



# Foxborough Regional Charter School

## Finance Committee Meeting

Published on August 31, 2022 at 6:46 AM EDT

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### Date and Time

Friday September 2, 2022 at 7:45 AM EDT

### Location

Zoom

### Meeting Format

Whether in person or online, the public is welcome to attend Board Meetings and have access to meeting minutes. Meetings are held once a month and additionally, as determined by the Board Chair. All meeting Agendas are posted to the school website at least 48 hours in advance of each public meeting.

During the meeting, the Board follows the published agenda and works through business. Audience members are not part of the formal discussion or deliberations, but may raise their hand to add brief comment or ask clarifying questions. Meetings start promptly on time as noted on the agenda.

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### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>7:45 AM</b>
<b>A.</b> Record Attendance			1 m
<b>B.</b> Call the Meeting to Order			
<b>C.</b> Approve Minutes	Approve Minutes		1 m
April 8th, April 19th, June 8th and Aug 29th			
Approve minutes for Finance Committee Meeting on April 19, 2022			
<b>II. Finance</b>			<b>7:47 AM</b>
<b>A.</b> Actuary Report	Discuss		

	Purpose	Presenter	Time
Discussion			
<b>III. Other Business</b>			<b>7:47 AM</b>
<b>A. FY2023</b>	Discuss		5 m
Review FY2023 Budget to Actual			
<b>IV. Closing Items</b>			<b>7:52 AM</b>
<b>A. Adjourn Meeting</b>	Vote		

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The listed matters are those reasonably anticipated by the Chair to be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may be brought up for discussion to the extent permitted by law.

# Coversheet

## Approve Minutes

**Section:** I. Opening Items  
**Item:** C. Approve Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Finance Committee Meeting on April 19, 2022

APPROVED



## Foxborough Regional Charter School

### Minutes

#### Finance Committee Meeting

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##### **Date and Time**

Tuesday April 19, 2022 at 7:00 AM

##### **Location**

Meeting ID: 738 7583 7206

Passcode: n4Df0w

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##### **Meeting Format**

Whether in person or online, the public is welcome to attend Board Meetings and have access to meeting minutes. Meetings are held once a month and additionally, as determined by the Board Chair. All meeting Agendas are posted to the school website at least 48 hours in advance of each public meeting.

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##### **Committee Members Present**

Annie Azarloza (remote), Karen Calvert (remote), Matt Harrington (remote), Matthew Yezukevich (remote), Sergio Martin (remote)

##### **Committee Members Absent**

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None

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## **I. Opening Items**

### **A. Record Attendance**

### **B. Call the Meeting to Order**

Matthew Yezukevich called a meeting of the Finance Committee of Foxborough Regional Charter School to order on Tuesday Apr 19, 2022 at 7:00 AM.

### **C. Approve Minutes**

## **II. Finance**

### **A. Review Draft of FY2023 Budget**

Staffing discussion

Added \$100K to Substitute Line

Restructure of adding Assistant Principals to ES and HS, Removing Dean Positions

Added 2 Behavioral Interventionist

Added Outsourced cleaning services back to the Operations Budget \$250K

## **III. Closing Items**

### **A. Adjourn Meeting**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:30 PM.

Respectfully Submitted,  
Matthew Yezukevich

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The listed matters are those reasonably anticipated by the Chair to be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may be brought up for discussion to the extent permitted by law.

# Coversheet

## Actuary Report

**Section:** II. Finance  
**Item:** A. Actuary Report  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** FY 2023 MA School District Compensation Study.pdf

# Massachusetts School District Compensation Study

Odyssey Advisors' report on the latest trends among school district positions



Given the current labor market, the demand for qualified personnel is higher than ever and it's important to know how your compensation structure stacks up against your peers. Given that various organizations use differing titles for similar functions and certain functions/positions did not have enough respondents for credible data, you may not find every position in your organization on the charts below.

This report is based on salary data provided in July 2022 from various school districts in Massachusetts. For each position in the survey, we display the 25th, 50th, 75th & 90th percentiles.

As with any survey, the accuracy of the final report reflects the data submitted by respondents. We reviewed the submitted data for reasonableness and completeness. While there may be anomalies in the results (usually in smaller groups), we are confident in the overall integrity and quality of the data.

We appreciate the help of each entity that took the time to complete this survey and submit their data. We hope that this report will be valuable to you as you administer your compensation and recruitment programs. And, if you have ideas for how we can enhance or improve future surveys, please let us know.





## Overall Data

For the data provided, we are showing the 25th, 50th, 75th, and 90th percentiles for salary for each position. In the case of teachers, we are showing comparable data by step (service) and ladder (educational level) where there were a sufficient number of data points.

Job Title	Average of Annual					# of Incumbents
	Rate of Pay	25th Percentile	50th Percentile	75th Percentile	90th Percentile	
Administrative Assistant	51,113	42,278	52,681	54,567	66,493	46
Assistant Principal	107,148	96,839	106,507	120,735	122,899	10
Counselor	77,050	67,386	83,534	85,314	86,757	19
Custodian	49,693	45,942	49,424	54,915	55,318	30
Education Support (Degree)	32,657	28,702	32,950	39,207	39,207	143
Education Support (No Degree)	25,040	23,833	25,319	26,203	26,892	24
Food Service Worker	26,220	20,381	25,585	29,641	31,801	29
Guidance Counselor	77,301	60,709	86,224	89,807	91,741	18
IT Administrator	88,649	79,606	87,447	88,273	111,032	9
IT Staff	74,720	54,829	64,929	92,354	112,489	8
Maintenance Worker	57,411	55,318	55,318	55,876	63,071	9
Nurse	71,482	64,890	75,833	77,721	83,871	25
Principal	125,255	119,846	127,335	130,000	138,000	21
Psychologist	82,060	70,236	88,000	91,630	93,070	13
Speech Pathologist	80,784	73,232	86,224	87,068	88,267	15
Teacher	80,201	68,429	86,224	92,361	94,903	856
<b>Grand Total</b>	<b>71,420</b>	<b>54,567</b>	<b>76,750</b>	<b>91,630</b>	<b>94,787</b>	<b>1,275</b>

## Teacher Data by Step\*

Step *	Average of Annual					# of Incumbents
	Rate of Pay	25th Percentile	50th Percentile	75th Percentile	90th Percentile	
1	60,893	50,938	60,364	66,316	81,852	42
2	61,336	53,151	57,023	64,838	84,318	42
3	67,328	55,140	66,179	72,565	88,000	28
4	68,628	57,329	65,619	81,465	89,067	40
5	71,744	60,175	70,236	83,534	86,224	49
6	73,381	62,874	75,949	84,239	89,067	57
7	71,331	63,353	72,694	80,263	87,387	52
8	76,152	65,275	80,700	86,447	91,468	37
9	78,188	73,303	75,855	86,224	89,827	24
10	81,092	79,129	79,620	87,257	91,270	32
11	79,861	71,058	86,224	87,786	89,647	22
12	78,489	66,914	83,534	89,069	91,028	27
13	83,015	78,817	86,323	87,278	93,177	38
14	90,603	88,026	92,361	94,787	97,229	366
<b>Grand Total</b>	<b>80,201</b>	<b>68,429</b>	<b>86,224</b>	<b>92,361</b>	<b>94,903</b>	<b>856</b>

**Note: We have capped the number of steps at 14 for purposes of this analysis**  
**\*Step refers to the number of years of service in that position**

## Teacher Data by Ladder\*

Ladder *	Average of				# of Incumbents
	Annual Rate of Pay	25th Percentile	50th Percentile	75th Percentile	
BA	67,158	55,140	62,874	76,732	94
BA+15	72,875	67,435	73,831	78,309	21
MA	78,334	66,830	83,534	89,067	353
MA+15	86,417	86,040	88,026	93,515	112
MA+30	89,064	89,827	89,827	94,787	66
MA+45	92,847	91,630	91,630	96,008	32
MA+60	96,589	93,430	95,231	100,994	32
MA+60, DBL MA, CAGS	94,765	97,229	97,229	97,229	50
<b>Grand Total</b>	<b>81,385</b>	<b>71,353</b>	<b>86,224</b>	<b>92,361</b>	<b>760</b>

*Note: Not all groups provided educational levels, so the subset is slightly smaller than the 'by Step' analysis*

*\*Ladder refers to the educational level of the employees*

# In Summary

In the case of non-teachers, you'll see that the 25th to 75th percentile range is significant for many positions but for others like Education Support (no degree) and Maintenance Workers, it's largely flat. Among teachers, there is a reasonably large spread between the 25th & 75th percentile across all Steps and Ladders.

As a caution, any survey is only as good as the data that is provided. Our hope is that for next year's survey that we get more respondents (more data is better) and that will allow us to further segment data with County or similar breakdowns.



# Looking for more answers?

Feel free to reach out with any questions you might have. We'd be happy to help.

[Find out more](#)



**PARKER ELMORE**  
CEO & PRESIDENT

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**(860) 531-4951**

# Coversheet

## FY2023

**Section:** III. Other Business  
**Item:** A. FY2023  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Budget to Actual Aug 2022.pdf

**June 30, 2023 - Financial Report - Budget to Actual (Detail)**

**All**

	Budget	Actual	\$ Variance	% Variance
<b>REVENUES</b>	0.00	0.00	0.00	0.00
Per Pupil Tuition	0.00	0.00	0.00	0.00
10 000 4120 0000 DOE PER PUPIL TUITION	27462500	4835718	22,626,782.00	(17.61)
Per Pupil Tuition	27,462,500.00	4,835,718.00	22,626,782.00	(17.61)
Federal Grants/Reimbursements	0.00	0.00	0.00	0.00
10 610 4210 0000 OTHER GRANTS	905472	0	905,472.00	0.00
10 610 4210 3321 YEAR I SEL MENTAL HEALTH GRANT	0	21250	(21,250.00)	0.00
10 610 4210 7191 YEAR I ACCELERATED LIT LEARNING FED	0	3072	(3,072.00)	0.00
10 410 4370 0000 FEDERAL E-RATE REIMBURSEMENT	70000	56614.3	13,385.70	(80.88)
Federal Grants/Reimbursements	975,472.00	80,936.30	894,535.70	(8.30)
State Grants/Reimbursements	0.00	0.00	0.00	0.00
Other Grant Revenues	0.00	0.00	0.00	0.00
Food Service Program	0.00	0.00	0.00	0.00
10 350 4310 0000 FOOD PROGRAM FEES	210000	135.75	209,864.25	(0.06)
10 350 4320 0000 STATE FOOD SERVICE SUBSIDY	11000	192.06	10,807.94	(1.75)
10 350 4325 0000 FEDERAL FOOD SERVICE SUBSIDY	300000	0	300,000.00	0.00
Food Service Program	521,000.00	327.81	520,672.19	(0.06)
Extended Day Program	0.00	0.00	0.00	0.00
Transportation Program	0.00	0.00	0.00	0.00
10 360 4350 0000 TRANSPORTATION REIMBURSEMENT	300000	0	300,000.00	0.00
10 360 4860 0000 TRANSPORTATION PROGRAM FEES	601072	673998.3	(72,926.30)	(112.13)
Transportation Program	901,072.00	673,998.30	227,073.70	(74.80)
Building Rental Revenue	0.00	0.00	0.00	0.00
10 420 4360 0000 BUILDING RENTAL REVENUE	60000	0	60,000.00	0.00
Building Rental Revenue	60,000.00	0.00	60,000.00	0.00
Other Revenues	0.00	0.00	0.00	0.00
10 110 4815 0000 APPLICATION & ADMIN FEES	6500	12700	(6,200.00)	(195.38)
10 130 4820 0000 INTEREST INCOME	9000	572.51	8,427.49	(6.36)
10 130 4822 0000 DEBT SERVICE RESERVE INTEREST	0	1481.92	(1,481.92)	0.00
10 130 4825 0000 CHANGE IN MARKET VALUE-DSRF	0	5791.86	(5,791.86)	0.00
10 320 4853 0000 ATHLETIC FEES	20000	200	19,800.00	(1.00)
10 200 4870 0000 FIELD TRIP INCOME	25000	0	25,000.00	0.00
10 242 4877 0000 MUSIC INSTRUMENT RENTAL FEE	0	30	(30.00)	0.00
10 110 4890 0000 MISCELLANEOUS INCOME	15000	16755.11	(1,755.11)	(111.70)
Other Revenues	75,500.00	37,531.40	37,968.60	(49.71)
<b>Total Revenues</b>	<b>29,995,544.00</b>	<b>5,628,511.81</b>	<b>24,367,032.19</b>	<b>(18.76)</b>
<b>EXPENSES</b>	0.00	0.00	0.00	0.00
<b>Personnel</b>	0.00	0.00	0.00	0.00
Administration & Finance	0.00	0.00	0.00	0.00
10 110 5110 0000 EXECUTIVE DIRECTOR	190000	3600	186,400.00	1.89
10 110 5169 0000 PERSONNEL COMP PLAN	254550	0	254,550.00	0.00
10 130 5111 0000 DIRECTOR OF FINANCE	167200	20900.01	146,299.99	12.50
10 130 5115 0000 PAYROLL PROJECT MANAGER	202000	25978.01	176,021.99	12.86
10 130 5123 0000 BUSINESS OFFICE SPECIALIST SALARIES	55385	6923.13	48,461.87	12.50
10 140 5111 0000 DIRECTOR OF HUMAN RESOURCES	114950	14368.74	100,581.26	12.50
10 140 5115 0000 HUMAN RESOURCES MANAGER	80000	9999.99	70,000.01	12.50
10 140 5123 0000 SUBSTITUTE COORDINATOR	50000	5100.64	44,899.36	10.20
10 170 5111 0000 CHIEF OF STAFF	172425	21553.14	150,871.86	12.50
10 170 5120 0000 O&D ADMIN SUPPORT SALARY	107910	13259.63	94,650.37	12.29

**June 30, 2023 - Financial Report - Budget to Actual (Detail)**

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**All**

	<b>Budget</b>	<b>Actual</b>	<b>\$ Variance</b>	<b>% Variance</b>
10 170 5122 0000 ADMIN AND VOLUNTEER COORDINATOR	56555	0	56,555.00	0.00
10 170 5125 0000 OUTREACH COORDINATOR	64336	5576.95	58,759.05	8.67
10 170 5169 0000 PERSONNEL COMP PLAN	4	0	4.00	0.00
Administration & Finance	1,515,315.00	127,260.24	1,388,054.76	8.40
Teaching & Learning	0.00	0.00	0.00	0.00
10 200 5111 0000 DEPUTY DIRECTOR	292425	36553.14	255,871.86	12.50
10 200 5115 0000 INSTRUCTIONAL TECHNOLOGY MANAGER	163610	11451.24	152,158.76	7.00
10 200 5120 0000 ADMINISTRATIVE SUPPORT SUMMER	23000	0	23,000.00	0.00
WORK/OVERTIME SALARIES				
10 200 5123 0000 PROFESSIONAL DEVELOPMENT COORDINATOR	82700	0	82,700.00	0.00
10 200 5125 0000 INSTRUCTIONAL COACH (ES)	73150	0	73,150.00	0.00
10 200 5129 0000 INTERVENTIONIST TEACHER	104500	0	104,500.00	0.00
10 200 5139 0000 SUBSTITUTE TEACHERS SALARIES	307000	0	307,000.00	0.00
10 200 5140 0000 STIPEND-CURRICULUM REVISION	18200	0	18,200.00	0.00
10 200 5146 0000 DETENTION STIPEND	3000	0	3,000.00	0.00
10 200 5158 0000 DRIVER SALARY FIELD TRIPS	2132	0	2,132.00	0.00
10 200 5169 0000 PERSONNEL COMP PLAN	135080	0	135,080.00	0.00
10 210 5112 0000 SCHOOL PRINCIPAL (ES)	119846	14980.74	104,865.26	12.50
10 210 5120 0000 ADMINISTRATIVE SUPPORT ELEMENTARY	53070	6633.78	46,436.22	12.50
10 210 5130 0000 K-4 TEACHERS SALARIES	2760473	0	2,760,473.00	0.00
10 210 5132 0000 PARAPROFESSIONALS SALARIES	193327	0	193,327.00	0.00
10 210 5141 0000 STIPEND - ES COVERAGE	7000	0	7,000.00	0.00
10 210 5142 0000 KINDERGARTEN SCREENING	5400	0	5,400.00	0.00
10 210 5145 0000 K-4 TUTORING HOME & HOSPITAL	1200	0	1,200.00	0.00
10 210 5169 0000 PERSONNEL COMP PLAN	160000	0	160,000.00	0.00
10 215 5133 0000 SERVICE LEADERSHIP/CHARACTER ED ES (1)	143228	0	143,228.00	0.00
10 220 5112 0000 SCHOOL PRINCIPAL (MS)	130625	16328.13	114,296.87	12.50
10 220 5114 0000 ASSISTANT SCHOOL PRINCIPAL (MS)	90000	0	90,000.00	0.00
10 220 5120 0000 ADMINISTRATIVE SUPPORT MIDDLE SCHOOL	61928	7740.96	54,187.04	12.50
10 220 5130 0000 MS TEACHERS SALARIES	1692616	0	1,692,616.00	0.00
10 220 5139 0000 BUILDING SUBSTITUTE MS	70000	0	70,000.00	0.00
10 220 5140 0000 MS TEAM LEADER STIPEND	4000	0	4,000.00	0.00
10 220 5145 0000 MS TUTORING HOME & HOSPITAL	1200	0	1,200.00	0.00
10 225 5133 0000 SERVICE LEADERSHIP/CHARACTER ED MIDDLE SCHOOL	50160	0	50,160.00	0.00
10 230 5112 0000 SCHOOL PRINCIPAL (HS)	144962	18120.3	126,841.70	12.50
10 230 5120 0000 HS ADMIN SUPPORT SALARIES	45000	2736.64	42,263.36	6.08
10 230 5130 0000 HS TEACHERS SALARIES	2209691	0	2,209,691.00	0.00
10 230 5140 0000 HS DEPARTMENT HEAD STIPEND	25000	0	25,000.00	0.00
10 230 5141 0000 TEST MONITOR STIPEND	2000	0	2,000.00	0.00
10 230 5142 0000 YEARBOOK ADVISOR STIPEND	1000	0	1,000.00	0.00
10 230 5145 0000 HS TUTORING HOME & HOSPITAL	1500	0	1,500.00	0.00
10 230 5146 0000 NATIONAL HONOR STIPEND	3000	0	3,000.00	0.00
10 230 5147 0000 CLASS COUNCIL ADVISOR STIPEND	4200	0	4,200.00	0.00
10 230 5148 0000 HS TEACHER STIPEND	2250	0	2,250.00	0.00
10 230 5169 0000 PERSONNEL COMP PLAN	205000	0	205,000.00	0.00
10 260 5112 0000 PUPIL SERVICES INSTRUCTIONAL DIRECTOR	151764	18970.53	132,793.47	12.50
10 260 5114 0000 PUPIL SERVICES ASSISTANT DIRECTOR	102541	0	102,541.00	0.00
10 260 5120 0000 ADMINISTRATIVE SUPPORT PUPIL SERVICES	56399	7049.82	49,349.18	12.50



**June 30, 2023 - Financial Report - Budget to Actual (Detail)**

**All**

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	Budget	Actual	\$ Variance	% Variance
10 260 5130 0000 PUPIL SERVICES TEACHERS SALARIES	1242634	0	1,242,634.00	0.00
10 260 5131 0000 SPECIALISTS SALARIES	465146	0	465,146.00	0.00
10 260 5132 0000 PUPIL SERVICES PARAPROFESSIONALS SALARIES	33440	0	33,440.00	0.00
10 262 5114 0000 ELE ASSISTANT DIRECTOR	87153	0	87,153.00	0.00
10 262 5130 0000 TEACHER ELE(1)	457523	0	457,523.00	0.00
10 265 5134 0000 COUNSELORS SALARIES	96874	0	96,874.00	0.00
Teaching & Learning	12,085,947.00	140,565.28	11,945,381.72	1.16
Student Activities	0.00	0.00	0.00	0.00
10 300 5111 0000 DIRECTOR OF SCHOOL CULTURE & DISCIPLINE	125000	15624.99	109,375.01	12.50
10 300 5120 0000 ADMINISTRATIVE ASSISTANT SCHOOL CULTURE & DISCIPLINE	47025	0	47,025.00	0.00
10 300 5123 0000 SEL COORDINATOR	70000	0	70,000.00	0.00
10 300 5133 0000 K-12 DEAN OF STUDENT LIFE	76933	8548.11	68,384.89	11.11
10 300 5134 0000 SCHOOL ADJUSTMENT COUNSELOR ELEMENTARY (1)	644767	11250	633,517.00	1.74
10 300 5135 0000 BEHAVIOR INTERVENTIONIST ES SALARY	427195	0	427,195.00	0.00
10 300 5144 0000 CULTURE & DISCIPLINE SUMMER STIPENDS	2100	0	2,100.00	0.00
10 300 5169 0000 PERSONNEL COMP PLAN	10000	0	10,000.00	0.00
10 310 5136 0000 NURSING SERVICES SALARIES	286761	0	286,761.00	0.00
10 310 5139 0000 NURSING SERVICES SUBSTITUTES	7500	0	7,500.00	0.00
10 310 5140 0000 NURSE LEADER STIPEND	8000	0	8,000.00	0.00
10 320 5140 0000 ATHLETICS STIPEND	60000	0	60,000.00	0.00
10 325 5140 0000 ACADEMIC COMPETITIONS/STUDENT ACTIVITIES STIPEND	58000	0	58,000.00	0.00
10 350 5155 0000 FOOD SERVICE SALARIES	269183	8310.36	260,872.64	3.09
10 350 5169 0000 PERSONNEL COMP PLAN	8144	0	8,144.00	0.00
10 360 5115 0000 TRANSPORTATION MANAGER	72502	9062.76	63,439.24	12.50
10 360 5158 0000 CROSSING GUARD & DRIVER SALARIES	10500	0	10,500.00	0.00
10 360 5159 0000 PUPIL SERVICES DRIVER SALARIES	20503	0	20,503.00	0.00
Student Activities	2,204,113.00	52,796.22	2,151,316.78	2.40
Operations	0.00	0.00	0.00	0.00
10 410 5111 0000 DIRECTOR OF OPERATIONS	135000	16875	118,125.00	12.50
10 410 5115 0000 OPERATIONS MANAGER/AFTERSCHOOL PROGRAM MANAGER	86024	9558.21	76,465.79	11.11
10 410 5120 0000 ADMINISTRATIVE SUPPORT OPERATIONS	63243	7905.42	55,337.58	12.50
10 420 5150 0000 BUILDING SERVICES SALARIES	293071	26068.86	267,002.14	8.90
10 420 5151 0000 OVERTIME BUILDING SERVICES SALARIES	17500	0	17,500.00	0.00
10 420 5160 0000 SEASONAL BUILDING SERVICES SALARIES	16000	2047.5	13,952.50	12.80
10 450 5137 0000 TECHNOLOGY SALARY	210525	25940.61	184,584.39	12.32
Operations	821,363.00	88,395.60	732,967.40	10.76
Grants	0.00	0.00	0.00	0.00
10 610 5115 3051 YEAR I TITLE I ADMINISTRATOR OF DATA ANALYTICS	72000	0	72,000.00	0.00
10 610 5132 2401 PARAPROFESSIONALS SPED (1)	397298	0	397,298.00	0.00
Grants	469,298.00	0.00	469,298.00	0.00
Subtotal Personnel	17,096,036.00	409,017.34	16,687,018.66	2.39
<b>Operating Costs</b>	0.00	0.00	0.00	0.00
Administration & Finance	0.00	0.00	0.00	0.00
10 110 5270 0000 COPIER MAINTENANCE	36000	1342.13	34,657.87	3.73
10 110 5275 0000 COPIER RENTALS/LEASES	58785	3711.12	55,073.88	6.31

**June 30, 2023 - Financial Report - Budget to Actual (Detail)**

**All**

	Budget	Actual	\$ Variance	% Variance
10 110 5276 0000 POSTAGE METER RENTAL EXPENSE	4120	0	4,120.00	0.00
10 110 5305 0000 BAD DEBT EXPENSE	7500	0	7,500.00	0.00
10 110 5317 0000 PAYROLL SERVICES	35000	2900.1	32,099.90	8.29
10 110 5318 0000 BANK CHARGES	1750	486.01	1,263.99	27.77
10 110 5320 0000 SCHOOL RESOURCE OFFICER	46350	0	46,350.00	0.00
10 110 5345 0000 PRINTING EXPENSE	500	0	500.00	0.00
10 110 5350 0000 ADVERTISING/PUBLIC RELATIONS	3000	0	3,000.00	0.00
10 110 5355 0000 POSTAGE/SHIPPING	20000	1040.48	18,959.52	5.20
10 120 5310 0000 LEGAL	26214	5000	21,214.00	19.07
10 130 5314 0000 CREDIT REVIEW SERVICES	4600	0	4,600.00	0.00
10 130 5315 0000 BUSINESS CONSULTING SERVICES	18500	1117.5	17,382.50	6.04
10 130 5316 0000 AUDIT SERVICES	30900	0	30,900.00	0.00
10 140 5320 0000 HR CONTRACTED SERVICES	22500	1250	21,250.00	5.56
10 140 5350 0000 HR ADVERTISING/RECRUITING	6850	3962.8	2,887.20	57.85
10 170 5386 0000 O&D WEBSITE	7210	499.98	6,710.02	6.93
10 110 5420 0000 A&F OFFICE SUPPLIES	4000	1372.34	2,627.66	34.31
10 110 5425 0000 A&F COPIER SUPPLIES	500	0	500.00	0.00
10 110 5450 0000 A&F FURNITURE & EQUIPMENT	1500	0	1,500.00	0.00
10 130 5420 0000 FINANCE OFFICE SUPPLIES	2000	0	2,000.00	0.00
10 130 5435 0000 SOFTWARE MAINTENANCE	30000	1439.2	28,560.80	4.80
10 140 5420 0000 HR OFFICE SUPPLIES	300	0	300.00	0.00
10 170 5420 0000 O&D OFFICE SUPPLIES	2060	0	2,060.00	0.00
10 170 5450 0000 OUTREACH & DEVELOPMENT FURNITURE & EQUIPMENT	515	0	515.00	0.00
10 140 5515 0000 HR MATERIALS	1000	0	1,000.00	0.00
10 170 5515 0000 O&D OUTREACH MATERIALS	1545	0	1,545.00	0.00
10 100 5770 0000 SCHOOL BOARD LIABILITY INSUR	13039	13039	0.00	100.00
10 100 5780 0000 BOARD EXPENSES	200000	10558.78	189,441.22	5.28
10 100 5781 0000 RESERVE FUND	15000	0	15,000.00	0.00
10 110 5710 0000 TRAVEL EXPENSE	300	0	300.00	0.00
10 110 5715 0000 TRAVEL ALLOWANCE	4326	0	4,326.00	0.00
10 110 5725 0000 A&F DUES & SUBSCRIPTIONS	89500	87043	2,457.00	97.25
10 110 5726 0000 A&F FEES & LICENSES	3760	1200	2,560.00	31.91
10 110 5730 0000 A&F MEETINGS & CONFERENCES	1000	0	1,000.00	0.00
10 130 5730 0000 FINANCE PROFESSIONAL DEVELOPMENT	3000	0	3,000.00	0.00
10 140 5730 0000 HR PROFESSIONAL DEVELOPMENT	1000	0	1,000.00	0.00
10 150 5771 0000 GENERAL LIABILITY INSUR	32470	29231	3,239.00	90.02
10 150 5772 0000 PROPERTY INSUR	46824	43206	3,618.00	92.27
10 150 5773 0000 VEHICLE INSURANCE	6724	6724	0.00	100.00
10 150 5775 0000 UMBRELLA INSUR	15303	15303	0.00	100.00
10 170 5725 0000 O&D DUES	515	0	515.00	0.00
10 170 5730 0000 O&D PROFESSIONAL DEVELOPMENT	3090	0	3,090.00	0.00
10 170 5782 0000 O&D OPEN HOUSE	1030	0	1,030.00	0.00
10 170 5783 0000 O&D OTHER EXPENSES	4635	300	4,335.00	6.47
Administration & Finance	814,715.00	230,726.44	583,988.56	28.32
Teaching & Learning	0.00	0.00	0.00	0.00
10 210 5375 0000 ES TUTORING HOME & HOSPITAL	2060	0	2,060.00	0.00
10 220 5375 0000 MS TUTORING HOME & HOSPITAL	5150	0	5,150.00	0.00
10 230 5362 0000 YEARBOOK EXPENSE	1545	0	1,545.00	0.00

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	Budget	Actual	\$ Variance	% Variance
10 230 5370 0000 VIRTUAL HIGH SCHOOL	13390	0	13,390.00	0.00
10 230 5375 0000 HS TUTORING HOME & HOSPITAL	1030	0	1,030.00	0.00
10 260 5360 0000 PUPIL SRVCS OUTSOURCED SERVICES	183213	2606.81	180,606.19	1.42
10 200 5420 0000 T&L OFFICE SUPPLIES	2060	424.91	1,635.09	20.63
10 200 5425 0000 T&L COPIER SUPPLIES	30000	0	30,000.00	0.00
10 200 5450 0000 T&L FURNITURE & EQUIPMENT	1442	0	1,442.00	0.00
10 210 5420 0000 K-4 OFFICE SUPPLIES	2060	0	2,060.00	0.00
10 210 5450 0000 K-4 FURNITURE & EQUIPMENT	1545	0	1,545.00	0.00
10 220 5420 0000 MS OFFICE SUPPLIES	3000	0	3,000.00	0.00
10 220 5450 0000 MS FURNITURE & EQUIPMENT	3000	0	3,000.00	0.00
10 230 5420 0000 HS OFFICE SUPPLIES	1250	17.98	1,232.02	1.44
10 230 5450 0000 HS FURNITURE & EQUIPMENT	3000	0	3,000.00	0.00
10 260 5420 0000 PUPIL SERVICES OFFICE SUPPLIES	1545	107.39	1,437.61	6.95
10 260 5438 0000 PUPIL SERVICES INSTRUCTIONAL SOFTWARE	3090	0	3,090.00	0.00
10 260 5440 0000 PUPIL SRVCS INSTRUCTIONAL TECHNOLOGY	2575	0	2,575.00	0.00
10 260 5450 0000 PUPIL SRVCS FURNITURE & EQUIPMENT	2575	0	2,575.00	0.00
10 200 5514 0000 ASSESSMENTS & TESTING	15000	0	15,000.00	0.00
10 200 5515 0000 T&L CURRICULUM MATERIALS	200000	0	200,000.00	0.00
10 210 5515 0000 K-4 MATERIALS	45000	4664.96	40,335.04	10.37
10 210 5528 0000 K-4 LIBRARY SUPPLIES	1545	0	1,545.00	0.00
10 210 5535 0000 K-4 HOMEWORK JOURNALS	1339	0	1,339.00	0.00
10 215 5520 0000 COUNSELING SUPPLIES	515	0	515.00	0.00
10 220 5510 0000 MS TEXTBOOKS	5150	0	5,150.00	0.00
10 220 5514 0000 MS ASSESSMENTS & TESTING	1030	0	1,030.00	0.00
10 220 5515 0000 MS INSTRUCTIONAL MATERIALS	13000	698	12,302.00	5.37
10 220 5535 0000 MS HOMEWORK JOURNALS	1650	1569.47	80.53	95.12
10 230 5510 0000 HS TEXTBOOKS	5000	9072.75	(4,072.75)	181.46
10 230 5514 0000 HS ASSESSMENTS & TESTING	2100	0	2,100.00	0.00
10 230 5515 0000 HS INSTRUCTIONAL MATERIALS	15000	0	15,000.00	0.00
10 230 5535 0000 HS HOMEWORK JOURNALS	1030	0	1,030.00	0.00
10 260 5514 0000 PUPIL SRVCS ASSESSMENTS & TESTING	5150	0	5,150.00	0.00
10 260 5515 0000 PUPIL SRVCS INSTRUCTIONAL MATERIALS	5150	6.35	5,143.65	0.12
10 260 5520 0000 BEHAVIOR INTERVENTION SUPPLIES	2575	0	2,575.00	0.00
10 200 5720 0000 T&L RECOGNITION & RETENTION	20600	102.61	20,497.39	0.50
10 200 5730 0000 T&L PROFESSIONAL DEVELOPMENT	35000	369.5	34,630.50	1.06
10 200 5731 0000 TUITION & TUITION REIMBURSEMENT	45000	0	45,000.00	0.00
10 200 5735 0000 T&L EVENTS	2060	0	2,060.00	0.00
10 210 5730 0000 K-4 PROFESSIONAL DEVELOPMENT	5000	32.5	4,967.50	0.65
10 210 5735 0000 K-4 EVENTS & COMPETITIONS	515	0	515.00	0.00
10 210 5740 0000 K-4 FIELD TRIPS	20000	0	20,000.00	0.00
10 220 5730 0000 MS PROFESSIONAL DEVELOPMENT	5150	0	5,150.00	0.00
10 220 5735 0000 MS EVENTS & COMPETITIONS	5150	1484.98	3,665.02	28.83
10 220 5740 0000 MS FIELD TRIPS	13000	0	13,000.00	0.00
10 220 5785 0000 MS ACADEMIC HONORS SOCIETIES	2000	385	1,615.00	19.25
10 230 5730 0000 HS PROFESSIONAL DEVELOPMENT	5000	300	4,700.00	6.00
10 230 5735 0000 HS EVENTS & COMPETITIONS	6489	171.93	6,317.07	2.65
10 230 5740 0000 HS FIELD TRIPS	9000	0	9,000.00	0.00
10 230 5785 0000 HS ACADEMIC HONORS SOCIETIES	1545	0	1,545.00	0.00
10 260 5730 0000 PUPIL SRVCS PROFESSIONAL DEVELOPMENT	3090	0	3,090.00	0.00

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	<b>Budget</b>	<b>Actual</b>	<b>\$ Variance</b>	<b>% Variance</b>
10 260 5784 0000 SEPAC	515	499	16.00	96.89
Teaching & Learning	762,878.00	22,514.14	740,363.86	2.95
Student Activities	0.00	0.00	0.00	0.00
10 320 5280 0000 FACILITY/FIELD RENTAL	22000	0	22,000.00	0.00
10 360 5285 0000 LEASE STUDENT ACTIVITY VAN	6000	992.8	5,007.20	16.55
10 300 5360 0000 SCHOOL CULTURE & CLIMATE OUTSOURCED SERVICES	10000	0	10,000.00	0.00
10 310 5380 0000 SCHOOL PHYSICIAN FEE	1000	0	1,000.00	0.00
10 320 5330 0000 ATHLETICS TRANSPORTATION	40000	0	40,000.00	0.00
10 320 5385 0000 ATHLETICS UMPIRES & REFEREES	15000	0	15,000.00	0.00
10 360 5330 0000 OPS TRANSPORTATION	1685492	0	1,685,492.00	0.00
10 360 5335 0000 SPED TRANSPORTATION	304000	5787.05	298,212.95	1.90
10 300 5420 0000 SCHOOL CULTURE & CLIMATE OFFICE SUPPLIES	4000	0	4,000.00	0.00
10 300 5450 0000 SCHOOL CULTURE & CLIMATE FURNITURE & FIXTURES	5000	0	5,000.00	0.00
10 310 5420 0000 NURSING OFFICE SUPPLIES	1545	0	1,545.00	0.00
10 310 5450 0000 NURSING FURNITURE & EQUIPMENT	3090	0	3,090.00	0.00
10 330 5420 0000 SERVICE LEARNING OFFICE SUPPLIES	1500	0	1,500.00	0.00
10 350 5420 0000 FOOD SERVICE OFFICE SUPPLIES	515	0	515.00	0.00
10 350 5490 0000 FOOD	510880	0	510,880.00	0.00
10 360 5420 0000 TRANSPORTATION OFFICE SUPPLIES	2060	1238.65	821.35	60.13
10 300 5515 0000 SCHOOL CLIMATE & CULTURE SUPPLIES & MATERIALS	20000	1070.24	18,929.76	5.35
10 300 5520 0000 COUNSELING SUPPLIES	20000	6688.17	13,311.83	33.44
10 310 5500 0000 NURSING HEALTH SUPPLIES	10000	462	9,538.00	4.62
10 320 5580 0000 ATHLETICS SUPPLIES & EQUIPMENT	10000	0	10,000.00	0.00
10 320 5585 0000 ATHLETICS UNIFORMS	5000	0	5,000.00	0.00
10 330 5515 0000 SERVICE LEARNING MATERIALS	6500	0	6,500.00	0.00
10 350 5515 0000 FOOD SERVICE MATERIALS & SUPPLIES	10300	0	10,300.00	0.00
10 360 5515 0000 TRANSPORTATION MATERIALS & SERVICE	5000	3496	1,504.00	69.92
10 300 5730 0000 SCHOOL CULTURE & CLIMATE PROFESSIONAL DEVELOPMENT	10000	110	9,890.00	1.10
10 300 5740 0000 CULTURE & DISCIPLINE FIELDTRIPS	1000	0	1,000.00	0.00
10 310 5725 0000 NURSING DUES & CONFERENCES	4325	0	4,325.00	0.00
10 320 5725 0000 ATHLETICS DUES & FEES	5000	0	5,000.00	0.00
10 325 5735 0000 ACADEMIC EVENTS & COMPETITIONS	25750	385	25,365.00	1.50
10 330 5735 0000 SERVICE LEARNING EVENTS & COMPETITIONS	20000	0	20,000.00	0.00
10 330 5740 0000 SERVICE LEARNING FIELD TRIPS	2500	0	2,500.00	0.00
10 350 5726 0000 FOOD SERVICE PERMITS	1000	0	1,000.00	0.00
10 350 5735 0000 FOOD SERVICE EVENTS & ACTIVITIES	30000	186.79	29,813.21	0.62
Student Activities	2,798,457.00	20,416.70	2,778,040.30	0.73
Operations	0.00	0.00	0.00	0.00
10 420 5210 0000 ELECTRIC	390000	71181.67	318,818.33	18.25
10 420 5215 0000 GAS	100000	3350.8	96,649.20	3.35
10 420 5220 0000 WATER	30240	4008.02	26,231.98	13.25
10 420 5225 0000 OIL	8000	0	8,000.00	0.00
10 420 5240 0000 HVAC	130000	5042.91	124,957.09	3.88
10 420 5241 0000 PLUMBING	20000	10779	9,221.00	53.90
10 420 5242 0000 ELECTRICAL	35000	0	35,000.00	0.00

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	<b>Budget</b>	<b>Actual</b>	<b>\$ Variance</b>	<b>% Variance</b>
10 420 5243 0000 FIRE ALARM SYSTEM SERVICES	20600	960	19,640.00	4.66
10 420 5245 0000 SECURITY SYSTEM	17000	0	17,000.00	0.00
10 420 5250 0000 GROUNDS MAINTENANCE	65000	9246.49	55,753.51	14.23
10 420 5260 0000 TRUCK LEASE	24000	3920.92	20,079.08	16.34
10 420 5290 0000 CLEANING SERVICES	350000	66152	283,848.00	18.90
10 420 5295 0000 RUBBISH REMOVAL	43260	7579.84	35,680.16	17.52
10 420 5297 0000 SNOW PLOWING	20000	0	20,000.00	0.00
10 410 5360 0000 OPS OUTSOURCED SERVICES	20000	0	20,000.00	0.00
10 420 5340 0000 TELEPHONE SERVICES	23690	4666.85	19,023.15	19.70
10 420 5341 0000 COMMUNICATION MAINTENANCE	12360	800	11,560.00	6.47
10 420 5390 0000 AUTO REPAIR SERVICES	7210	0	7,210.00	0.00
10 450 5365 0000 IT OUTSOURCED SERVICES	40000	7640.16	32,359.84	19.10
10 450 5367 0000 IT PRINTER SERVICE/SUPPLIES	41200	6380	34,820.00	15.49
10 450 5386 0000 IT COMMUNICATION SERVICES	180000	29456.72	150,543.28	16.36
10 410 5410 0000 PPE SUPPLIES - COVID-19	5200	0	5,200.00	0.00
10 410 5420 0000 OPS OFFICE SUPPLIES	2575	1213.28	1,361.72	47.12
10 410 5450 0000 OPERATIONS FURNITURE & EQUIPMENT	3605	0	3,605.00	0.00
10 420 5460 0000 BUILDING SERVICES/SUPPLIES	82500	28981.75	53,518.25	35.13
10 420 5470 0000 CUSTODIAL SUPPLIES	40000	36.64	39,963.36	0.09
10 420 5480 0000 TOOLS	2060	0	2,060.00	0.00
10 450 5420 0000 IT OFFICE SUPPLIES	3090	0	3,090.00	0.00
10 450 5430 0000 IT NETWORK SERVER SUPPLIES	48410	6190.95	42,219.05	12.79
10 450 5435 0000 IT LICENSES & RENEWALS	200850	32572.88	168,277.12	16.22
10 450 5436 0000 MICROSOFT SOFTWARE	17510	0	17,510.00	0.00
10 450 5437 0000 IT INSTRUCTIONAL SOFTWARE	56650	0	56,650.00	0.00
10 450 5439 0000 SIS SOFTWARE	32960	32767	193.00	99.41
10 410 5730 0000 OPS PROFESSIONAL DEVELOPMENT	2060	275	1,785.00	13.35
10 420 5726 0000 LICENSE & REGISTRATION RENEWALS	1400	65	1,335.00	4.64
10 450 5725 0000 IT MEMBERSHIPS/DUES	1250	0	1,250.00	0.00
10 450 5730 0000 IT TRAINING SEMINARS	5150	0	5,150.00	0.00
10 450 5744 0000 IT INSTRUCTIONAL HARDWARE	10300	1173.26	9,126.74	11.39
Operations	2,093,130.00	334,441.14	1,758,688.86	15.98
Employee Benefits	0.00	0.00	0.00	0.00
10 510 5175 0000 EMPLOYER FICA	434100	19853.96	414,246.04	4.57
10 510 5177 0000 EMPLOYER SUTA	101988	1825.48	100,162.52	1.79
10 510 5178 0000 MA UNEMPLOYMENT HEALTH INSUR	25625	175.25	25,449.75	0.68
10 510 5179 0000 PAID FAMILY MEDICAL LEAVE	40715	12973.34	27,741.66	31.86
10 510 5180 0000 HEALTH INSURANCE	1691165	329698.71	1,361,466.29	19.50
10 510 5181 0000 DENTAL INSURANCE	83360	4663.23	78,696.77	5.59
10 510 5182 0000 LIFE INSURANCE	26655	4876.11	21,778.89	18.29
10 510 5183 0000 DISABILITY INSURANCE (LTD)	8200	2747.09	5,452.91	33.50
10 510 5184 0000 ADMIN FEES-FLEXIBLE SPENDING & 403B	5638	0	5,638.00	0.00
10 510 5185 0000 WORKERS COMP INSURANCE	85000	81498	3,502.00	95.88
10 510 5186 0000 EMPLOYEE ASSISTANT PROGRAM	3075	0	3,075.00	0.00
10 510 5188 0000 403B EMPLOYER CONTRIBUTIONS	41000	0	41,000.00	0.00
10 510 5189 0000 OTHER EMPLOYEE INSURANCE BENEFITS	0	4626.69	(4,626.69)	0.00
10 510 5190 0000 OTHER EMPLOYEE BENEFITS	46125	0	46,125.00	0.00
Employee Benefits	2,592,646.00	462,937.86	2,129,708.14	17.86
Grants	0.00	0.00	0.00	0.00

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	<b>Budget</b>	<b>Actual</b>	<b>\$ Variance</b>	<b>% Variance</b>
10 610 5320 2402 YEAR II SPED ED CONTRACTED SERVICES	0	8397.9	(8,397.90)	0.00
10 610 5515 7191 YEAR I ACCELERATED LIT SUPPLIES AND MATERIALS	0	3071.93	(3,071.93)	0.00
10 610 5730 1151 YEAR I ESSER II TRAVEL (PD)	0	237.84	(237.84)	0.00
10 610 5780 0000 OTHER GRANT EXPENSES	423472	0	423,472.00	0.00
Grants	423,472.00	11,707.67	411,764.33	2.76
Subtotal Operating Costs	9,485,298.00	1,082,743.95	8,402,554.05	11.41
<b>Capital Outlay</b>	0.00	0.00	0.00	0.00
10 710 5821 0000 HVAC IMPROVEMENTS	125000	0	125,000.00	0.00
10 710 5823 0000 FLOORING REPLACEMENT	300000	312683.43	(12,683.43)	104.23
10 710 5829 0000 OTHER INTERIOR IMPROVEMENTS	50000	9426.52	40,573.48	18.85
10 710 5830 0000 PARKING/EXTERIOR IMPROVEMENTS	75000	0	75,000.00	0.00
10 710 5860 0000 TECHNOLOGY PLAN	340000	0	340,000.00	0.00
Capital Outlay	890,000.00	322,109.95	567,890.05	36.19
<b>Debt Service</b>	0.00	0.00	0.00	0.00
10 770 5910 0000 DEBT BONDS-PRINCIPAL	655000	0	655,000.00	0.00
10 770 5915 0000 DEBT LOAN-PRINCIPAL	324917	0	324,917.00	0.00
10 770 5920 0000 DEBT BONDS-INTEREST	1160350	0	1,160,350.00	0.00
10 770 5925 0000 LOAN-INTEREST	301105	22191.02	278,913.98	7.37
10 770 5930 0000 DEBT BONDS-ADMIN FEE	4944	0	4,944.00	0.00
10 770 5935 0000 LOAN-ADMIN FEE & INSURANCE	30900	0	30,900.00	0.00
Debt Service	2,477,216.00	22,191.02	2,455,024.98	0.90
<b>Depreciation</b>	0.00	0.00	0.00	0.00
<b>Board Capital Reserve</b>	0.00	0.00	0.00	0.00
<b>Total Expenses</b>	<b>29,948,550.00</b>	<b>1,836,062.26</b>	<b>28,112,487.74</b>	<b>6.13</b>
NET BUDGET RESERVED	46,994.00	3,792,449.55	(3,745,455.55)	(8,070.07)