to provide more support services to address students’ behavioral, social, and emotional learning needs.
\$31,762	Increase the .5 clinical psychologist position at South Row Elementary School to a 1.0 position to provide more support services to address students’ behavioral, social, and emotional learning needs.
\$55,850	Add a 1.0 special education teacher position to serve elementary students requiring specialized social and emotional (therapeutic) programming. This in-district therapeutic program does not currently exist at the elementary level and would complement similar programming at the district’s middle and high schools.
\$60,000	Add 3.0 special education paraprofessional positions to serve elementary students requiring specialized social and emotional (therapeutic) programming. This in-district therapeutic program, which does not currently exist at the elementary level, would complement similar programming at the middle and high schools.

\$27,925	Add a .5 ELL teacher position at the McCarthy Middle School to provide additional support services to ELL students. Currently McCarthy and Parker middle schools share a 1.0 ELL teacher.
\$27,925	Add a .5 ELL teacher position at the Parker Middle School to provide additional support services to ELL students. Currently Parker and McCarthy middle schools share a 1.0 ELL teacher.
\$27,023	Increase the .7 LPN (nurse) positions at McCarthy and Parker middle schools to 1.0 LPN positions to better address student medical (nursing) needs in the district.
\$180,000	Add .5 assistant principal positions at the Byam, Center, Harrington, and South Row elementary schools to provide additional staff and student support services for coordination and oversight of programs at the building level. With the implementation of full-day kindergarten, the Byam and Harrington elementary schools will enroll more than 500 students. The Center and South Row elementary schools will enroll slightly fewer than 500 students. Additional administrative support is necessary to adequately support the staff, students, and families of the Byam, Center, Harrington, and South Row elementary school communities.
\$55,850	Add a 1.0 school social worker position. This figure represents the cost of one social worker position. One position would not meet the needs of all schools, but the cost is shown to highlight the per-employee expenditure that would be required if the district were to add social workers to support the needs of our students and families.
<b>\$754,255</b>	<b>Total Cost of Additional Services</b>

The school committee–approved FY2018 budget level of \$57 million does not incorporate funding for these positions, but I feel it is important to begin the conversation about these needs as we develop short- and long-term strategies for advancing our collective work in the district toward our agreed-upon goals. I look forward to working with the school committee and administration to review and refine the FY2018 budget and future budgets to reflect the desired educational program offerings to address students’ academic, social, and emotional needs in the coming year.

Yours truly,



Jay Lang, Ed.D.  
 Superintendent of Schools

Summary Level Totals

	2015-2016 ACTUAL	2016-2017 FPE	2016-2017 BUDGET	2017-2018 FPE	2017-2018 BUDGET
1110 SCHOOL COMMITTEE	17,467	0.0	20,780	0.0	20,780
1210 SUPERINTENDENT	262,384	2.0	284,602	2.0	292,322
1220 ASST. SUPERINTENDENT	205,648	2.0	211,972	2.0	228,240
1230 DISTRICT WIDE	513,014	0.0	1,503,828	0.0	1,657,323
1410 BUSINESS AND FINANCE	396,122	6.0	388,517	6.0	375,907
1420 HUMAN RESOURCES	216,979	3.7	228,616	3.7	237,107
1430 LEGAL SERVICES	376,618	0.0	125,000	0.0	125,000
1450 DISTRICTWIDE MIS	884,528	9.0	988,848	9.0	1,015,737
2110 CURRICULUM DIRECTORS - REGULAR EDUCATION	891,422	9.0	957,032	9.0	912,619
2110 CURRICULUM DIRECTORS - SPECIAL EDUCATION	561,797	7.5	626,592	7.0	642,988
2210 SCHOOL LEADERSHIP	1,718,202	24.0	1,836,553	24.0	1,929,277
2305 CLASSROOM TEACHERS - REGULAR EDUCATION	20,730,663	288.6	20,912,484	293.8	21,579,458
2310 TEACHERS SPECIALISTS - REGULAR EDUCATION	1,365,070	19.0	1,357,478	19.0	1,430,474
2310 TEACHERS SPECIALISTS - SPECIAL EDUCATION	4,827,750	73.5	5,098,542	74.5	5,285,077
2320 MEDICAL/THERAPUTIC SERVICES	327,388	5.4	324,811	5.4	345,522
2325 SUBSTITUTES	497,038	0.0	601,000	0.0	550,000
2330 PARAPROFESSIONALS	3,398,243	208.5	3,563,114	223.5	3,924,550
2340 LIBRARY/MEDIA CENTER	548,483	13.0	575,575	13.0	602,802
2357 PROFESSIONAL DEVELOPMENT	105,199	0.0	138,675	0.0	146,675
2410-2415 TEXTBOOKS & INSTRUCTIONAL MATERIALS	379,341	0.0	460,468	0.0	556,100
2420 INSTRUCTIONAL EQUIPMENT	34,786	0.0	88,457	0.0	98,150
2430 GENERAL SUPPLIES	423,851	0.0	504,657	0.0	484,505
2440 OTHER INSTRUCTIONAL SERVICES - SPECIAL ED	1,397,774	0.0	224,220	0.0	274,000
2451 CLASSROOM INST TECHNOLOGY	475,683	0.0	461,701	0.0	360,448
2800 GUIDANCE & PSYCHOLOGICAL SERVICES	1,619,269	25.0	1,716,995	25.0	1,799,696
3200 MEDICAL & HEALTH SERVICES	725,654	9.9	752,520	9.9	787,475
3300 TRANSPORTATION	2,258,369	3.0	3,339,011	4.0	3,416,340
3400 FOOD SERVICES	109,791	1.0	100,000	1.0	103,030
3510 ATHLETIC DEPARTMENT	527,803	3.4	533,605	3.4	549,692
3520 OTHER STUDENT ACTIVITIES	171,695	0.0	164,060	0.0	114,210
3600 SCHOOL SECURITY	192,114	4.0	194,156	4.0	202,518
4110 CUSTODIAL	977,364	11.3	1,380,721	11.3	1,440,674
4120 UTILITIES	959,809	0.0	1,061,400	0.0	1,061,400
9300 TUITIONS	4,802,680	0.0	3,824,010	0.0	4,449,905
<b>Grand Total</b>	<b>52,900,000</b>	<b>728.8</b>	<b>54,550,000</b>	<b>750.5</b>	<b>57,000,000</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>1110 SCHOOL COMMITTEE</b>					
RECORDING SECRETARY	4,420	-	4,080	-	4,080
Total Personnel	4,420	0.0	4,080	0.0	4,080
OTHER EXPENSES	12,886	-	16,500	-	16,500
SUPPLIES	161	-	200	-	200
Total Non-Personnel	13,047	0.0	16,700	0.0	16,700
<b>Total 1110 SCHOOL COMMITTEE</b>	<b>17,467</b>	<b>0.0</b>	<b>20,780</b>	<b>0.0</b>	<b>20,780</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>1210 SUPERINTENDENT</b>					
SUPERINTENDENT OF SCHOOLS	161,291	1.0	175,000	1.0	180,000
SUPERINTENDENT - PERFORMANCE BONUS & BUYBACK	13,165	-	12,676	-	12,895
ADMINISTRATIVE ASSISTANT	61,926	1.0	61,926	1.0	64,427
Total Personnel	236,382	2.0	249,602	2.0	257,322
OTHER EXPENSES	22,156	-	25,000	-	25,000
SUPPLIES	3,846	-	10,000	-	10,000
Total Non-Personnel	26,002	0.0	35,000	0.0	35,000
<b>Total 1210 SUPERINTENDENT</b>	<b>262,384</b>	<b>2.0</b>	<b>284,602</b>	<b>2.0</b>	<b>292,322</b>

Notes:

A Transportation Coordinator Stipend of \$ 11,000 is included in the Administrative Assistant salary line. A new position of Transportation Coordinator is recommended in the 3300 Transportation budget section funded at \$ 23,000. If approved by the Committee, this \$ 11,000 stipend will be consolidated in the 3300 Transportation budget section to fund a full-time Transportation Coordinator at \$ 45,000 annually.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>1220 ASSISTANT SUPERINTENDENT</b>					
ASSISTANT SUPERINTENDENT OF SCHOOLS	129,000	1.0	132,000	1.0	140,000
ASST. SUPERINTENDENT - PERFORMANCE BONUS & BUYBACK	4,829	-	4,895	-	11,140
ADMINISTRATIVE ASSISTANT	61,077	1.0	61,077	1.0	63,100
<b>Total Personnel</b>	<b>194,906</b>	<b>2.0</b>	<b>197,972</b>	<b>2.0</b>	<b>214,240</b>
OTHER EXPENSES	9,525	-	10,000	-	10,000
SUPPLIES	1,217	-	4,000	-	4,000
<b>Total Non-Personnel</b>	<b>10,742</b>	<b>0.0</b>	<b>14,000</b>	<b>0.0</b>	<b>14,000</b>
<b>Total 1220 ASSISTANT SUPERINTENDENT</b>	<b>205,648</b>	<b>2.0</b>	<b>211,972</b>	<b>2.0</b>	<b>228,240</b>

Notes:

A Transportation Coordinator Stipend of \$ 11,000 is included in the Administrative Assistant salary line. A new position of Transportation Coordinator is recommended in the 3300 Transportation budget section funded at \$ 23,000. If approved by the Committee, this \$ 11,000 stipend will be consolidated in the 3300 Transportation budget section to fund a full-time Transportation Coordinator at \$ 45,000 annually.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>1230 DISTRICT WIDE</b>					
LONGEVITY	74,400	-	78,400	-	48,318
RETIREMENT INCENTIVE/SICK LEAVE BUY-BACK	165,446	-	209,410	-	234,653
SALARY RESERVE FOR LEVEL (LANE) CHANGES	-	-	115,397	-	146,890
SALARY RESERVE FOR COLA	-	-	800,000	-	735,000
<b>Total Personnel</b>	<b>239,846</b>	<b>0.0</b>	<b>1,203,207</b>	<b>0.0</b>	<b>1,164,861</b>
ADVERTISING	780	-	1,500	-	1,500
COPIERS	241,295	-	260,357	-	295,357
DUES & CONFERENCES (COORDINATORS)	7,243	-	12,000	-	12,000
POSTAGE	4,501	-	7,600	-	7,600
ADMINISTRATIVE SOFTWARE	19,349	-	19,164	-	176,005
<b>Total Non-Personnel</b>	<b>273,168</b>	<b>0.0</b>	<b>300,621</b>	<b>0.0</b>	<b>492,462</b>
<b>Total 1230 DISTRICT WIDE</b>	<b>513,014</b>	<b>0.0</b>	<b>1,503,828</b>	<b>0.0</b>	<b>1,657,323</b>

Notes:

The Salary Reserve for Level (Lane) Changes was previously distributed within individual employee salary accounts in FY2016, however has been consolidated in one line item in FY2017 and FY2018.

The Salary Reserve for COLA represents the value of a 2% salary increase for district staff included in collective bargaining units with unsettled contracts in FY2018.

The Administrative Software line item has increased significantly as instructional software costs previously included in the 2451 Classroom Instructional Technology budget have been reclassified as administrative software (i.e. Aesop, SchoolSpring, TeachPoint, SchoolDude, X2, Kronos, MUNIS, DropBox, SmartEDU, and BlackBoard Connect).



Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>1410 BUSINESS AND FINANCE</b>					
DIRECTOR OF BUSINESS & FINANCE	122,500	1.0	115,000	1.0	117,300
BUSINESS OFFICE STAFF	243,449	5.0	246,217	5.0	241,007
Total Personnel	365,949	6.0	361,217	6.0	358,307
CONTRACTED SERVICES	16,955	-	22,000	-	10,000
OTHER EXPENSES	10,490	-	2,200	-	4,500
SUPPLIES	2,728	-	3,100	-	3,100
Total Non-Personnel	30,173	0.0	27,300	0.0	17,600
<b>Total 1410 BUSINESS AND FINANCE</b>	<b>396,122</b>	<b>6.0</b>	<b>388,517</b>	<b>6.0</b>	<b>375,907</b>

Notes:

The Contracted Services line item includes the costs associated with the MA DESE End-of-Year Report financial audit and one (1) student activity account audit.

The Contracted Services line item previously included the expense for Kronos which has been reclassified to 1230 Administrative Software.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>1420 HUMAN RESOURCES</b>					
DIRECTOR OF PERSONNEL & PROFESSIONAL LEARNING	108,446	1.0	115,000	1.0	120,360
HUMAN RESOURCES OFFICE STAFF	76,694	2.0	81,616	2.0	82,416
SUBSTITUTE COORDINATOR	28,000	0.7	28,000	0.7	29,131
Total Personnel	213,140	3.7	224,616	3.7	231,907
OTHER EXPENSES	1,660	-	1,500	-	2,700
SUPPLIES	2,179	-	2,500	-	2,500
Total Non-Personnel	3,839	0.0	4,000	0.0	5,200
<b>Total 1420 HUMAN RESOURCES</b>	<b>216,979</b>	<b>3.7</b>	<b>228,616</b>	<b>3.7</b>	<b>237,107</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>1430 LEGAL SERVICES</b>					
LEGAL FEES - GENERAL & COLLECTIVE BARGAINING COUNSEL	70,934	-	70,000	-	70,000
LEGAL FEES - SPECIAL EDUCATION COUNSEL	28,993	-	35,000	-	35,000
LEGAL SETTLEMENTS - GENERAL	247,024	-	-	-	-
LEGAL SETTLEMENTS - SPECIAL EDUCATION	29,667	-	20,000	-	20,000
Total Non-Personnel	376,618	0.0	125,000	0.0	125,000
<b>Total 1430 LEGAL SERVICES</b>	<b>376,618</b>	<b>0.0</b>	<b>125,000</b>	<b>0.0</b>	<b>125,000</b>

Notes:

The FY16 "actual" Legal Settlements - General account includes expenditures related to employee severance for three former employees for the district V. Diggs (\$ 81,760), J. Kittredge (\$ 50,803) and F. Tiano (\$ 114,461).

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>1450 DISTRICTWIDE MIS</b>					
DIRECTOR OF INFORMATION, COMMUNICATION, & TECHNOLOGY SERVICES	130,657	1.0	115,000	1.0	120,360
NETWORK OFFICE STAFF	148,885	3.0	165,562	3.0	181,639
TECHNOLOGY OFFICE STAFF	240,913	5.0	253,865	5.0	260,143
<b>Total Personnel</b>	<b>520,455</b>	<b>9.0</b>	<b>534,427</b>	<b>9.0</b>	<b>562,142</b>
CONTRACTED SERVICES	55,708	-	60,340	-	60,000
EQUIPMENT	30,352	-	30,395	-	30,395
NETWORK SERVICES	269,065	-	329,486	-	329,000
SECURITY	1,534	-	25,200	-	25,200
SUPPLIES	3,951	-	4,000	-	4,000
TRAVEL	3,463	-	5,000	-	5,000
<b>Total Non-Personnel</b>	<b>364,073</b>	<b>0.0</b>	<b>454,421</b>	<b>0.0</b>	<b>453,595</b>
<b>Total 1450 DISTRICTWIDE MIS</b>	<b>884,528</b>	<b>9.0</b>	<b>988,848</b>	<b>9.0</b>	<b>1,015,737</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2110 CURRICULUM DIRECTORS</b>					
CURRICULUM COORDINATORS	755,694	8.0	783,204	8.0	794,670
CURRICULUM STIPENDS	32,616	-	18,000	-	18,000
SECRETARY FOR CURRICULUM COORDINATORS	34,048	1.0	38,128	1.0	35,749
Total Personnel	822,358	9.0	839,332	9.0	848,419
CONTRACTED SERVICES	600	-	15,000	-	16,500
EQUIPMENT	-	-	1,200	-	1,200
PROFESSIONAL DEVELOPMENT	6,430	-	10,000	-	10,000
SOFTWARE	48,293	-	75,000	-	25,000
SUPPLIES	31	-	1,500	-	1,500
TUITION REIMBURSEMENT	13,710	-	15,000	-	10,000
Total Non-Personnel	69,064	0.0	117,700	0.0	64,200
<b>Total 2110 CURRICULUM DIRECTORS</b>	<b>891,422</b>	<b>9.0</b>	<b>957,032</b>	<b>9.0</b>	<b>912,619</b>

Notes:

The Software line item previously included the expense for AimsWeb and IXL Learning which has been reclassified to 2451 Instructional Software. The Software line item currently includes funding for BKL Vision software.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2110 CURRICULUM DIRECTORS - SPECIAL EDUCATION</b>					
DIRECTOR OF STUDENT SUPPORT SERVICES	106,415	1.0	118,000	1.0	120,360
SECRETARIES - SPECIAL EDUCATION	96,249	2.5	102,077	2.0	87,027
SPECIAL EDUCATION ADMINISTRATIVE CHAIRPERSON	292,583	3.0	286,204	3.0	298,746
COORDINATOR OF INTEGRATED PRE-SCHOOL (CHIPS)	46,517	1.0	94,211	1.0	98,755
<b>Total Personnel</b>	<b>541,764</b>	<b>7.5</b>	<b>600,492</b>	<b>7.0</b>	<b>604,888</b>
COMPUTER EQUIPMENT	2,461	-	2,700	-	5,000
DUES/OTHER	4,949	-	8,000	-	15,000
PAC EXPENSES	-	-	400	-	500
POSTAGE	7,006	-	10,000	-	12,000
SUPPLIES	930	-	2,500	-	3,000
TRAVEL	4,687	-	2,500	-	2,600
<b>Total Non-Personnel</b>	<b>20,033</b>	<b>0.0</b>	<b>26,100</b>	<b>0.0</b>	<b>38,100</b>
<b>Total 2110 CURRICULUM DIRECTORS - SPECIAL EDUCATION</b>	<b>561,797</b>	<b>7.5</b>	<b>626,592</b>	<b>7.0</b>	<b>642,988</b>

Notes:

.5 FTE of a Special Education Secretary position has been incorporated into the Special Education 240 Grant.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2210 SCHOOL LEADERSHIP</b>					
PRINCIPALS	740,123	7.0	754,567	7.0	822,284
ASSISTANT PRINCIPALS	200,434	2.0	199,611	2.0	212,490
DEANS	301,542	3.0	300,366	3.0	312,749
SECRETARIES	389,888	12.0	409,719	12.0	420,140
<b>Total Personnel</b>	<b>1,631,987</b>	<b>24.0</b>	<b>1,664,263</b>	<b>24.0</b>	<b>1,767,662</b>
ADMIN INST, CONFERENCES & DUES	13,371	-	34,840	-	36,340
COMPUTER SUPPLIES & MAINTENANCE	11,092	-	17,400	-	17,400
CHS GRADUATION	17,749	-	19,550	-	19,550
POSTAGE	12,197	-	15,800	-	16,600
PRINTING	13,231	-	21,750	-	22,500
SOFTWARE	4,860	-	45,500	-	31,000
SUPPLIES	13,715	-	17,450	-	18,225
<b>Total Non-Personnel</b>	<b>86,215</b>	<b>0.0</b>	<b>172,290</b>	<b>0.0</b>	<b>161,615</b>
<b>Total 2210 SCHOOL LEADERSHIP</b>	<b>1,718,202</b>	<b>24.0</b>	<b>1,836,553</b>	<b>24.0</b>	<b>1,929,277</b>

Notes:

The Software line item funds costs associated with Project Lead the Way at Chelmsford High School.

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2305 CLASSROOM TEACHERS - REGULAR EDUCATION</b>					
ELEMENTARY TEACHERS	4,888,724	67.0	4,899,878	67.0	4,852,569
KINDERGARTEN TEACHERS	539,476	8.0	549,099	18.0	1,139,369
MIDDLE SCHOOL TEACHERS - GRADES 5 & 6	2,657,603	36.0	2,715,929	34.0	2,699,354
TEACHERS - ART	958,574	13.4	966,111	11.4	866,097
TEACHERS - BUSINESS	278,675	3.0	204,403	3.0	211,154
TEACHERS - ENGLISH	1,827,731	25.0	1,835,359	25.0	1,882,539
TEACHERS - FAMILY CONSUMER SCIENCE	77,178	1.0	77,178	1.0	78,722
TEACHERS - HEALTH	379,644	6.0	456,823	7.0	528,704
TEACHERS - MATHEMATICS	1,978,006	28.0	2,019,509	27.0	2,009,058
TEACHERS - MUSIC	1,009,777	14.4	1,029,515	14.4	1,059,978
TEACHERS - PHYSICAL EDUCATION	1,049,102	14.2	977,342	13.2	946,883
TEACHERS - SCIENCE	1,832,583	25.0	1,807,343	25.0	1,876,175
TEACHERS - SOCIAL STUDIES	1,677,792	24.0	1,726,692	24.0	1,794,643
TEACHERS - TECHNOLOGY	464,656	7.8	490,369	8.0	509,558
TEACHERS - WORLD LANGUAGE	1,111,142	15.8	1,156,934	15.8	1,124,656
Total Personnel	20,730,663	288.6	20,912,484	293.8	21,579,458
<b>Total 2305 CLASSROOM TEACHERS - REGULAR EDUCATION</b>	<b>20,730,663</b>	<b>288.6</b>	<b>20,912,484</b>	<b>293.8</b>	<b>21,579,458</b>

Notes:

The Kindergarten Teachers line has been increased by 10 FPE. Eight (8) positions will be initially advertised to implement full-day Kindergarten. An additional two (2) positions have been budgeted in the event additional teaching positions are required due to student enrollment.

Health teachers has increased by 1.0 FPE while Physical Education Teachers has decreased by 1.0 FPE. This offset reflects the scheduled teaching assignments of health and physical education staff during the 2016/17 school year.

2.0 Art Teacher and 1.0 Mathematics Teacher positions have been reduced at Chelmsford High School due to 2017/18 student course requests. Class sizes will continue to be within the adopted school committee guidelines and not affect grade level or department level programming.

2.0 Middle School Teacher (5th Grade) positions have been reduced at the McCarthy Middle School due to the projected 2017/18 student enrollment. Class sizes will continue to be within the adopted school committee guidelines and not affect grade level programming.



Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2310 TEACHER SPECIALISTS - REGULAR EDUCATION</b>					
TUTORING	38,140	-	15,000	-	15,000
TEACHERS - ENGLISH LANGUAGE LEARNERS	333,531	6.0	366,760	6.0	376,873
TEACHERS - READING	993,399	13.0	975,718	13.0	978,489
STIPENDS - PRINCIPAL DESIGNEE (ELEMENTARY & MIDDLE)	-	-	-	-	6,936
STIPENDS - TEAM LEADERS & SPECIALISTS (ELEMENTARY)	-	-	-	-	27,744
STIPENDS - TEAM LEADERS & FACILITATORS (MIDDLE)	-	-	-	-	25,432
Total Personnel	1,365,070	19.0	1,357,478	19.0	1,430,474
<b>Total 2310 TEACHERS SPECIALIST - REGULAR EDUCATION</b>	<b>1,365,070</b>	<b>19.0</b>	<b>1,357,478</b>	<b>19.0</b>	<b>1,430,474</b>

Notes:

Stipends for elementary and middle school principal designee, team facilitators, team leaders and team specialists have been reclassified from 3520 Other Student Activities.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2310 TEACHER SPECIALISTS - SPECIAL EDUCATION</b>					
OUT-OF-DISTRICT COORDINATOR	77,179	1.0	85,678	1.0	96,317
BOARD CERTIFIED BEHAVIOR ANALYST (BCBA)	71,957	2.0	154,568	2.0	157,443
TEACHERS - INTEGRATED PRESCHOOL	436,573	7.0	466,554	7.0	493,781
Less: Offset to CHIPS Revolving Fund	(37,894)	-	-	-	(115,000)
TEACHERS - SPECIAL EDUCATION	3,303,127	50.5	3,361,894	50.5	3,531,617
TEACHERS - SPEECH LANGUAGE PATHOLOGIST	880,932	13.0	933,348	14.0	1,024,419
TEACHERS - SUMMER SCHOOL	95,876	-	96,500	-	96,500
Total Personnel	4,827,750	73.5	5,098,542	74.5	5,285,077
<b>Total 2310 TEACHER SPECIALISTS - SPECIAL EDUCATION</b>	<b>4,827,750</b>	<b>73.5</b>	<b>5,098,542</b>	<b>74.5</b>	<b>5,285,077</b>

Notes:

The Teachers Integrated Pre-School line item has been offset by \$ 115,000 being allocated to the CHIPS Revolving Fund.

One (1) additional Speech Language Pathologist has been added to the budget as the required level of speech services has increased in individual student education plans, particularly at the middle school level.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2320 MEDICAL/THERAPEUTIC SERVICES</b>					
PHYSICAL THERAPISTS	95,356	1.4	79,222	1.4	96,438
OCCUPATIONAL THERAPISTS	195,547	3.0	198,158	3.0	204,784
CERTIFIED OCCUPATIONAL THERAPY ASSISTANT (COTA)	36,485	1.0	47,431	1.0	44,300
Total Personnel	327,388	5.4	324,811	5.4	345,522
<b>Total 2320 MEDICAL/THERAPEUTIC SERVICES</b>	<b>327,388</b>	<b>5.4</b>	<b>324,811</b>	<b>5.4</b>	<b>345,522</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2325 SUBSTITUTES</b>					
SUBSTITUTES - PARAS AND SECRETARIES	123,492	-	116,000	-	125,000
SUBSTITUTE TEACHERS - DAY-TO-DAY	252,533	-	388,000	-	300,000
SUBSTITUTE TEACHERS - LONG TERM	121,013	-	97,000	-	125,000
Total Personnel	497,038	0.0	601,000	0.0	550,000
<b>Total 2325 SUBSTITUTES</b>	<b>497,038</b>	<b>0.0</b>	<b>601,000</b>	<b>0.0</b>	<b>550,000</b>

Notes:

The substitute employee costs have been better allocated to reflect actual expenditures in FY2016 and estimated expenditures in FY2017.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2330 PARAPROFESSIONALS</b>					
SCHOOL CLERKS	185,824	11.0	214,516	11.0	233,634
COPY CENTER CLERKS	15,843	2.0	34,858	2.0	40,413
LUNCH & RECESS AIDES	378,592	42.0	337,842	50.0	426,851
PARAPROFESSIONALS - SPECIAL EDUCATION	2,815,384	153.5	2,972,898	160.5	3,220,652
PARAPROFESSIONALS - TOILETING STIPEND	2,600	-	3,000	-	3,000
Total Personnel	3,398,243	208.5	3,563,114	223.5	3,924,550
<b>Total 2330 PARAPROFESSIONALS</b>	<b>3,398,243</b>	<b>208.5</b>	<b>3,563,114</b>	<b>223.5</b>	<b>3,924,550</b>

Notes:

Eight (8) additional (2 at each elementary school) lunch and recess aides have been included in the budget to provide for the necessary supervision of the additional full-time kindergarten students while at lunch and recess.

Five (5) additional special education paraprofessionals are required to meet the specified services as outlined in individual student education plans.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2340 LIBRARY/MEDIA CENTER</b>					
LIBRARIANS	237,462	3.0	212,306	3.0	216,447
LIBRARY AIDES	153,600	4.0	161,533	4.0	172,857
LIBRARY CLERKS - CIRCULATION	40,733	2.0	38,220	2.0	38,616
TECHNOLOGY ASSISTANTS	116,688	4.0	163,516	4.0	174,881
Total Personnel	548,483	13.0	575,575	13.0	602,802
<b>Total 2340 LIBRARIANS/MEDIA CENTER</b>	<b>548,483</b>	<b>13.0</b>	<b>575,575</b>	<b>13.0</b>	<b>602,802</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2357 PROFESSIONAL DEVELOPMENT</b>					
MENTOR STIPENDS	17,315	-	20,000	-	28,000
Total Personnel	17,315	0.0	20,000	0.0	28,000
COURSE REIMBURSEMENT - SECRETARIES & PARAPROFESSIONALS	2,000	-	5,000	-	5,000
COURSE REIMBURSEMENT - TEACHERS	59,935	-	60,000	-	60,000
DUES & CONFERENCES	25,949	-	53,675	-	53,675
Total Non-Personnel	87,884	0.0	118,675	0.0	118,675
<b>Total 2357 PROFESSIONAL DEVELOPMENT</b>	<b>105,199</b>	<b>0.0</b>	<b>138,675</b>	<b>0.0</b>	<b>146,675</b>

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2410-2415 TEXTBOOKS &amp; INSTRUCTIONAL MATERIALS</b>					
CONTRACTED SERVICES - REBINDING	3,317	-	4,000	-	4,000
CONTRACTED SERVICES - LIBRARY	11,000	-	11,000	-	11,000
CURRICULUM EXPENSE - SPECIAL EDUCATION	15,322	-	15,000	-	35,000
SUMMER CURRICULUM DEVELOPMENT	37,992	-	55,000	-	55,000
SUPPLIES - LIBRARY	31,150	-	34,000	-	35,000
TEXTBOOK ADOPTIONS - DISTRICT-WIDE	125,175	-	145,000	-	145,000
TEXTS - GENERAL	4,745	-	11,000	-	11,000
TEXTS - BUSINESS	10,235	-	12,000	-	12,000
TEXTS - ENGLISH LANGUAGE LEARNERS	-	-	2,500	-	2,500
TEXTS - ENGLISH LANGUAGE ARTS	29,175	-	33,000	-	34,000
TEXTS - FOREIGN LANGUAGE	4,068	-	7,200	-	7,200
TEXTS - HEALTH	4,805	-	3,000	-	1,000
TEXTS - MATHEMATICS	67,230	-	7,000	-	50,500
TEXTS - MUSIC	6,207	-	6,000	-	8,000
TEXTS - READING	5,402	-	6,000	-	6,000
TEXTS - SCIENCE	12,739	-	90,600	-	120,000
TEXTS - SOCIAL STUDIES	10,779	-	18,168	-	18,900
Total Non-Personnel	379,341	0.0	460,468	0.0	556,100
<b>Total 2410-2415 TEXTBOOKS &amp; INSTRUCTIONAL MATERIALS</b>	<b>379,341</b>	<b>0.0</b>	<b>460,468</b>	<b>0.0</b>	<b>556,100</b>

Notes:

Texts - Special Education Curriculum Expense has increased to purchase Wilson reading, RAVE-O reading, and ACE curricula materials.

Texts - Mathematics has increased significantly as consumable materials for Math Expressions (student activity books and homework and remembering books) needs to be purchased. The materials purchased under the original textbook adoption have been depleted and need to be replenished in FY2018.

Texts - Science includes funding for the purchase of Foss Science kits (1 kit per teacher in grades K - 4 and 2 kits per teacher in grade 5).



Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2420 INSTRUCTIONAL EQUIPMENT</b>					
EQUIPMENT & MAINTENANCE - GENERAL (SCHOOL)	11,204	-	50,150	-	55,150
EQUIPMENT & MAINTENANCE - ART	416	-	500	-	1,500
EQUIPMENT & MAINTENANCE - PHYSICAL EDUCATION	11,305	-	20,800	-	22,500
EQUIPMENT & MAINTENANCE - SCIENCE	11,461	-	15,007	-	17,000
EQUIPMENT & MAINTENANCE - TECHNOLOGY	400	-	2,000	-	2,000
Total Non-Personnel	34,786	0.0	88,457	0.0	98,150
<b>Total 2420 INSTRUCTIONAL EQUIPMENT</b>	<b>34,786</b>	<b>0.0</b>	<b>88,457</b>	<b>0.0</b>	<b>98,150</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2430 GENERAL SUPPLIES</b>					
SUPPLIES - COPY PAPER	65,111	-	77,000	-	77,000
SUPPLIES - ENGLISH LANGUAGE LEARNERS	1,462	-	3,000	-	3,000
SUPPLIES - EVALUATIONS - SPECIAL EDUCATION	55,091	-	42,500	-	42,500
SUPPLIES - GENERAL (SCHOOL/CLASSROOM)	91,778	-	105,130	-	121,455
SUPPLIES - ART	50,862	-	51,550	-	50,550
SUPPLIES - BUSINESS	961	-	1,000	-	2,000
SUPPLIES - ENGLISH LANGUAGE ARTS	8,236	-	15,920	-	16,200
SUPPLIES - FOREIGN LANGUAGE	5,413	-	6,800	-	6,800
SUPPLIES - HEALTH	3,114	-	3,300	-	3,800
SUPPLIES - TECHNOLOGY	25,626	-	26,181	-	25,500
SUPPLIES - MATHEMATICS	18,374	-	18,350	-	18,350
SUPPLIES - MUSIC	41,668	-	43,050	-	41,050
SUPPLIES - PHYSICAL EDUCATION	379	-	200	-	200
SUPPLIES - READING	3,428	-	6,600	-	6,600
SUPPLIES - SCIENCE	39,798	-	87,636	-	54,000
SUPPLIES - SOCIAL STUDIES	12,550	-	16,440	-	15,500
Total Non-Personnel	423,851	0.0	504,657	0.0	484,505
<b>Total 2430 GENERAL SUPPLIES</b>	<b>423,851</b>	<b>0.0</b>	<b>504,657</b>	<b>0.0</b>	<b>484,505</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2440 OTHER INSTRUCTIONAL SERVICES - SPECIAL EDUCATION</b>					
CONTRACTED SERVICES - SPECIAL EDUCATION	1,358,928	-	1,075,220	-	225,000
Less: Special Education 240 Grant	-	-	(900,000)	-	-
CRISIS INTERVENTION/CONTINGENCY - SPECIAL EDUCATION	20,136	-	25,000	-	25,000
TUTORING - SPECIAL EDUCATION	18,710	-	24,000	-	24,000
Total Non-Personnel	1,397,774	0.0	224,220	0.0	274,000
<b>Total 2440 OTHER INSTRUCTIONAL SERVICES - SPECIAL ED</b>	<b>1,397,774</b>	<b>0.0</b>	<b>224,220</b>	<b>0.0</b>	<b>274,000</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2451 CLASSROOM INSTRUCTIONAL TECHNOLOGY</b>					
COMPUTER EQUIPMENT & SUPPLIES	214,920	-	212,698	-	213,448
COMPUTER SUPPLIES - FOREIGN LANGUAGE	9,100	-	10,000	-	10,000
COMPUTER SUPPLIES - COMPUTER SCIENCE	1,675	-	-	-	-
COMPUTER MAINTENANCE	161	-	800	-	-
INSTRUCTIONAL SOFTWARE	249,827	-	238,203	-	137,000
Total Non-Personnel	475,683	0.0	461,701	0.0	360,448
<b>Total 2451 CLASSROOM INST TECHNOLOGY</b>	<b>475,683</b>	<b>0.0</b>	<b>461,701</b>	<b>0.0</b>	<b>360,448</b>

Notes:

The Instructional Software line item has decreased significantly as administrative software previously included in the Instructional Software budget has been reclassified as 1230 Administrative Software.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>2800 GUIDANCE &amp; PSYCHOLOGICAL SERVICES</b>					
GUIDANCE COUNSELORS	1,061,099	16.0	1,089,511	16.0	1,131,083
GUIDANCE SECRETARIES	70,838	2.0	71,445	2.0	75,649
PSYCHOLOGISTS	472,560	7.0	534,627	7.0	568,458
Total Personnel	1,604,497	25.0	1,695,583	25.0	1,775,191
GUIDANCE SUPPLIES	14,772	-	21,412	-	24,505
Total Non-Personnel	14,772	0.0	21,412	0.0	24,505
<b>Total 2800 GUIDANCE &amp; PSYCHOLOGICAL SERVICES</b>	<b>1,619,269</b>	<b>25.0</b>	<b>1,716,995</b>	<b>25.0</b>	<b>1,799,696</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>3200 MEDICAL &amp; HEALTH SERVICES</b>					
SCHOOL NURSES	660,543	9.9	669,970	9.9	702,700
SCHOOL NURSES - SUBSTITUTE COVERAGE	29,564	-	38,000	-	38,000
TOWN HEALTH EDUCATOR	20,000	-	20,000	-	20,000
<b>Total Personnel</b>	<b>710,107</b>	<b>9.9</b>	<b>727,970</b>	<b>9.9</b>	<b>760,700</b>
CONTRACT SERVICES - INTERFACE & AED SUPPORT	-	-	9,300	-	9,300
COURSE REIMBURSEMENT (NURSE)	984	-	2,000	-	3,000
EQUIPMENT & MAINTENANCE (NURSE)	4,200	-	1,200	-	1,600
INSURANCE (NURSE)	1,154	-	1,375	-	1,375
SUPPLIES (NURSE)	7,148	-	8,400	-	8,900
TRAVEL (NURSE)	61	-	200	-	500
SCHOOL DOCTOR	2,000	-	2,075	-	2,100
<b>Total Non-Personnel</b>	<b>15,547</b>	<b>0.0</b>	<b>24,550</b>	<b>0.0</b>	<b>26,775</b>
<b>Total 3200 MEDICAL &amp; HEALTH SERVICES</b>	<b>725,654</b>	<b>9.9</b>	<b>752,520</b>	<b>9.9</b>	<b>787,475</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>3300 TRANSPORTATION</b>					
CROSSING GUARDS	2,070	3.0	10,800	3.0	10,800
TRANSPORTATION COORDINATOR	-	0.0	-	1.0	23,000
Total Personnel	2,070	3.0	10,800	4.0	33,800
REGULAR TRANSPORTATION: BASE CONTRACT	1,689,960	-	1,587,960	-	1,722,600
Less: Offset to Transportation Revolving Fund	(399,672)	-	(300,000)	-	(300,000)
REGULAR TRANSPORTATION: LATE BUS RUNS	27,960	-	39,256	-	40,000
REGULAR TRANSPORTATION: HOMELESS	149,326	-	135,000	-	60,000
REGULAR TRANSPORTATION: MID DAY KINDERGARTEN BUS RUNS	-	-	120,000	-	-
Less: Mid-Day Kindergarten Bus offset to Comm Ed	(120,960)	-	(120,000)	-	-
SPECIAL EDUCATION TRANSPORTATION	1,027,003	-	1,860,000	-	1,850,000
Less: Special Education 240 Grant Offset	(117,318)	-	-	-	-
SOFTWARE	-	-	5,995	-	9,940
Total Non-Personnel	2,256,299	0.0	3,328,211	0.0	3,382,540
<b>Total 3300 TRANSPORTATION</b>	<b>2,258,369</b>	<b>3.0</b>	<b>3,339,011</b>	<b>4.0</b>	<b>3,416,340</b>

Notes:

A new position of Transportation Coordinator is recommended to be funded in this budget, and if approved, the salary will be augmented with the Transportation Coordinator Stipends included in 1210 Superintendent and 1220 Assistant Superintendent budget sections bringing the annual salary to \$ 45,000.

A decrease in the transportation of Homeless students has been observed in FY2017. The FY2018 budget reflects the continuing trend.

The implementation of full-day Kindergarten eliminates the need for the mid-day Kindergarten bus runs, the offset to Community Education is also eliminated.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>3400 FOOD SERVICES</b>					
DIRECTOR OF SCHOOL NUTRITION	75,000	1.0	75,000	1.0	78,030
Total Personnel	75,000	1.0	75,000	1.0	78,030
CONTRACTED SERVICES	21,098	-	25,000	-	25,000
OTHER EXPENSES	-	-	-	-	-
OTHER EXPENSES - UNCOLLECTED DEBT	13,693	-	-	-	-
Total Non-Personnel	34,791	0.0	25,000	0.0	25,000
<b>Total 3400 FOOD SERVICES</b>	<b>109,791</b>	<b>1.0</b>	<b>100,000</b>	<b>1.0</b>	<b>103,030</b>



Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>3510 ATHLETIC DEPARTMENT</b>					
ATHLETIC DIRECTOR	106,272	1.0	100,138	1.0	103,673
ATHLETIC TRAINER	43,627	1.0	45,372	1.0	47,205
SECRETARY SALARY	24,075	1.0	27,255	1.0	29,486
ATHLETIC STUDENT ASSISTANT	5,800	0.4	7,240	0.4	8,191
Total Personnel	179,774	3.4	180,005	3.4	188,555
ATHLETICS DEPARTMENT STADIUM LIGHTS	998	-	2,000	-	2,000
INSURANCE	21,951	-	24,801	-	27,800
EQUIPMENT RECONDITIONING	17,000	-	18,500	-	18,963
MEDICAL SUPPLIES	5,176	-	5,500	-	6,000
GAME OFFICIALS/POLICE DETAILS	77,648	-	83,000	-	85,075
OTHER EXPENSES	43,556	-	30,600	-	30,600
POOL & ICE RENTALS	60,000	-	60,000	-	61,500
SUPPLIES	30,030	-	30,000	-	30,000
TRANSPORTATION	91,670	-	99,199	-	99,199
Total Non-Personnel	348,029	0.0	353,600	0.0	361,137
<b>Total 3510 ATHLETIC DEPARTMENT</b>	<b>527,803</b>	<b>3.4</b>	<b>533,605</b>	<b>3.4</b>	<b>549,692</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>3520 OTHER STUDENT ACTIVITIES</b>					
NIGHT SCHOOL INSTRUCTORS	17,596	-	18,500	-	18,500
STUDENT ACTIVITY ADVISORS	146,569	-	135,560	-	85,560
Total Personnel	164,165	0.0	154,060	0.0	104,060
OTHER EXPENSES - CHS NEWSPAPER	-	-	700	-	700
OTHER EXPENSES - DESTINATION IMAGINATION	1,530	-	2,300	-	2,300
OTHER EXPENSES - MATHEMATICS TEAM	2,436	-	2,750	-	2,750
OTHER EXPENSES - NATIONAL HONOR SOCIETY	1,977	-	2,300	-	2,400
OTHER EXPENSES - SCIENCE CLUB	1,587	-	1,950	-	2,000
Total Non-Personnel	7,530	0.0	10,000	0.0	10,150
<b>Total 3520 OTHER STUDENT ACTIVITIES</b>	<b>171,695</b>	<b>0.0</b>	<b>164,060</b>	<b>0.0</b>	<b>114,210</b>

Notes:

Stipends for elementary and middle school principal designee, team facilitators, team leaders and team specialists were previously included in the Student Activity Advisors line item. These stipends have been reclassified to 2310 Teacher Specialists.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>3600 SCHOOL SECURITY</b>					
SUPERVISOR OF STUDENTS	192,114	4.0	194,156	4.0	202,518
Total Personnel	192,114	4.0	194,156	4.0	202,518
<b>Total 3600 SCHOOL SECURITY</b>	<b>192,114</b>	<b>4.0</b>	<b>194,156</b>	<b>4.0</b>	<b>202,518</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>4110 CUSTODIAL</b>					
DIRECTOR OF FACILITY SERVICES	24,584	1.0	95,000	1.0	96,900
SECRETARY - FACILITY SERVICES	-	0.3	12,000	0.3	12,485
DAYTIME LEAD BUILDING CUSTODIANS	13,333	10.0	361,920	10.0	356,429
CUSTODIAL OVERTIME - GENERAL	236	-	5,000	-	5,000
CUSTODIAL OVERTIME - SNOW & ICE REMOVAL	-	-	-	-	5,063
<b>Total Personnel</b>	<b>38,153</b>	<b>11.3</b>	<b>473,920</b>	<b>11.3</b>	<b>475,877</b>
CONTRACTUAL SERVICES	910,723	-	733,294	-	781,775
Less: Offset to Comm Ed	(125,293)	-	(28,493)	-	(29,178)
SUPPLIES - AUDITORIUM & PAC	1,975	-	12,000	-	12,000
SUPPLIES - CUSTODIAL	118,857	-	170,000	-	180,200
GENERAL MAINTENANCE	24,981	-	5,000	-	5,000
EQUIPMENT	7,968	-	15,000	-	15,000
<b>Total Non-Personnel</b>	<b>939,211</b>	<b>0.0</b>	<b>906,801</b>	<b>0.0</b>	<b>964,797</b>
<b>Total 4110 CUSTODIAL</b>	<b>977,364</b>	<b>11.3</b>	<b>1,380,721</b>	<b>11.3</b>	<b>1,440,674</b>

Notes:

FY2017 is the first year of the new hybrid custodial cleaning model in the Chelmsford Public Schools (CPS). A new line item reflecting the cost for CPS building custodians to remove snow and ice at the schools has been included in the FY2018 budget.

The Contracted Services line item increase is related to the base custodial cleaning contract increase to provide for the daily modular classroom and bathroom cleaning at the Byam, Center, Harrington and South Row Elementary Schools.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>4120 UTILITIES</b>					
UTILITIES - FUEL	321,721	-	384,000	-	384,000
UTILITIES - ELECTRICITY	433,146	-	469,000	-	469,000
UTILITIES - TELEPHONE	195,719	-	197,000	-	197,000
UTILITIES - WATER	9,223	-	11,400	-	11,400
Total Non-Personnel	959,809	0.0	1,061,400	0.0	1,061,400
<b>Total 4120 UTILITIES</b>	<b>959,809</b>	<b>0.0</b>	<b>1,061,400</b>	<b>0.0</b>	<b>1,061,400</b>

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>9300 TUITIONS</b>					
TUITIONS - OUT OF DISTRICT	7,032,053	-	6,954,039	-	7,400,000
Less: Circuit Breaker Funds	(2,229,373)	-	(2,900,000)	-	(2,500,000)
Less: School Choice Funds Offset	-	-	(230,029)	-	(250,000)
Less: Valley Collaborative Tuition Credit/Refund	-	-	-	-	(200,095)
Total Non-Personnel	4,802,680	0.0	3,824,010	0.0	4,449,905
<b>Total 9300 TUITIONS</b>	<b>4,802,680</b>	<b>0.0</b>	<b>3,824,010</b>	<b>0.0</b>	<b>4,449,905</b>

Notes:

An additional \$ 19,971 of School Choice tuition is allocated to bring the total School Choice offset in FY18 to \$ 250,000. During the 2016/17 school year, the District tuitioned fifty (50) students from neighboring communities into the Chelmsford Public Schools. The District receives \$ 5,000 per student enrolled through the Commonwealth's School Choice Program.

The District will be receiving either a Credit or Refund from Valley Collaborative in FY18, as Valley is projecting revenue in excess of the amount they are able to retain at fiscal yearend. 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 is projected to receive approximately \$ 440,000. While this funding should be considered "one time" revenue, I am comfortable recommending a portion be used to offset the FY18 local operating budget as it directly relates to special education tuition. I am recommending slightly less than half of the amount, \$ 200,095, be used to bring the FY18 budget into balance and meet the Town Manager's recommended \$ 57 million local operating budget for the Chelmsford Public Schools.

Category Level Detail

	FY2016 ACTUAL	FY2017 FPE	FY2017 BUDGET	FY2018 FPE	FY2018 BUDGET
<b>Grand Total</b>	<b>52,900,000</b>	<b>728.8</b>	<b>54,550,000</b>	<b>750.5</b>	<b>57,000,000</b>

Last Name	First Name	Position	FPE	School	FY2018 Salary
GIGLIO	SHARON	Recording Secretary to the School Committee		Central Administration	4,080
LANG	JAY	Superintendent of Schools	1	Central Administration	180,000
LANG	JAY	Performance Bonus & Vacation Buyback		Central Administration	12,895
PHILLIPS	DEBORAH	Administrative Assistant to the Superintendent		Central Administration	53,427
PHILLIPS	DEBORAH	Transportation Coordinator Stipend	1	Central Administration	11,000
					<b>64,427</b>
HIRSCH	LINDA	Assistant Superintendent of Curriculum & Instruction	1	Central Administration	140,000
HIRSCH	LINDA	Performance Bonus & Vacation Buyback		Central Administration	11,140
MERCIER	KATHERINE	Administrative Assistant to the Assistant Superintendent	1	Central Administration	52,100
MERCIER	KATHERINE	Transportation Coordinator Stipend		Central Administration	11,000
					<b>63,100</b>
		Longevity		Districtwide	48,318
		Retirement Incentive/Sick Leave Buy-Back		Districtwide	234,653
		Salary Reserve for Level (Lane) Changes		Districtwide	146,890
		Salary Reserve for COLA		Districtwide	735,000
JOHNSON-COLLINS	JOANNA	Director of Business and Finance	1	Central Administration	117,300
BOLDUC	LEANNE	Financial Analyst	1	Central Administration	45,900
DALY	CHRISTINE	Accounts Payable/Receivable Specialist	1	Central Administration	41,944
VACANT	VACANT	Accounts Payable/Receivable Specialist	1	Central Administration	41,616
GENNARO	JANE	Central Student Enrollment Registrar	1	Central Administration	55,447
ROSE	WIOLETTKA	Payroll Coordinator	1	Central Administration	56,100
			<b>5</b>		<b>241,007</b>
KIRKPATRICK	CHERYL	Director of Personnel and Professional Learning	1	Central Administration	120,360
BERGLUND	KAREN	Administrative Assistant	1	Central Administration	41,616
WEBBER	RUTH	Administrative Assistant	1	Central Administration	40,800
			<b>2</b>		<b>82,416</b>
PANNETON	SHERRI	Substitute Coordinator	0.7	Central Administration	29,131
SILVER	WILLIAM	Director of Information, Communication and Technology Services	1	Central Administration	120,360
RIGOLI	PAMELA	Districtwide Data Management Officer	1	Central Administration	71,441
WYMAN	JOSEPH	Information, Communication and Technology Service Manager	1	Central Administration	61,200
HEFFERNAN	LISA	Database Assistant	1	Central Administration	48,998
			<b>3</b>		<b>181,639</b>
HALL	MATHEW	Computer Network Manager	1	Central Administration	86,595
ARGENZIANO	JEFFREY	Media Technician	1	Districtwide	47,968
DUCHARME	CYNTHIA	Computer Technician	1	Districtwide	46,818
DULCHINOS	MATTHEW	Computer Technician	1	Districtwide	42,840
NORMANDIN	STEVEN	Computer Technician	1	Districtwide	35,922
			<b>5</b>		<b>260,143</b>
VACANT	VACANT	Curriculum Coordinator - English Language Arts	1	Districtwide	96,317
WRIGHT	THOMAS	Curriculum Coordinator - Counseling & Guidance Services	1	Districtwide	102,413
BEYRANEVAND	MATTHEW	Curriculum Coordinator - Mathematics & Science	1	Districtwide	106,673



Chelmsford Public Schools  
 FY2018 School Committee Approved Budget  
 April 13, 2017

Staff Salary Book

WHITTLESEY	CHRISTINA	Curriculum Coordinator - Fine & Performing Arts	1	Districtwide	103,673
SIMES	KATHRYN	Curriculum Coordinator - Physical Education & Health	1	Districtwide	104,413
MCDERMOTT	LORI	Curriculum Coordinator - ELL, Reading & Title I Less: Offset to Title I Grant (30% of Annual Salary)	1	Districtwide	101,194 -30,358
QUINN	STEPHANIE	Curriculum Coordinator - Social Studies	1	Districtwide	103,673
SWEENEY	MARILYN	Curriculum Coordinator - Technology	1	Districtwide	106,673
			<b>8</b>		<b>794,670</b>
BEYRANEVAND	MATTHEW	Curriculum Coordinator Stipend - Science		Districtwide	10,000
BRUELL	CAROL	Facilitator Stipend - Science		Districtwide	4,000
VACANT	VACANT	Facilitator Stipend - World Language		Districtwide	4,000
					<b>18,000</b>
HARTERY	MARTHA	Secretary - Curriculum Coordinators	1	Chelmsford High School	35,749
REESE	AMY	Director of Student Support Services	1	Central Administration	120,360
SULLIVAN	PEGGY	Secretary to the Director of Student Support Services	1	Central Administration	45,778
RANDOLPH	THERESA	Secretary - Special Education	1	Chelmsford High School	41,249
			<b>2</b>		<b>87,027</b>
DOHERTY	PATRICIA	Special Education Administrative Chairperson	1	Districtwide	103,673
LOVELAND	NICOLE	Special Education Administrative Chairperson	1	Districtwide	97,537
MCARDLE	MARY JANE	Special Education Administrative Chairperson	1	Districtwide	97,537
			<b>3</b>		<b>298,746</b>
MATSON	AMY	Coordinator of Integrated Pre-School	1	CHIPS Program	98,755
FREDETTE	JASON	Principal	1	Byam Elementary School	113,000
LACAVA	MICHAEL	Principal	1	Harrington Elementary School	111,415
MICMAHON	MOLLY	Principal	1	South Row Elementary School	114,000
MCPHEE	KURT	Principal	1	McCarthy Middle School	117,042
MURRAY	STEPHEN	Principal	1	Chelmsford High School	133,785
PARKS	JEFFERY	Principal	1	Parker Middle School	120,042
ROGERS	KELLY	Principal	1	Center Elementary School	113,000
			<b>7</b>		<b>822,284</b>
MARTIN	DONNA	Assistant Principal	1	McCarthy Middle School	106,245
SOUZA	MARK	Assistant Principal	1	Parker Middle School	106,245
			<b>2</b>		<b>212,490</b>
BLAGG	JOSHUA	Dean - Hawthorne House	1	Chelmsford High School	106,141
LYONS	ROBERT	Dean - Emerson House	1	Chelmsford High School	106,633
MACISAAC	JOHN	Dean - Whittier House	1	Chelmsford High School	99,974
			<b>3</b>		<b>312,749</b>
DOSSIN	ANNE	School Secretary - Principal	1	Byam Elementary School	36,857
CAFFELLE	MARY	School Secretary - Principal	1	Center Elementary School	36,857
DISTASI	REBECCA	School Secretary - Emerson House	1	Chelmsford High School	27,598
DOUKSZEWICZ	ROBERTA	School Secretary - Hawthorne House	1	Chelmsford High School	31,943
RICK	ELIZABETH	School Secretary - Principal	1	Chelmsford High School	40,465
BARALDI	JENNIFER	School Secretary - Whittier House	1	Chelmsford High School	31,263
GARERI	MICHELLE	School Secretary - Principal	1	Harrington Elementary School	36,073
MANNION	IDA	School Secretary - Assistant Principal	1	McCarthy Middle School	34,400
PINDARA	CHARLENE	School Secretary - Principal	1	McCarthy Middle School	38,499
ROBINSON	DEBORAH	School Secretary - Assistant Principal	1	Parker Middle School	33,668
LOISELLE	SUSAN	School Secretary - Principal	1	Parker Middle School	38,499
O'NEILL	DEBORAH	School Secretary - Principal	1	South Row Elementary School	34,015
			<b>12</b>		<b>420,140</b>
CARSON	SARAH	Elementary School Teacher (1st Grade)	1	Byam Elementary School	78,722
HICKS	MEGHANNE	Elementary School Teacher (1st Grade)	1	Byam Elementary School	78,722
HOGAN	MEGHAN	Elementary School Teacher (1st Grade)	1	Byam Elementary School	78,722
MARCHANT	KRISTINA	Elementary School Teacher (1st Grade)	1	Byam Elementary School	73,396
KOOKEN	KARLA	Elementary School Teacher (2nd Grade)	1	Byam Elementary School	68,201
MAGUIRE	ELEN	Elementary School Teacher (2nd Grade)	1	Byam Elementary School	76,059
SULLIVAN	LAUREN	Elementary School Teacher (2nd Grade)	1	Byam Elementary School	78,722
THOMAS-BOYLE	LISA	Elementary School Teacher (2nd Grade)	1	Byam Elementary School	78,722
HOLMAN	MELISSA	Elementary School Teacher (3rd Grade)	1	Byam Elementary School	78,722

STREETER	KRISTY	Elementary School Teacher (3rd Grade)	1	Byam Elementary School	78,722
WALSH	ASHLEY	Elementary School Teacher (3rd Grade)	1	Byam Elementary School	60,081
WEBBER	JAMIE	Elementary School Teacher (3rd Grade)	1	Byam Elementary School	57,418
WOOD	JAMIE	Elementary School Teacher (3rd Grade)	1	Byam Elementary School	52,091
ABBASCIANO	MICHELLE	Elementary School Teacher (4th Grade)	1	Byam Elementary School	52,091
ABBOTT	TAMMY	Elementary School Teacher (4th Grade)	1	Byam Elementary School	62,744
ELLITHORPE	EMILY	Elementary School Teacher (4th Grade)	1	Byam Elementary School	47,064
GOLDSTEIN	JENNIFER	Elementary School Teacher (4th Grade)	1	Byam Elementary School	78,722
SEXAUER	ELIZABETH	Elementary School Teacher (4th Grade)	1	Byam Elementary School	65,406
CARTER	KATHLEEN	Elementary School Teacher (1st Grade)	1	Center Elementary School	78,722
COTTER	DIANNE	Elementary School Teacher (1st Grade)	1	Center Elementary School	78,722
DOOLEY	SUSAN	Elementary School Teacher (1st Grade)	1	Center Elementary School	78,722
VACANT	RETIREMENT	Elementary School Teacher (1st Grade)	1	Center Elementary School	55,850
FAHY	KATHY	Elementary School Teacher (2nd Grade)	1	Center Elementary School	78,722
PIERCE-CLARKE	KARI	Elementary School Teacher (2nd Grade)	1	Center Elementary School	78,722
REINEMANN	MICHELLE	Elementary School Teacher (2nd Grade)	1	Center Elementary School	78,722
WHITE	DENISE	Elementary School Teacher (2nd Grade)	1	Center Elementary School	83,076
AYOTTE	JENNIFER	Elementary School Teacher (3rd Grade)	1	Center Elementary School	62,744
KNIGHT	BARBARA	Elementary School Teacher (3rd Grade)	1	Center Elementary School	78,722
L'ABBE	JEFFREY	Elementary School Teacher (3rd Grade)	1	Center Elementary School	78,722
REMICK	JESSICA	Elementary School Teacher (3rd Grade)	1	Center Elementary School	78,722
BUCKLEY	SARAH	Elementary School Teacher (4th Grade)	1	Center Elementary School	68,201
CUNNINGHAM	ALICIA	Elementary School Teacher (4th Grade)	1	Center Elementary School	78,722
OLSSON	MARYELLEN	Elementary School Teacher (4th Grade)	1	Center Elementary School	73,396
SANTABARBARA	SUSAN	Elementary School Teacher (4th Grade)	1	Center Elementary School	78,722
ASHDOWN	LISA	Elementary School Teacher (1st Grade)	1	Harrington Elementary School	78,722
GILBERT	STACY	Elementary School Teacher (1st Grade)	1	Harrington Elementary School	78,722
LARIVEE	CAROLE	Elementary School Teacher (1st Grade)	1	Harrington Elementary School	83,076
VISNIEWSKI	GALE	Elementary School Teacher (1st Grade)	1	Harrington Elementary School	72,352
CODDAIRE	ELIZABETH	Elementary School Teacher (2nd Grade)	1	Harrington Elementary School	78,722
HOFFMAN	JANET	Elementary School Teacher (2nd Grade)	1	Harrington Elementary School	78,722
OMOBONO	DONNA	Elementary School Teacher (2nd Grade)	1	Harrington Elementary School	78,722
TORPEY	ELIZABETH	Elementary School Teacher (2nd Grade)	1	Harrington Elementary School	57,418
WURTZLER	STEVE	Elementary School Teacher (2nd Grade)	1	Harrington Elementary School	78,722
GRAHAM	KRISTEN	Elementary School Teacher (3rd Grade)	1	Harrington Elementary School	78,722
KOWALIK	JESSICA	Elementary School Teacher (3rd Grade)	1	Harrington Elementary School	78,722
MATHEWS	BETH-ANN	Elementary School Teacher (3rd Grade)	1	Harrington Elementary School	78,722
TRAINOR	TARA	Elementary School Teacher (3rd Grade)	1	Harrington Elementary School	83,076
COTE	KRISTINA	Elementary School Teacher (4th Grade)	1	Harrington Elementary School	60,081
DANIELI	ELIZABETH	Elementary School Teacher (4th Grade)	1	Harrington Elementary School	62,744
MACALLISTER	MARYBETH	Elementary School Teacher (4th Grade)	1	Harrington Elementary School	68,201
SULLIVAN	KELLIE	Elementary School Teacher (4th Grade)	1	Harrington Elementary School	78,722
BAPTISTE	HEATHER	Elementary School Teacher (1st Grade)	1	South Row Elementary School	76,059
VACANT	RETIREMENT	Elementary School Teacher (1st Grade)	1	South Row Elementary School	55,850
FRASCA	STACY	Elementary School Teacher (1st Grade)	1	South Row Elementary School	78,722
VACANT	RETIREMENT	Elementary School Teacher (1st Grade)	1	South Row Elementary School	55,850
CONNOLLY	ELAINE	Elementary School Teacher (2nd Grade)	1	South Row Elementary School	78,722
HODGKINS	JUDY	Elementary School Teacher (2nd Grade)	1	South Row Elementary School	78,722
KELLEY	DEIRDRE	Elementary School Teacher (2nd Grade)	1	South Row Elementary School	68,201
VACANT	RETIREMENT	Elementary School Teacher (2nd Grade)	1	South Row Elementary School	55,850
KRAUCH	MARTHA	Elementary School Teacher (3rd Grade)	1	South Row Elementary School	78,722
SANBORN	JENNIFER	Elementary School Teacher (3rd Grade)	1	South Row Elementary School	76,059
STAGNONE	ANNE	Elementary School Teacher (3rd Grade)	1	South Row Elementary School	78,722
VASQUEZ	AUDRA	Elementary School Teacher (3rd Grade)	1	South Row Elementary School	78,722
CARNEY	DAVID	Elementary School Teacher (4th Grade)	1	South Row Elementary School	52,091
DEMARY	JACLYN	Elementary School Teacher (4th Grade)	1	South Row Elementary School	57,418
DRISCOLL	TERRY	Elementary School Teacher (4th Grade)	1	South Row Elementary School	72,091
TICE	LISA	Elementary School Teacher (4th Grade)	1	South Row Elementary School	83,076
				<b>67</b>	<b>4,852,569</b>
CORMACK-O'DONNELL	MARIE	Kindergarten Teacher	1	Byam Elementary School	78,722
HANAFIN	SHERRI	Kindergarten Teacher	1	Byam Elementary School	73,396
VACANT	NEW POSITION	Kindergarten Teacher	1	Byam Elementary School	55,850
VACANT	NEW POSITION	Kindergarten Teacher	1	Byam Elementary School	55,850
AHEARN	STEPHANIE	Kindergarten Teacher	1	Center Elementary School	57,418
MCCONNELL	BRENDA	Kindergarten Teacher	1	Center Elementary School	54,755
VACANT	NEW POSITION	Kindergarten Teacher	1	Center Elementary School	55,850
VACANT	NEW POSITION	Kindergarten Teacher	1	Center Elementary School	55,850
PRUSSACK	AMY	Kindergarten Teacher	1	Harrington Elementary School	83,076
SAWYER	ELIZABETH	Kindergarten Teacher	1	Harrington Elementary School	78,722
VACANT	NEW POSITION	Kindergarten Teacher	1	Harrington Elementary School	55,850
VACANT	NEW POSITION	Kindergarten Teacher	1	Harrington Elementary School	55,850
KENNEY	ROBYN	Kindergarten Teacher	1	South Row Elementary School	78,722
TODD	MARY	Kindergarten Teacher	1	South Row Elementary School	76,059
VACANT	NEW POSITION	Kindergarten Teacher	1	South Row Elementary School	55,850
VACANT	NEW POSITION	Kindergarten Teacher	1	South Row Elementary School	55,850
VACANT	NEW POSITION	Kindergarten Teacher	1	TBD Elementary School	55,850
VACANT	NEW POSITION	Kindergarten Teacher	1	TBD Elementary School	55,850
				<b>18</b>	<b>1,139,369</b>

BAILLARGEON	DANIELLE	Middle School Teacher (5th Grade)	1	McCarthy Middle School	78,722
CORMIER	KELLY	Middle School Teacher (5th Grade)	1	McCarthy Middle School	78,722
DAIGLE	DENISE	Middle School Teacher (5th Grade)	1	McCarthy Middle School	72,352
DEVITO	KATHRYN	Middle School Teacher (5th Grade)	1	McCarthy Middle School	83,839
MACPHEE	JENNIFER	Middle School Teacher (5th Grade)	1	McCarthy Middle School	78,722
MURRAY	PAMELA	Middle School Teacher (5th Grade)	1	McCarthy Middle School	83,076
OTTMAN	RACHEL	Middle School Teacher (5th Grade)	1	McCarthy Middle School	78,722
PANAGIOTAKOS	CHRISTINE	Middle School Teacher (5th Grade)	1	McCarthy Middle School	83,076
SKELTON	MARY	Middle School Teacher (5th Grade)	1	McCarthy Middle School	78,722
SZABLAK	LINDA	Middle School Teacher (5th Grade)	1	McCarthy Middle School	78,722
<i>Superintendent's Budget Recommendation: Reduce 2.0 Middle School Teacher (5th Grade) Positions</i>			-2	McCarthy Middle School	-111,700
BAKER	AMY	Middle School Teacher (6th Grade)	1	McCarthy Middle School	73,396
BROCKMYRE-MARTIN	MARY	Middle School Teacher (6th Grade)	1	McCarthy Middle School	78,722
FELZANI	ADAM	Middle School Teacher (6th Grade)	1	McCarthy Middle School	83,839
FLANAGAN	JENNIFER	Middle School Teacher (6th Grade)	1	McCarthy Middle School	78,722
GUERRA	MARY	Middle School Teacher (6th Grade)	1	McCarthy Middle School	57,418
LOCOCO	KAREN	Middle School Teacher (6th Grade)	1	McCarthy Middle School	78,722
MAHER	GLENN	Middle School Teacher (6th Grade)	1	McCarthy Middle School	78,722
MARTINES	LAURIE	Middle School Teacher (6th Grade)	1	McCarthy Middle School	78,722
MORIARTY	MARY	Middle School Teacher (6th Grade)	1	McCarthy Middle School	83,076
SKAFF	LISA ANN	Middle School Teacher (6th Grade)	1	McCarthy Middle School	78,722
BAIN	JACLYN	Middle School Teacher (5th Grade)	1	Parker Middle School	78,722
BRIAND	KIMBERLY	Middle School Teacher (5th Grade)	1	Parker Middle School	78,722
DAY	SANDRA	Middle School Teacher (5th Grade)	1	Parker Middle School	78,722
EASTMAN	JENNIFER	Middle School Teacher (5th Grade)	1	Parker Middle School	78,722
ENGEL	SHANNON	Middle School Teacher (5th Grade)	1	Parker Middle School	78,722
LEONARD	NICOLE	Middle School Teacher (5th Grade)	1	Parker Middle School	78,722
MERRILL	SHANNON	Middle School Teacher (5th Grade)	1	Parker Middle School	78,722
MESITE	DAWN	Middle School Teacher (5th Grade)	1	Parker Middle School	78,722
ASQUITH	BRENDAN	Middle School Teacher (6th Grade)	1	Parker Middle School	78,722
AYLWARD	JENNIFER	Middle School Teacher (6th Grade)	1	Parker Middle School	78,722
CODY	TRACEY	Middle School Teacher (6th Grade)	1	Parker Middle School	65,406
DINGWELL	LORINDA	Middle School Teacher (6th Grade)	1	Parker Middle School	78,722
HARRIS	KATHERINE	Middle School Teacher (6th Grade)	1	Parker Middle School	78,722
MANGAN	JULIE	Middle School Teacher (6th Grade)	1	Parker Middle School	69,344
SALMON	JENNIFER	Middle School Teacher (6th Grade)	1	Parker Middle School	83,839
SULESKI	MICHAEL	Middle School Teacher (6th Grade)	1	Parker Middle School	83,076
			<b>34</b>		<b>2,699,354</b>
CURRY	MOLLY	Art Teacher	1	Byam Elementary School	52,121
JOOS	DARLEEN	Art Teacher	1	Center Elementary School	83,839
ALVES	MADALENA	Art Teacher	1	Chelmsford High School	83,839
COGLIANO	DIANE	Art Teacher	1	Chelmsford High School	78,722
CORMACK	ASHLEY	Art Teacher	1	Chelmsford High School	65,406
CRAMER	VIRGINIA	Art Teacher	1	Chelmsford High School	83,076
GOVER	ALLISON	Art Teacher	1	Chelmsford High School	62,744
KARANGIOZE	TERESA	Art Teacher	1	Chelmsford High School	83,839
<i>Superintendent's Budget Recommendation: Reduce 2.0 Art Teacher Positions</i>			-2	Chelmsford High School	-111,700
AKER	AMY	Art Teacher	1	Harrington Elementary School	72,352
VACANT	RETIREMENT	Art Teacher	1	McCarthy Middle School	55,850
KILEY	SARAH	Art Teacher	1	McCarthy Middle School	72,352
ADLER	ANITA	Art Teacher	1	Parker Middle School	83,076
BUCK	RHONDA	Art Teacher	0.4	Parker Middle School	21,860
CRISTANTIELLO	JANE	Art Teacher	1	South Row Elementary School	78,722
			<b>11.4</b>		<b>866,097</b>
SHUPE	ANDREW	Business Teacher	1	Chelmsford High School	72,352
SOUSA	THOMAS	Business Teacher	1	Chelmsford High School	78,722
TROUVE	DANIELLE	Business Teacher	1	Chelmsford High School	60,081
			<b>3</b>		<b>211,154</b>
ABOELSAAD	DAWN	English Teacher	1	Chelmsford High School	78,722
ARENA	NANCY	English Teacher	1	Chelmsford High School	83,076
BARTOS	MATTHEW	English Teacher	1	Chelmsford High School	83,839
BLAKLEY	MARGARET	English Teacher	1	Chelmsford High School	83,839
CARPENITO	SAMUEL	English Teacher	1	Chelmsford High School	62,744
COURTEMANCHE	STEVEN	English Teacher	1	Chelmsford High School	83,839
KAVERUD	KRISTINA	English Teacher	1	Chelmsford High School	83,076
PARATO	LISA	English Teacher	1	Chelmsford High School	78,722
PARSONS	RYAN	English Teacher	1	Chelmsford High School	68,201
SANDERS	CLAYTON	English Teacher	1	Chelmsford High School	65,406
SANDHOLM	CYNTHIA	English Teacher	1	Chelmsford High School	83,076
SHEA	MICHAEL	English Teacher	1	Chelmsford High School	78,722
SHEEHAN	JUDITH	English Teacher	1	Chelmsford High School	83,076
VAN BLARCOM	IAN	English Teacher	1	Chelmsford High School	78,722

VARGA	ERIK	English Teacher	1	Chelmsford High School	76,059
VACANT	RETIREMENT	English Teacher	1	Chelmsford High School	55,850
COURTNEY	DANA	English Teacher	1	McCarthy Middle School	68,201
HOULE	KATHERINE	English Teacher	1	McCarthy Middle School	65,406
KALABOKIS	JOANNE	English Teacher	1	McCarthy Middle School	71,144
MICMAHON	MELISSA	English Teacher	1	McCarthy Middle School	76,059
REGAN	SUSAN	English Teacher	1	McCarthy Middle School	76,059
COURTEMANCHE	KARA	English Teacher	1	Parker Middle School	60,081
DENSON	MICHELE	English Teacher	1	Parker Middle School	83,839
KISH	SHEILA	English Teacher	1	Parker Middle School	76,059
MCCLURE	STEPHEN	English Teacher	1	Parker Middle School	78,722
			<b>25</b>		<b>1,882,539</b>
MURPHY	JOAN	Family Life Consumer Science Teacher	1	Chelmsford High School	78,722
DEVANEY	MAURA	Health Teacher	1	Chelmsford High School	72,352
DIBBLE	MATTHEW	Health Teacher	1	Chelmsford High School	78,722
KOBRENSKI	REBECCA	Health Teacher	1	Chelmsford High School	78,722
GERMAIN	TRACEY	Health Teacher	1	McCarthy Middle School	78,722
LYONS	KRISTEN	Health Teacher	1	McCarthy Middle School	78,722
PARKS	ANGELA	Health Teacher	1	Parker Middle School	78,722
SULLIVAN	MICHAEL	Health Teacher	1	Parker Middle School	62,744
			<b>7</b>		<b>528,704</b>
ARRINGTON	ERICA	Mathematics Teacher	1	Chelmsford High School	83,076
BEATO	EDUARDO	Mathematics Teacher	1	Chelmsford High School	52,121
BLAGG	KAREN	Mathematics Teacher	1	Chelmsford High School	78,722
DESHLER	BRYAN	Mathematics Teacher	1	Chelmsford High School	62,744
DOULAMIS	KATHERINE	Mathematics Teacher	1	Chelmsford High School	78,722
DUSSAULT	JENNIFER	Mathematics Teacher	1	Chelmsford High School	60,475
GAFFNEY	LEAH	Mathematics Teacher	1	Chelmsford High School	78,722
HUNT	ILYSSA	Mathematics Teacher	1	Chelmsford High School	78,722
KIERNAN-BELL	NANCY	Mathematics Teacher	1	Chelmsford High School	78,722
MARSHALL	ERIN	Mathematics Teacher	1	Chelmsford High School	83,076
MCINTYRE	ZACHARY	Mathematics Teacher	1	Chelmsford High School	78,722
MCMANUS	JENNIFER	Mathematics Teacher	1	Chelmsford High School	78,722
ROBERTS	PATRICIA	Mathematics Teacher	1	Chelmsford High School	83,076
ROBILLARD	SCOTT	Mathematics Teacher	1	Chelmsford High School	78,722
SILK	LINDSEY	Mathematics Teacher	1	Chelmsford High School	66,597
SWANSON	ALEXANDRA	Mathematics Teacher	1	Chelmsford High School	65,406
VITALE	JACLYN	Mathematics Teacher	1	Chelmsford High School	65,406
WILLIAMS	DANIEL	Mathematics Teacher	1	Chelmsford High School	65,406
WITTE	MATTHEW	Mathematics Teacher	1	Chelmsford High School	78,722
		<i>Superintendent's Budget Recommendation: Reduce 1.0 Mathematics Teacher Position</i>	<b>-1</b>	<b>Chelmsford High School</b>	<b>-55,850</b>
GALLAGHER	THOMAS	Mathematics Teacher	1	McCarthy Middle School	72,352
HESLIN	JACKELYN	Mathematics Teacher	1	McCarthy Middle School	76,059
LUCENTE	KATHRYN	Mathematics Teacher	1	McCarthy Middle School	83,076
MEANEY	DANIELLE	Mathematics Teacher	1	McCarthy Middle School	73,396
SCHEINBART	CAROL	Mathematics Teacher	1	McCarthy Middle School	83,839
VACANT	RETIREMENT	Mathematics Teacher	1	Parker Middle School	55,850
DALTON	AMANDA	Mathematics Teacher	1	Parker Middle School	65,406
KEOHANE	THERESE	Mathematics Teacher	1	Parker Middle School	78,722
WING	PAUL	Mathematics Teacher	1	Parker Middle School	80,330
			<b>27</b>		<b>2,009,058</b>
GRABER	MATTHEW	Music Teacher	1	Byam Elementary School	60,081
ERRGONG-WEIDER	MEGAN	Music Teacher	1	Center Elementary School	78,722
COCHRAN	LAUREN	Music Teacher	1	Chelmsford High School	83,076
COMEAU	KATE	Music Teacher	1	Chelmsford High School	78,722
ROEDER	AMANDA	Music Teacher	1	Chelmsford High School	76,059
SEXAUER	MATTHEW	Music Teacher	1	Chelmsford High School	78,722
RUBIN	LYNN	Music Teacher	1	Harrington Elementary School	78,722
AQUILINA	DAVID	Music Teacher	0.5	McCarthy Middle School	26,046
LACASSE	ALLISON	Music Teacher	1	McCarthy Middle School	78,722
RICHARDSON	JODI	Music Teacher	1	McCarthy Middle School	78,722
SLOCUM	SUSAN	Music Teacher	1	McCarthy Middle School	83,076
WRIGHT	SEAN	Music Teacher	1	McCarthy Middle School	68,201
LINSNER	ERIC	Music Teacher	1	Parker Middle School	72,352
TIANO	LISA	Music Teacher	0.9	Parker Middle School	61,211
COOPER	AMANDA	Music Teacher	1	South Row Elementary School	57,546
			<b>14.4</b>		<b>1,059,978</b>
D'AMATO	CONCETTA	Physical Education Teacher	0.2	Byam Elementary School	9,413
MCELROY-YEIDER	COURTNEY	Physical Education Teacher	1	Byam Elementary School	65,406
GARTNER	DONALD	Physical Education Teacher	1	Center Elementary School	60,081

GRAHAM	REBECCA	Physical Education Teacher	1	Chelmsford High School	68,013
GUARENTE	MATTHEW	Physical Education Teacher	1	Chelmsford High School	52,091
MARSHALL	MICHAEL	Physical Education Teacher	1	Chelmsford High School	78,722
SLOAN	MICHELE	Physical Education Teacher	1	Chelmsford High School	83,076
KIVI	TANYA	Physical Education Teacher	1	Harrington Elementary School	83,839
GRAHAM	PATRICK	Physical Education Teacher	1	McCarthy Middle School	78,722
KLICK-MCHUGH	CAITLIN	Physical Education Teacher	1	McCarthy Middle School	83,076
SHERLOCK	JOHN	Physical Education Teacher	1	McCarthy Middle School	78,722
JOWETT	LINDA	Physical Education Teacher	1	Parker Middle School	72,352
MCCARTHY	GARRETT	Physical Education Teacher	1	Parker Middle School	78,722
BROWN	REBECCA	Physical Education Teacher	1	South Row Elementary School	54,650
			<b>13.2</b>		<b>946,883</b>
ACHESON	BRIAN	Science Teacher	1	Chelmsford High School	81,091
BRUELL	CAROL	Science Teacher	1	Chelmsford High School	83,076
COLLINS	DEBRA	Science Teacher	1	Chelmsford High School	83,076
DEMERS	MICHAEL	Science Teacher	1	Chelmsford High School	69,823
DUSSAULT	JASON	Science Teacher	1	Chelmsford High School	78,722
KELLY	COLLEEN	Science Teacher	1	Chelmsford High School	71,144
KENDER	MICHELLE	Science Teacher	1	Chelmsford High School	78,722
PECORA	JOHN	Science Teacher	1	Chelmsford High School	78,722
PIERSON	ABIGAIL	Science Teacher	1	Chelmsford High School	68,201
RONKIN	MIKHAIL	Science Teacher	1	Chelmsford High School	57,418
SCOTT	GORDON	Science Teacher	1	Chelmsford High School	78,722
STEEVES	DAVID	Science Teacher	1	Chelmsford High School	83,076
TANINI	LINDA	Science Teacher	1	Chelmsford High School	87,938
TYLENDIA	JESSICA	Science Teacher	1	Chelmsford High School	83,076
WARD	JASON	Science Teacher	1	Chelmsford High School	72,091
WICKHAM	LUCAS	Science Teacher	1	Chelmsford High School	69,823
VACANT	VACANT	Science Safety Supervisor Stipend		Chelmsford High School	900
BIBBER-DELTRECCO	CAROLINE	Science Teacher	1	McCarthy Middle School	83,076
BONNAR	ROSLYN	Science Teacher	1	McCarthy Middle School	78,722
GUERRA	WILLIAM	Science Teacher	1	McCarthy Middle School	65,406
HILL	KATHERINE	Science Teacher	1	McCarthy Middle School	57,418
MCCARTHY	JACQUELINE	Science Teacher	1	McCarthy Middle School	78,722
BRUYN	PETER	Science Teacher	1	Parker Middle School	78,722
CARLSON	CHRISTINE	Science Teacher	1	Parker Middle School	57,418
MAYOTTE	BARBARA	Science Teacher	1	Parker Middle School	72,352
MORTON	LISA	Science Teacher	1	Parker Middle School	78,722
			<b>25</b>		<b>1,876,175</b>
ANTETOMASO	MARY	Social Studies Teacher	1	Chelmsford High School	78,722
BURLAND	JASON	Social Studies Teacher	1	Chelmsford High School	71,144
COLE	BENJAMIN	Social Studies Teacher	1	Chelmsford High School	78,722
DOAK	JENNIFER	Social Studies Teacher	1	Chelmsford High School	78,722
DURKIN	JULIE	Social Studies Teacher	1	Chelmsford High School	68,201
GILBERT	STEPHANIE	Social Studies Teacher	1	Chelmsford High School	80,330
GREENE	JEREMY	Social Studies Teacher	1	Chelmsford High School	83,076
LAFLAMME	KATHRYN	Social Studies Teacher	1	Chelmsford High School	78,722
O'KEEFE	MICHAEL	Social Studies Teacher	1	Chelmsford High School	78,722
RICHTER	DANIEL	Social Studies Teacher	1	Chelmsford High School	68,201
SHOLDS	KIMBERLY	Social Studies Teacher	1	Chelmsford High School	57,418
STAVELEY	JONATHAN	Social Studies Teacher	1	Chelmsford High School	78,722
SULLIVAN	KATHRYN	Social Studies Teacher	1	Chelmsford High School	83,076
VITALE	CRAIG	Social Studies Teacher	1	Chelmsford High School	73,396
ZOPES	PETER	Social Studies Teacher	1	Chelmsford High School	83,076
CARUSO	PAUL	Social Studies Teacher	1	McCarthy Middle School	78,722
LANOQUETTE	CATHERINE	Social Studies Teacher	1	McCarthy Middle School	78,722
LIVINGSTON	SHAUN	Social Studies Teacher	1	McCarthy Middle School	73,396
SULLIVAN	ERIC	Social Studies Teacher	1	McCarthy Middle School	68,201
SWEENEY	BRITNI	Social Studies Teacher	1	McCarthy Middle School	60,081
CASEY	LAURA	Social Studies Teacher	1	Parker Middle School	78,722
JEAN	ASHLEY	Social Studies Teacher	1	Parker Middle School	54,755
KENNEDY	JEAN	Social Studies Teacher	1	Parker Middle School	83,076
MCAULIFFE	DANIEL	Social Studies Teacher	1	Parker Middle School	78,722
			<b>24</b>		<b>1,794,643</b>
VACANT	RETIREMENT	Technology Engineering Teacher	1	Chelmsford High School	55,850
KING	JOHN	Technology Engineering Teacher	1	Chelmsford High School	78,722
SALOMAA	JOANNE FAGAN	Technology Integration Specialist	1	Chelmsford High School	54,755
O'MEARA	PAMELA	Technology Engineering Teacher	1	McCarthy Middle School	57,418
VENUGOPAL	DEVI	Technology Integration Specialist	1	McCarthy Middle School	68,201
DENNY-BROWN	ANN	Technology Integration Specialist	1	Parker Middle School	60,081
MCFARLAND	KEVIN	Technology Engineering Teacher	1	Parker Middle School	66,331
YOUNG	EILEEN	Technology Integration Specialist	1		68,201
			<b>8</b>		<b>509,558</b>

CHAGNON	MAIRIN	World Language Teacher (French)	1.2	Chelmsford High School	68,201
FUGATE	SHAWNTEL	World Language Teacher (Latin)	1	Chelmsford High School	65,406
GAUTHIER	SUSAN	World Language Teacher (Spanish)	1	Chelmsford High School	83,076
LOISELLE	ELIZABETH	World Language Teacher (Spanish)	1	Chelmsford High School	83,076
MEDVED	ANDREA	World Language Teacher (French)	1	Chelmsford High School	60,081
MOSTOW	KATHRYN	World Language Teacher (Spanish)	1	Chelmsford High School	54,755
MULROONEY	MATTHEW	World Language Teacher (Spanish)	1	Chelmsford High School	76,059
PRATT HERMAN	JENNIFER	World Language Teacher (Spanish)	1	Chelmsford High School	72,352
SANCHEZ	PATRICIA	World Language Teacher (Spanish)	1	Chelmsford High School	65,406
TAHA	BARBARA	World Language Teacher (Spanish)	1	Chelmsford High School	78,722
EPSTEIN	SHELLEY LYNN	World Language Teacher (Spanish)	1	McCarthy Middle School	83,076
GADBOIS	VERONICA	World Language Teacher (French)	1	McCarthy Middle School	78,722
KELLY-SULESKI	CAROL	World Language Teacher (Spanish)	1	McCarthy Middle School	72,352
BOUCHER	MARC	World Language Teacher (Spanish)	1	Parker Middle School	57,418
DRAGOUMANOS	ELIZABETH	World Language Teacher (Spanish)	0.8	Parker Middle School	62,977
PACZKOWSKI	ANNEMARIE	World Language Teacher (French)	0.8	Parker Middle School	62,977
			<b>15.8</b>		<b>1,124,656</b>
		Tutoring		Districtwide	15,000
BRAZIL	KATHLEEN	English Language Learner Teacher	1	McCarthy / Parker	52,091
DOIRON	CATHERINE	English Language Learner Teacher	1	South Row Elementary School	57,418
HUGUET	ALESSANDRA	English Language Learner Teacher	1	Center Elementary School	71,144
LOEW	CATHERINE	English Language Learner Teacher	1	Byam Elementary School	65,406
MARMO	ANDREA	English Language Learner Teacher	1	Harrington Elementary School	78,722
MORRILL	COLLEEN	English Language Learner Teacher	1	Chelmsford High School	52,091
			<b>6</b>		<b>376,873</b>
BLUMBERG	JANE	Reading Teacher	1	Byam Elementary School	78,722
VACANT	RETIREMENT	Reading Teacher	1	Byam Elementary School	55,850
MARA	KIMBERLY	Reading Teacher	1	Center Elementary School	78,722
OLSON	KRISTEN	Reading Teacher	1	Center Elementary School	78,722
SMITH	MARIAN	Reading Teacher	1	Chelmsford High School	78,722
DOBSKI	AMY	Reading Teacher	1	Harrington Elementary School	78,722
VACANT	RETIREMENT	Reading Teacher	1	Harrington Elementary School	55,850
BELANGER	NANCY	Reading Teacher	1	McCarthy Middle School	83,076
SORRENTINO	LINDA	Reading Teacher	1	McCarthy Middle School	75,596
MAGNUSON	REBECCA	Reading Teacher	1	Parker Middle School	78,722
PIAZZA	SUSAN	Reading Teacher	1	Parker Middle School	78,344
CRAIG	ANNE	Reading Teacher	1	South Row Elementary School	78,722
HOGAN	SARAH	Reading Teacher	1	South Row Elementary School	78,722
			<b>13</b>		<b>978,489</b>
		Stipends - Principal Designee (Elementary & Middle Schools)			6,936
		Stipends - Team Leaders & Specialists (Elementary Schools)			27,744
		Stipends - Team Leaders & Facilitators (Middle Schools)			25,432
MORGAN	RENEE	Out-of-District Coordinator	1	Districtwide	78,722
		Out-of-District Coordinator - Extended Year			17,595
					<b>96,317</b>
DESCHENES	KATHRYN	Board Certified Behavior Specialist (BCBA)	1	CHIPS Program	78,722
MATSON-DURKIN	HOLLY	Board Certified Behavior Specialist (BCBA)	1	Byam Elementary School	78,722
			<b>2</b>		<b>157,443</b>
BERRY	ABBY	Integrated Pre-School Teacher	1	CHIPS Program	78,722
COPP	LYNN	Integrated Pre-School Teacher	1	CHIPS Program	73,396
CROWELL	CHERYL	Integrated Pre-School Teacher	1	CHIPS Program	72,352
FORTY	MARY ELLEN	Integrated Pre-School Teacher	1	CHIPS Program	78,722
HENNIG	AMELIA	Integrated Pre-School Teacher	1	CHIPS Program	54,650
NICOLOSI	LAUREN	Integrated Pre-School Teacher	1	CHIPS Program	69,344
SCOTT	LAUREN	Integrated Pre-School Teacher	1	CHIPS Program	66,597
			<b>7</b>		<b>493,781</b>
ARORA	ANUPAMA	Special Education Teacher	1	Byam Elementary School	77,583
ATKINSON	KIMBERLY	Special Education Teacher	1	Byam Elementary School	78,722
BURGESS	CATHERINE	Special Education Teacher	1	Byam Elementary School	78,722
FERRONETTI	SUSAN	Special Education Teacher	1	Byam Elementary School	57,418
GIANOPOULOS	FAYE	Special Education Teacher	1	Byam Elementary School	54,755

KLIX	ROBERTA	Special Education Teacher	1	Byam Elementary School	78,722
TICHES	RENEE	Special Education Teacher	1	Byam Elementary School	78,722
BARRETT	ERICA	Special Education Teacher	1	Center Elementary School	69,344
KRAFSIG	JENNIFER	Special Education Teacher	1	Center Elementary School	78,722
VACANT	RETIREMENT	Special Education Teacher	1	Center Elementary School	55,850
MELLUS	CLAIRE	Special Education Teacher	1	Center Elementary School	60,081
TRAGER	STACIE	Special Education Teacher	1	Center Elementary School	62,744
AYLWARD	JAMES	Special Education Teacher	1	Chelmsford High School	78,722
FARRELL	COURTNEY	Special Education Teacher	1	Chelmsford High School	76,059
GRAY-WILLIAMS	MANDY	Special Education Teacher	1	Chelmsford High School	76,059
HOLLERAN	JEFFREY	Special Education Teacher	1	Chelmsford High School	78,722
LAGRANGE	DONNA	Special Education Teacher	1	Chelmsford High School	78,722
MARSETTA	LAUREN	Special Education Teacher	1	Chelmsford High School	77,583
MOUSSEAU	DEREK	Special Education Teacher	1	Chelmsford High School	78,722
VACANT	RETIREMENT	Special Education Teacher	1	Chelmsford High School	55,850
SULLIVAN	KATELYN	Special Education Teacher	1	Chelmsford High School	52,091
TARPINIAN	PETER	Special Education Teacher	1	Chelmsford High School	71,144
VECCHI	NICOLE	Special Education Teacher	1	Chelmsford High School	54,650
BROWN	E DIANE	Special Education Teacher	1	Harrington Elementary School	78,722
CAREY	JANET	Special Education Teacher	1	Harrington Elementary School	78,722
GAMBON	SUSAN	Special Education Teacher	1	Harrington Elementary School	78,722
IMBRIACO	ANDREA	Special Education Teacher	1	Harrington Elementary School	78,722
AJIKUTIRA	SANGEETHA	Special Education Teacher	1	McCarthy Middle School	62,744
ATHANAS	DOROTHEA	Special Education Teacher	1	McCarthy Middle School	78,722
BERUBE	BENJAMIN	Special Education Teacher	1	McCarthy Middle School	76,059
CURRAN	LISA	Special Education Teacher	1	McCarthy Middle School	78,722
HUBERT	MATTHEW	Special Education Teacher	1	McCarthy Middle School	62,744
ISAACS	KELLY	Special Education Teacher	1	McCarthy Middle School	57,418
KOMPERDA	JENNIFER	Special Education Teacher	1	McCarthy Middle School	78,722
MASCIA	LYNNE	Special Education Teacher	1	McCarthy Middle School	71,144
PORTEN	EMILY	Special Education Teacher	1	McCarthy Middle School	74,836
SCHWAMB	EUGENE	Special Education Teacher	1	McCarthy Middle School	58,357
SILVA	CATHARINE	Special Education Teacher	1	McCarthy Middle School	62,744
CORBO	STACY	Special Education Teacher	1	Parker Middle School	78,722
GIORDANO	LAUREN	Special Education Teacher	1	Parker Middle School	62,744
HORAN	KRISTIN	Special Education Teacher	1	Parker Middle School	60,081
NOYES	JESSICA	Special Education Teacher	1	Parker Middle School	54,755
POLLICELLI	MARICLARE	Special Education Teacher	1	Parker Middle School	54,650
REINERTSON	DIANE	Special Education Teacher	1	Parker Middle School	78,722
SEXTON	ELIZABETH	Special Education Teacher	1	Parker Middle School	83,076
SIMON	STEVEN	Special Education Teacher	1	Parker Middle School	63,400
THORP-DUSSOURD	KAREN	Special Education Teacher	0.5	Parker Middle School	23,532
HEVEY	ALLISON	Special Education Teacher	1	South Row Elementary School	73,396
KENNEDY	MEGHAN	Special Education Teacher	1	South Row Elementary School	75,596
ROBINSON	KATE	Special Education Teacher	1	South Row Elementary School	57,418
RUHMANN	MICHELLE	Special Education Teacher	1	South Row Elementary School	78,722
				<b>50.5</b>	<b>3,531,617</b>
BARRETT	ELIZABETH	Speech & Language Pathologist	1	CHIPS Program	71,144
BROOKS	HEATHER	Speech & Language Pathologist	1	Byam Elementary School	57,418
DOAK	ERICA	Speech & Language Pathologist	1	CHIPS Program	54,755
HENRY-COLE	SALLY	Speech & Language Pathologist	1	Center Elementary School	83,076
LALLY	ERIN	Speech & Language Pathologist	1	Byam Elementary School	83,076
LAROSE-YORK	RENEE	Speech & Language Pathologist	1	Districtwide	78,722
LEBLANC	JULIE	Speech & Language Pathologist	1	Districtwide	69,344
LEONI	MIRANDA	Speech & Language Pathologist	1	Districtwide	52,091
MCMENIMAN	PAMELA	Speech & Language Pathologist	1	Harrington Elementary School	78,722
NUTT	TAMMIE	Speech & Language Pathologist	1	McCarthy / CHIPS	83,839
RATTE	LISA	Speech & Language Pathologist	1	Chelmsford High School	74,836
TESTA	CYNTHIA	Speech & Language Pathologist	1	McCarthy Middle School	74,836
THOMPSON	SUSAN	Speech & Language Pathologist	1	South Row Elementary School	78,722
WEICK	DENA	Speech & Language Pathologist	1	Parker Middle School	83,839
				<b>14</b>	<b>1,024,419</b>
Summer School Teachers					96,500
MAZARES	MELANIE	Physical Therapist	1	CHIPS Program	67,980
ROCHE	MARIANNE	Physical Therapist	0.4	Byam Elementary School	28,458
				<b>1.4</b>	<b>96,438</b>
LABOSSIERE	CAROLYN	Occupational Therapist	1	Harrington Elementary School	72,352
MARTIN	LISA	Occupational Therapist	1	CHIPS Program	60,081
MCCALL	CARRIE	Occupational Therapist	1	Byam Elementary School	72,352
				<b>3</b>	<b>204,784</b>

WEAVER-MORRIS	LISA	Occupational Therapist (COTA)	1	CHIPS Program	44,300
MURPHY	STELLA	School Clerk	1	Byam Elementary School	21,221
MACKESSY	KRISTINE	School Clerk	1	Center Elementary School	20,995
FIDLER	HEATHER	School Clerk - Guidance Department	1	Chelmsford High School	18,782
MOREAU	KELLEY	School Clerk - Information	1	Chelmsford High School	33,082
SODERSTROM	CAROLYN	School Clerk - Science Lab	1	Chelmsford High School	19,221
ZUKOWSKI	DAVID	School Clerk - Substitute Teacher Coordinator	1	Chelmsford High School	17,558
WOODMAN	KAREN	School Clerk	1	CHIPS Program	22,168
BEVINGTON	DIANNE	School Clerk	1	Harrington Elementary School	20,995
HUNT	JAMIE	School Clerk	1	McCarthy Middle School	20,995
MASON	MARCY	School Clerk	1	Parker Middle School	19,002
BOSCHAR	KELLY	School Clerk	1	South Row Elementary School	19,615
			<b>11</b>		<b>233,634</b>
HIGGINS	JOYCE	Clerk - Copy Center	1	McCarthy Middle School	20,206
WALSH	CHRISTINE	Clerk - Copy Center	1	Parker Middle School	20,206
			<b>2</b>		<b>40,413</b>
BREAULT	MELISSA	Recess Aide	1	Byam Elementary School	7,857
DUFRESNE	TARA	Recess Aide	1	Byam Elementary School	7,857
DWYER	KERRI	Recess Aide	1	Byam Elementary School	10,477
HAYWARD	CHRISTOPHER	Recess Aide	1	Byam Elementary School	7,857
PAROYIAN	EMMA	Recess Aide	1	Byam Elementary School	8,019
VACANT	NEW POSITION	Recess Aide	1	Byam Elementary School	7,857
VACANT	NEW POSITION	Recess Aide	1	Byam Elementary School	7,857
WILLIAMS	PHANI	Recess Aide	1	Byam Elementary School	7,857
FANNON	LISA	Recess Aide	1	Center Elementary School	7,857
FYTEN	ANN MARIE	Recess Aide	1	Center Elementary School	7,857
GRAFF	PATRICIA	Recess Aide	1	Center Elementary School	8,180
LOCONTE	JULIE	Recess Aide	1	Center Elementary School	7,857
MCDONALD	TRACEY-LEE	Recess Aide	1	Center Elementary School	7,857
MCELHINNEY	DONNA	Recess Aide	1	Center Elementary School	8,180
VACANT	NEW POSITION	Recess Aide	1	Center Elementary School	7,857
VACANT	NEW POSITION	Recess Aide	1	Center Elementary School	7,857
BRENNAN	JILL	Recess Aide	1	Chelmsford High School	6,682
HARDY	MARY	Recess Aide	1	Chelmsford High School	6,548
DREW	KELLI	Recess Aide	1	Harrington Elementary School	8,019
LEBLANC	DEBRA	Recess Aide	1	Harrington Elementary School	7,857
MARSON	ELLEN	Recess Aide	1	Harrington Elementary School	7,857
MISHERFI	KATHLEEN	Recess Aide	1	Harrington Elementary School	8,019
RUGGIERO	MARGARET	Recess Aide	1	Harrington Elementary School	7,857
RUSSO	JANINE	Recess Aide	1	Harrington Elementary School	7,857
VACANT	NEW POSITION	Recess Aide	1	Harrington Elementary School	7,857
VACANT	NEW POSITION	Recess Aide	1	Harrington Elementary School	7,857
BOLTON	CAROLYN	Recess Aide	1	McCarthy Middle School	9,167
BONGIORNO	ELAINE	Recess Aide	1	McCarthy Middle School	9,543
DECHIARA	KAREN	Recess Aide	1	McCarthy Middle School	9,167
DOHERTY	ROBIN	Recess Aide	1	McCarthy Middle School	9,167
HOULE	KAREN	Recess Aide	1	McCarthy Middle School	9,355
JOHNSON	SHEILA	Recess Aide	1	McCarthy Middle School	9,355
MARTIN	SANDRA	Recess Aide	1	McCarthy Middle School	9,167
SPINAZOLA	MARGARET	Recess Aide	1	McCarthy Middle School	9,167
VACANT	VACANT	Recess Aide	1	McCarthy Middle School	10,477
CORMIER	MARGARET	Recess Aide	1	Parker Middle School	8,019
HILBERG	KERRI	Recess Aide	1	Parker Middle School	10,477
PERSICHETTI	MARGARET	Recess Aide	1	Parker Middle School	9,355
PREES	HOLLY	Recess Aide	1	Parker Middle School	9,167
RAJI	PATRICIA	Recess Aide	1	Parker Middle School	9,167
REYNOLDS	MELISSA	Recess Aide	1	Parker Middle School	9,355
WALSH	JANICE	Recess Aide	1	Parker Middle School	9,167
AMENKOWICZ	MARYANNE	Recess Aide	1	South Row Elementary School	7,857
BROWN	LAURA	Recess Aide	1	South Row Elementary School	10,477
CLARK	JENNIFER	Recess Aide	1	South Row Elementary School	10,477
CRUZ	CHRISTINA	Recess Aide	1	South Row Elementary School	9,167
DODDS	MARSHA	Recess Aide	1	South Row Elementary School	10,477
VACANT	NEW POSITION	Recess Aide	1	South Row Elementary School	7,857
VACANT	NEW POSITION	Recess Aide	1	South Row Elementary School	7,857
VACANT	VACANT	Recess Aide	1	South Row Elementary School	7,857
			<b>50</b>		<b>426,851</b>
CASTONGUAY	MARY	Paraprofessional (Special Education)	1	Byam Elementary School	20,645
CELLA	ALLISON	Paraprofessional (Special Education)	1	Byam Elementary School	21,068
CURRAN	SHAILAGH	Paraprofessional (Special Education)	1	Byam Elementary School	20,833
DALEY	ALEXANDRA	Paraprofessional (Special Education)	1	Byam Elementary School	21,068
GAUDINO	DIANE	Paraprofessional (Special Education)	1	Byam Elementary School	21,068



GOFF	MICHAEL	Paraprofessional (Special Education)	1	Byam Elementary School	21,068
JOYCE	ALANA	Paraprofessional (Special Education)	1	Byam Elementary School	19,428
KEHOE	TERRY	Paraprofessional (Special Education)	1	Byam Elementary School	19,826
KIMSOUNG	PAULINE	Paraprofessional (Special Education)	1	Byam Elementary School	19,002
LAMBERT	DONNA	Paraprofessional (Special Education)	1	Byam Elementary School	21,068
LEHAN	DANIELLE	Paraprofessional (Special Education)	1	Byam Elementary School	19,565
MACDONALD	CAROL	Paraprofessional (Special Education)	1	Byam Elementary School	19,826
MADDEN	BARBARA	Paraprofessional (Special Education)	1	Byam Elementary School	21,492
MARKHAM	JILL	Paraprofessional (Special Education)	1	Byam Elementary School	19,428
MATHEWS	LEANNE	Paraprofessional (Special Education)	0.5	Byam Elementary School	9,391
MEADOWS	JENNIFER	Paraprofessional (Special Education)	1	Byam Elementary School	20,645
MITRI	NATHALIE	Paraprofessional (Special Education)	1	Byam Elementary School	19,002
PICCA	DAWN	Paraprofessional (Special Education)	0.5	Byam Elementary School	9,391
RILEY	MONICA	Paraprofessional (Special Education)	1	Byam Elementary School	19,826
SANAM	SHEETHAL	Paraprofessional (Special Education)	1	Byam Elementary School	20,000
SAPIENZA	KIMBERLY	Paraprofessional (Special Education)	1	Byam Elementary School	20,225
STUART	DIANNE	Paraprofessional (Special Education)	1	Byam Elementary School	20,225
TULLY	ALYCE	Paraprofessional (Special Education)	0.5	Byam Elementary School	19,002
VACANT	VACANT	Paraprofessional (Special Education)	1	Byam Elementary School	20,219
VACANT	VACANT	Paraprofessional (Special Education)	1	Byam Elementary School	19,002
VERMOT-GAUD	ALEXANDRA	Paraprofessional (Special Education)	1	Byam Elementary School	20,833
WYNN	DEBBIE	Paraprofessional (Special Education)	1	Byam Elementary School	21,068
ZOUZAS	DESPENA	Paraprofessional (Special Education)	1	Byam Elementary School	20,833
COLBERT	JENNIFER	Paraprofessional (Special Education)	1	Center Elementary School	19,002
DARWIN	LISA	Paraprofessional (Special Education)	1	Center Elementary School	19,428
DEMAMBRO	JESSICA	Paraprofessional (Special Education)	0.5	Center Elementary School	9,391
DOUGLAS	STEPHANIE	Paraprofessional (Special Education)	1	Center Elementary School	20,000
FULTZ	KIMBERLEY	Paraprofessional (Special Education)	1	Center Elementary School	19,002
HILL	KIMBERLY	Paraprofessional (Special Education)	1	Center Elementary School	19,428
KINNEY	ALICIA	Paraprofessional (Special Education)	1	Center Elementary School	19,002
LEFEBVRE	KIM	Paraprofessional (Special Education)	1	Center Elementary School	19,428
LOMICKA	BARBARA	Paraprofessional (Special Education)	1	Center Elementary School	20,225
MALONE	REBECCA	Paraprofessional (Special Education)	0.5	Center Elementary School	9,714
MARCOTTE	SHARON	Paraprofessional (Special Education)	1	Center Elementary School	20,225
MCCARTIN	SALLY	Paraprofessional (Special Education)	1	Center Elementary School	19,428
PETROPOULOS	CHRISTINA	Paraprofessional (Special Education)	1	Center Elementary School	18,782
POPKIN	JANIS	Paraprofessional (Special Education)	1	Center Elementary School	19,428
ROSS-MYERS	DEBORAH	Paraprofessional (Special Education)	1	Center Elementary School	19,428
SHERWOOD	KRISTIN	Paraprofessional (Special Education)	1	Center Elementary School	19,221
SPILLER	KELLEY	Paraprofessional (Special Education)	1	Center Elementary School	19,565
SULLIVAN	LYNN	Paraprofessional (Special Education)	1	Center Elementary School	20,645
TRUDEL	CYNTHIA	Paraprofessional (Special Education)	1	Center Elementary School	20,225
COE	PAMELA	Paraprofessional (Special Education)	1	Chelmsford High School	19,428
CONNELLY	DARLENE	Paraprofessional (Special Education)	1	Chelmsford High School	19,826
DASCOLI	BRIDGET	Paraprofessional (Special Education)	1	Chelmsford High School	19,826
DOHERTY	JONATHAN	Paraprofessional (Special Education)	1	Chelmsford High School	19,002
EASTMAN	MARGARET	Paraprofessional (Special Education)	1	Chelmsford High School	19,826
ELLIS	JEAN-MARIE	Paraprofessional (Special Education)	1	Chelmsford High School	19,002
FLORES	NICHOLE	Paraprofessional (Special Education)	1	Chelmsford High School	20,237
GORSKI	KERRI	Paraprofessional (Special Education)	1	Chelmsford High School	32,576
HOWARD	KATHERINE	Paraprofessional (Special Education)	1	Chelmsford High School	19,565
KAIZER	DAVID	Paraprofessional (Special Education)	1	Chelmsford High School	18,782
LESLIE	KATHLEEN	Paraprofessional (Special Education)	1	Chelmsford High School	19,826
LINDSTROM	CAROLYN	Paraprofessional (Special Education)	1	Chelmsford High School	20,225
LOTTO	MARGERIE	Paraprofessional (Special Education)	1	Chelmsford High School	20,225
MARKHAM	LISA	Paraprofessional (Special Education)	1	Chelmsford High School	18,782
MENEZES	JUDITH	Paraprofessional (Special Education)	1	Chelmsford High School	21,290
MOHANRAJ	DEVIUMA	Paraprofessional (Special Education)	1	Chelmsford High School	20,022
NOYES	MICHAEL	Paraprofessional (Special Education)	1	Chelmsford High School	19,565
PELLAND	DENISE	Paraprofessional (Special Education)	1	Chelmsford High School	19,826
RIVARD	DONNA	Paraprofessional (Special Education)	1	Chelmsford High School	19,826
SCARFO	KERRY ANN	Paraprofessional (Special Education)	1	Chelmsford High School	19,826
SIMARD	JULIANNE	Paraprofessional (Special Education)	1	Chelmsford High School	19,565
TRUE	KRISTEN	Paraprofessional (Special Education)	1	Chelmsford High School	19,826
UPADHYAY	BINA	Paraprofessional (Special Education)	1	Chelmsford High School	19,565
VACANT	VACANT	Paraprofessional (Special Education)	1	Chelmsford High School	19,428
VACANT	VACANT	Paraprofessional (Special Education)	1	Chelmsford High School	19,002
WILCOX-HARRIS	SUSAN	Paraprofessional (Special Education)	1	Chelmsford High School	20,225
WILSON	MARY	Paraprofessional (Special Education)	1	Chelmsford High School	19,826
BURKE	GWENDOLYN	Paraprofessional (Special Education)	1	CHIPS Program	19,826
CHHIM	SOKORNTEAR	Paraprofessional (Special Education)	1	CHIPS Program	20,833
DICROCE	JODY	Paraprofessional (Special Education)	1	CHIPS Program	19,826
DUNBAR	DENISE	Paraprofessional (Special Education)	1	CHIPS Program	20,225
GALLAGHER	REBECCA	Paraprofessional (Special Education)	1	CHIPS Program	20,645
GERARDI	STASIA	Paraprofessional (Special Education)	1	CHIPS Program	20,219
HECK	DEIRDRE	Paraprofessional (Special Education)	1	CHIPS Program	19,826
HOAR	SUSAN	Paraprofessional (Special Education)	1	CHIPS Program	19,826
ITRATO	NICOLE	Paraprofessional (Special Education)	1	CHIPS Program	20,833
JOYCE	FRANCES	Paraprofessional (Special Education)	1	CHIPS Program	20,225
MARAZZI	MICHELE	Paraprofessional (Special Education)	1	CHIPS Program	20,833

MOREHOUSE	NICOLE	Paraprofessional (Special Education)	1	CHIPS Program	21,505
O'DONNELL	LESLIE	Paraprofessional (Special Education)	1	CHIPS Program	19,826
PONTES	TANYA	Paraprofessional (Special Education)	1	CHIPS Program	19,002
ROLLO	STEPHANIE	Paraprofessional (Special Education)	1	CHIPS Program	21,290
RUSZKOWSKI	WENDY	Paraprofessional (Special Education)	1	CHIPS Program	19,826
SLAVICH	DONNA	Paraprofessional (Special Education)	1	CHIPS Program	21,946
ABBOTT	KATHLEEN	Paraprofessional (Special Education)	1	Harrington Elementary School	20,225
BLAKE	SARAH	Paraprofessional (Special Education)	1	Harrington Elementary School	19,428
CASSELS	KATHLEEN	Paraprofessional (Special Education)	1	Harrington Elementary School	19,826
CHARBONNEAU	KERRY	Paraprofessional (Special Education)	1	Harrington Elementary School	18,782
CLAPP	SUSAN	Paraprofessional (Special Education)	1	Harrington Elementary School	20,225
COLE	IAN	Paraprofessional (Special Education)	1	Harrington Elementary School	19,428
FLANAGAN	AMY	Paraprofessional (Special Education)	1	Harrington Elementary School	18,782
HOBBY	AUDREY	Paraprofessional (Special Education)	1	Harrington Elementary School	19,391
KINGSTON	ALYSSA	Paraprofessional (Special Education)	1	Harrington Elementary School	19,002
KINGSTON	TAMMY LEE	Paraprofessional (Special Education)	1	Harrington Elementary School	19,826
LAFLAMME	KATHLEEN	Paraprofessional (Special Education)	1	Harrington Elementary School	19,826
LISCIOTTO	KATHLEEN	Paraprofessional (Special Education)	1	Harrington Elementary School	19,428
MAHER	H LISA	Paraprofessional (Special Education)	1	Harrington Elementary School	20,225
MCCORMACK	SUSAN	Paraprofessional (Special Education)	1	Harrington Elementary School	19,826
OTTO	SUSAN	Paraprofessional (Special Education)	1	Harrington Elementary School	20,225
TREDEAU	MARY	Paraprofessional (Special Education)	1	Harrington Elementary School	19,826
AVILA	LINDA	Paraprofessional (Special Education)	1	McCarthy Middle School	20,225
CHEMALY	JEFFREY	Paraprofessional (Special Education)	1	McCarthy Middle School	19,826
CROCKER	CATHERINE	Paraprofessional (Special Education)	1	McCarthy Middle School	20,225
DALY	VIRGINIA	Paraprofessional (Special Education)	1	McCarthy Middle School	19,826
DEMIRDAG	MUGE	Paraprofessional (Special Education)	1	McCarthy Middle School	19,002
DENTY	IRENE	Paraprofessional (Special Education)	1	McCarthy Middle School	19,002
DRISCOLL	KELLEY	Paraprofessional (Special Education)	1	McCarthy Middle School	19,826
FINN	KATHLEEN	Paraprofessional (Special Education)	1	McCarthy Middle School	19,002
FIPPEN	ELIZABETH	Paraprofessional (Special Education)	1	McCarthy Middle School	19,221
HERLIHY	JODIE	Paraprofessional (Special Education)	1	McCarthy Middle School	19,826
HOLLAND	KELLEY	Paraprofessional (Special Education)	1	McCarthy Middle School	19,826
MCCORMICK	VIRGINIA	Paraprofessional (Special Education)	1	McCarthy Middle School	19,002
MIAN	AAMINA	Paraprofessional (Special Education)	1	McCarthy Middle School	19,002
PIVONKA	SHARON	Paraprofessional (Special Education)	1	McCarthy Middle School	19,826
SAVARESE	KELLY	Paraprofessional (Special Education)	1	McCarthy Middle School	18,782
SCHILLE	JAYNE	Paraprofessional (Special Education)	1	McCarthy Middle School	19,428
SEMENTELLI	KATHY	Paraprofessional (Special Education)	1	McCarthy Middle School	19,826
STAFFORD	MARIA	Paraprofessional (Special Education)	1	McCarthy Middle School	20,225
STUART	PATRICIA	Paraprofessional (Special Education)	1	McCarthy Middle School	20,225
SYKES	RUSSELL	Paraprofessional (Special Education)	1	McCarthy Middle School	20,225
TAYLOR	LISA	Paraprofessional (Special Education)	1	McCarthy Middle School	20,225
WU-MARSHALL	JANNIS	Paraprofessional (Special Education)	1	McCarthy Middle School	19,428
ZOUZAS	HARIKLIA	Paraprofessional (Special Education)	1	McCarthy Middle School	20,225
ZWART	RENEE	Paraprofessional (Special Education)	1	McCarthy Middle School	19,826
BARRON	TALAN	Paraprofessional (Special Education)	1	Parker Middle School	20,000
BARTLEMAN	JENNIFER	Paraprofessional (Special Education)	1	Parker Middle School	19,428
BOUDREAU	KATHLEEN	Paraprofessional (Special Education)	1	Parker Middle School	19,428
COHAN	MARCIA	Paraprofessional (Special Education)	1	Parker Middle School	19,428
DEDINSKY	ELAINE	Paraprofessional (Special Education)	1	Parker Middle School	19,826
FRENETTE	MARY	Paraprofessional (Special Education)	1	Parker Middle School	20,225
GAUGHAN	NICOLE	Paraprofessional (Special Education)	1	Parker Middle School	24,580
GILLIES	KIMBERLY	Paraprofessional (Special Education)	1	Parker Middle School	20,225
GLOVER	AMY	Paraprofessional (Special Education)	1	Parker Middle School	19,002
GOSELIN	RYAN	Paraprofessional (Special Education)	1	Parker Middle School	21,061
HAVENER	LYNN	Paraprofessional (Special Education)	1	Parker Middle School	19,826
HICKEY	PATRICK	Paraprofessional (Special Education)	1	Parker Middle School	18,782
OLSON	JUSTIN	Paraprofessional (Special Education)	1	Parker Middle School	20,000
PAUL	LYNN	Paraprofessional (Special Education)	1	Parker Middle School	19,826
QUINN	KAREN	Paraprofessional (Special Education)	1	Parker Middle School	22,666
SAHOO	MAMATA	Paraprofessional (Special Education)	1	Parker Middle School	23,589
SPINALE	KIMBERLY	Paraprofessional (Special Education)	1	Parker Middle School	23,333
SUNDERMANN	ERIK	Paraprofessional (Special Education)	1	Parker Middle School	20,438
TAYLOR	DONNA	Paraprofessional (Special Education)	1	Parker Middle School	20,225
ARMAGOST	WENDY	Paraprofessional (Special Education)	1	South Row Elementary School	19,428
ARONIAN	NANCY	Paraprofessional (Special Education)	1	South Row Elementary School	20,225
BACON	PHYLLIS	Paraprofessional (Special Education)	1	South Row Elementary School	20,225
BRENNAN	VICKI	Paraprofessional (Special Education)	1	South Row Elementary School	20,225
BURLAMACHI	ELIZABETH	Paraprofessional (Special Education)	1	South Row Elementary School	19,826
HAMILTON	LORETTA	Paraprofessional (Special Education)	1	South Row Elementary School	20,225
HEATER	JENNIFER	Paraprofessional (Special Education)	1	South Row Elementary School	18,782
LOPEZ	CATHLEEN	Paraprofessional (Special Education)	1	South Row Elementary School	18,782
LTS - Paraprofessional		Paraprofessional (Special Education)		South Row Elementary School	19,002
MAIN	SUSAN	Paraprofessional (Special Education)	1	South Row Elementary School	19,221
REIDY	DIANE	Paraprofessional (Special Education)	1	South Row Elementary School	19,826
SCRIVANI	OLIVIA	Paraprofessional (Special Education)	1	South Row Elementary School	19,221
SHANAHAN	SANDRA	Paraprofessional (Special Education)	1	South Row Elementary School	19,428

160.5

3,220,652

		Toileting Stipend		CHIPS Program	3,000
BARRICELLI	ROBERTA	Librarian	1	Parker Middle School	78,722
LARRABEE	TERRIE	Librarian	1	McCarthy Middle School	54,650
O'SULLIVAN	JOHN	Librarian	1	Chelmsford High School	83,076
			<b>3</b>		<b>216,447</b>
BARRETT	BEVERLY	Library Assistant	1	Byam Elementary School	43,720
DEFREITAS	BARBARA	Library Assistant	1	Harrington Elementary School	43,720
ENGDahl	MEAGHAN	Library Assistant	1	Center Elementary School	43,720
RANKIN	BONNIE	Library Assistant	1	South Row Elementary School	41,697
			<b>4</b>		<b>172,857</b>
DESILVIO	CHRISTINE	Library Clerk - Circulation	1	Chelmsford High School	19,615
TRAVERS	GWEYN	Library Clerk - Circulation	1	Chelmsford High School	19,002
			<b>2</b>		<b>38,616</b>
BUCKLEY	DENISE	Technology Assistant	1	Harrington Elementary School	43,720
DILLMAN	SUSAN	Technology Assistant	1	Byam Elementary School	43,720
LAMSON	KARIN	Technology Assistant	1	Center Elementary School	43,720
WARREN	SALLY	Technology Assistant	1	South Row Elementary School	43,720
			<b>4</b>		<b>174,880</b>
		Mentor Stipends		Districtwide	28,000
CHARIG	MOYA	Guidance Counselor	1	McCarthy Middle School	52,091
DOLAN	AUTUMN	Guidance Counselor	1	Parker Middle School	83,839
GOSWALDI	DAWN	Guidance Counselor	1	Byam Elementary School	78,722
HILL	JAMIE	Guidance Counselor - Whittier House	1	Chelmsford High School	52,091
KELLEY	KARA	Guidance Counselor - Emerson House	1	Chelmsford High School	54,755
LALLAS	CATHERINE	Guidance Counselor	1	Center Elementary School	78,722
LEARY	TAMMY	Guidance Counselor - Hawthorne House	1	Chelmsford High School	83,839
LIMA	CHRISTINE	Guidance Counselor - Hawthorne House	1	Chelmsford High School	78,722
MACISAAC	MELISSA	Guidance Counselor	1	Parker Middle School	65,406
MORRISSETTE	JENNA	Guidance Counselor - STEP Program	1	Chelmsford High School	60,081
O'NEAL	MARICLARE	Guidance Counselor - Emerson House	1	Chelmsford High School	65,406
ORSINI	JENNIFER	Guidance Counselor - Whittier House	1	Chelmsford High School	62,744
OZANIAN	ANN	Guidance Counselor	1	Harrington Elementary School	69,344
RICH	LINDA	Guidance Counselor	1	South Row Elementary School	87,938
SEERO	ELYSE	Guidance Counselor	1	McCarthy Middle School	62,744
VINING	JESSICA	Guidance Counselor	1	McCarthy Middle School	83,839
		Guidance Counselor (Extended Year CHS Counselors, 4 days each)	1	Chelmsford High School	10,800
			<b>16</b>		<b>1,131,083</b>
ACHESON	CYNTHIA	Secretary - Student Support Services	1	Chelmsford High School	34,400
EMANOUIL	CATHERINE	Secretary - Main Office	1	Chelmsford High School	41,249
			<b>2</b>		<b>75,649</b>
LAFORTUNE	JOSHUA	School Psychologist	1	Byam / Harrington	76,534
BROGAN	DEIRDRE	School Psychologist	1	Center / South Row	87,938
LEARY	VANESSA	School Psychologist - Whittier House	1	Chelmsford High School	70,832
ROSA	DANIEL	School Psychologist - Emerson House	1	Chelmsford High School	87,938
VACANT	VACANT	School Psychologist - Hawthorne House	1	Chelmsford High School	69,340
LILJEGREN	STEVEN	School Psychologist	1	McCarthy Middle School	87,938
O'BRIEN INZ	SUSAN	School Psychologist	1	Parker Middle School	87,938
			<b>7</b>		<b>568,458</b>
REGAN	AMY	School Nurse (RN)	1	Byam Elementary School	71,144
ROSSMAN	KATHY	School Nurse (RN)	1	Center Elementary School	72,352
KAMENIDES	LISA	School Nurse (RN)	1	Chelmsford High School	78,722
REILLY	CAROL	School Nurse (RN)	1	Chelmsford High School	66,331
KULIS	LORI	School Nurse (RN)	0.5	CHIPS Program	41,538
QUINN-HARRAHY	NANCY	School Nurse (RN)	1	Harrington Elementary School	78,722
BELLINGHERI	AMY	School Nurse (LPN)	0.7	McCarthy Middle School	33,866
ROBBAT	LINDA	School Nurse (RN)	1	McCarthy Middle School	78,722
CONLEY	BARBARA	School Nurse (RN)	1	Parker Middle School	78,722
FOLEY	DONNA	School Nurse (LPN)	0.7	Parker Middle School	29,188
MCGOWAN-GUMP	MARGARET	School Nurse (RN)	1	South Row Elementary School	73,396
			<b>9.9</b>		<b>702,700</b>

		Substitute Nurse Coverage		Districtwide	38,000
		Town Health Educator		Districtwide	20,000
		School Crossing Guards	3	Districtwide	10,800
VACANT	NEW POSITION	Transportation Coordinator	1	Districtwide	23,000
COLLINS	DANIELLE	Director of School Nutrition	1	Central Administration	78,030
MOREAU	SCOTT	Athletic Director	1	Chelmsford High School	103,673
CHAGNON	KATHARINE	Athletic Trainer	1	Chelmsford High School	47,205
COLLITON	KAREN	Secretary - Athletic Director	1	Chelmsford High School	29,486
POISSON	RYAN	Student Assistant	0.4	Chelmsford High School	8,191
		Night School Instructors		Chelmsford High School	18,500
		Student Activity Advisors		Chelmsford High School	38,690
		Student Activity Advisors		McCarthy Middle School	24,400
		Student Activity Advisors		Parker Middle School	22,470
					<b>85,560</b>
GIOUMBAKIS	ELIAS	Supervisor of Students	1	Chelmsford High School	48,380
GRAY	RONALD	Supervisor of Students	1	Parker Middle School	48,380
HART	DANIEL	Supervisor of Students	1	Chelmsford High School	48,380
SORAGHAN	BRIAN	Supervisor of Students	1	McCarthy Middle School	57,380
			<b>4</b>		<b>202,518</b>
CURLEY	BRIAN	Director of Facility Services	1	Central Administration	96,900
PANNETON	SHERRI	Secretary - Facilities	0.3	Central Administration	12,485
BUFFUM	CHARLES	Building Custodian	1	Chelmsford High School	40,310
CALLANAN	MICHAEL	Building Custodian	1	Chelmsford High School	31,824
HERNANDEZ	MARIO	Building Custodian	1	Parker Middle School	36,067
OCASIO	GLORIVEE	Building Custodian	1	South Row Elementary School	36,067
PAROW	WILLIAM	Building Custodian	1	McCarthy Middle School	36,067
REILLY	PATRICK	Building Custodian	1	Chelmsford High School	31,824
ROMAC	THOMAS	Building Custodian	1	Byam Elementary School	36,067
SEIDL	STEPHEN	Building Custodian	1	Center Elementary School	36,067
SPAULDING	CHERYL	Building Custodian	1	CHIPS Program	36,067
TRUJILLO	NICOLAS	Building Custodian	1	Harrington Elementary School	36,067
			<b>10</b>		<b>356,429</b>
		Custodial Overtime - General		Districtwide	5,000
		Custodial Overtime - Snow & Ice Removal		Districtwide	5,063