



# FY15 PROPOSED BUDGET REQUESTS

FEBRUARY  
2014

CONCORD PUBLIC SCHOOLS  
CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

[www.concordpublicschools.net](http://www.concordpublicschools.net)





## MISSION

*Educate all students to become independent lifelong learners, creative thinkers, caring citizens and responsible contributors in our increasingly diverse global society.*



## CORE VALUES & BELIEFS

*Academic Excellence... Empathic and Respectful Community  
Educational Equity... Continuous Improvement... Professional Collaboration*

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# Table of Contents

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**SECTION I: Introductions**

Introduction Letter..... Page 2  
School Committee..... Page 4  
Administrative Team..... Page 5  
District Goals..... Page 6  
Organization Chart..... Page 7

**SECTION II: Finance Committee Presentations**

CPS Annual Budget Data Request..... Page 9  
CCRSO Annual Budget Data Request..... Page 23  
CCRSO Historical Review & Cost Growth Analysis..... Page 44  
CPS/CCRSO Additional Guidelines Request..... Page 47  
CPS FY2015 Coordination Meeting..... Page 73  
CCRSO FY2015 Coordination Meeting..... Page 77

**SECTION III: Enrollment & NESDEC Projections**

Monthly Enrollments..... Page 81  
NESDEC Projections CPS..... Page 83  
NESDEC Projections CCRSO..... Page 88

**SECTION IV: Concord Public Schools**

CPS Staffing..... Page 92  
CPS FY15..... Page 93

**SECTION V: Concord-Carlisle Regional School District**

CCRSO Staffing..... Page 144  
CCRSO FY15..... Page 145

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# SECTION I: Introductions

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This budget book is designed to provide the annual information regarding the budget development process for FY15 school budgets. Each year, the Concord Finance Committee submits an annual budget data request to prepare for the FY15 budget presentations in October. The district administration worked with school principals, central office, and both school committees during Fall 2014 to prepare FY15 budgets and to respond to the Finance Committee's budget data request. The core budgeting principles included the following:

- Students and their learning are at the center of decisions;
- Teaching and learning conditions matter for student success;
- Requested resources for programs, services, and activities reflect the districts' core values of academic excellence, respectful and empathic community, professional collaboration, educational equity, and continuous improvement;
- Maintain balance between responsive and reasonable operating budgets and taxpayers funding for the new high school project.

We met regularly with the administrative team and school committees to discuss the FY15 budgets and presented at three Finance Committee meetings in October and November, and at the Town Coordination Meeting in December. The Concord Finance Committee adopted the final guidelines on November 21, and the School Committees adopted the FY15 budgets on December 10, 2013. Included in the budget book are the Finance Committee presentations and the School Committee adopted budgets for FY15.

The districts continue to maintain excellent academic programs while meeting challenging funding goals. We have been able to sustain current programs without exceeding finance committee guidelines while enrollment and special education costs have continued to increase. State funding levels have stabilized but have not been increased to reflect expanded State data and reporting requirements. While our core budgeting principle of focusing all resources to support student learning and growth remains unchanged, an increasing portion of FY2014 CPS resources continue to shift towards enrollment driven staffing, special education and transportation needs. Conversely in FY2013, the CCHS resources had seen decreasing needs in special education, and this occurrence is not continuing in FY2014 as former K8 students are now entering the 9-12 setting. The district goals approved by the school committees provided direction to the budget process to support student learning opportunities. The district administration and school committees' work was reflective of the new \$92.5M high school project's cost impact on taxpayers and collaboratively worked with the finance committees to develop responsible FY2014 budgets. The FY2014 CPS school budget at \$31,140,538 represented a 4.65% increase above the FY2013 appropriation, and the FY 2014 operating budget for CCHS, \$23,886,464, increased 1.01% above the FY2013 level. Both the CPS and CCHS budget requests were below levy limits and matched guidelines developed by the finance committees, and for the seventh consecutive year did not require overrides. Both school districts managed successful year-end closings, and the Regional School district will increase the CCHS Technology Stabilization Fund by \$245,000. The Regional School District also committed \$300,000 towards its OPEB liability in the year-end closing process. CCRSD's strong Excess and Deficiency (E&D) fund balance for the previous fiscal year has been certified at the 4.9% level. The AAA bond rating has been maintained and the December 2012 \$32,500,000 Bond sale was assigned the highest possible rating by Moody's Investors Service on the borrowed funds at an effective interest rate of 3.0%.

In regard to the FY2015 budget development process we are pleased to extend our no override budget requests to an eighth year with a 3.0% CCRSD operating budget increase, and a 4.17% CPS increase. The five year average operating budget increase for the high school district decreases from 2.97% to 2.58%.

and the CPS five year average increases from 2.75% to 3.23%. When contrasted to override driven five year average increases for Fiscal Years 2000 to 2004 of 7.6% for CPS and 7.1% for CCRSD the districts have demonstrated their commitment to developing budgets that support high academic achievement while recognizing fiscal constraints. The historical trends demonstrate the commitment to bring budget increase requests in as low as possible while maintaining strong academic programs.

The FY2015 budget development process begins with identification of escalating needs and cost drivers. Our process encompasses the aggregate needs of our two-school district, K12 system, the K8 Concord Public Schools and the 9 – 12 Concord-Carlisle Regional School District. Each district is distinct and legally requires a separate budget. There are eight collective bargaining units within the K12 system and the cost escalation within the contractual labor agreements must be reflected in the budget development process along with other cost increases in utilities, equipment, materials, enrollment changes, and other operating requirements. The most significant cost drivers in each district and representing the largest cost component in our system are the Concord Teachers Association (CTA) and the Concord-Carlisle Teachers Association (CCTA) contracts. The FY2015 Finance Committee approved and CPS School Committee adopted budget requests with a 4.17% increase of \$1,300,000, or \$32,440,538. \$732,178 is required for CTA contract obligations, \$265,029 is required for enrollment driven staffing and instructional material increases, replacement of technology devices (computers, Activeboards, network components, etc.) at Willard and CMS require \$365,000 and operating needs and utilities cost require \$187,358. Collective bargaining costs in the building service workers, bus drivers, secretarial, maintenance contracts require \$110,000, and \$35,483 is required for non-collective bargaining employee escalation.

The needs above total \$1,695,048 and exceed the Finance Committee Guideline of \$1,300,000 by \$395,048, To meet the Finance Committee Guideline CPS has built the following reductions into the FY2015 request: a reduction in the special education out-of-district tuitions budgets of \$217,681, a \$60,000 elimination of two secretarial support positions (1.0 FTE at CMS, and .6 FTE at Ripley), a reduction in increased requests for professional development and building maintenance of \$23,575 and \$18,792 respectively. In addition to these actions we are seeking voter approval at Town Meeting to use \$75,000 of existing monies in the Concord Public Schools Technology Stabilization to meet the technology replacement needs at the Concord Middle School and the Willard Elementary School. Please note that the Special Education Out-of-District tuition decrease is mainly associated with movement of students from the K8 level to the 9 – 12 level as reflected in the following CCRSD cost drivers information.

The FY2015 CCRSD budget development process identified the following cost drivers for the Regional High School budget: \$384,029 required for anticipated CCTA contract obligations, an increase of \$273,046 required for Other Post-Employment Benefits (future Retiree health insurance benefits) funding, an increase in Special Education Out-of-District tuitions of \$328,152, and a Transportation Services increase of \$61,249 for increased operating costs. These cost drivers total to \$1,046,476 and exceed our \$719,042 increase by \$327,434. The FY2015 Concord Finance Committee guideline operating budget allows a 3.01% increase of \$719,042 or \$24,605,506. The \$24,605,506 operating budget level was adopted by the Concord-Carlisle School Committee. In our initial operating budget request, the following reductions were made: \$50,000 in computer hardware, \$27,345 in utilities, \$50,000 in legal costs, \$62,500 in capital outlay and maintenance costs, \$20,500 in insurance, and a net decrease of \$59,795 in other line items were included in the Regional District's initial budget plan. Subsequently, in order to meet the Finance Committee Guideline, additional reductions were necessary to close the remaining \$57,294 shortfall. These included elimination of a Ripley based secretarial position at \$25,000, and reductions in several instructional materials and athletic accounts totaling \$32,294.

**Concord Public Schools  
Concord-Carlisle Regional School District  
School Committee  
2013-2014 School Year**



**Members**

Louis Salemy, CCSC Chair  
Jennifer Munn, CCSC Vice Chair  
Pamela Gannon, CPS Chair  
Kathi Snook, CPS Vice Chair  
Johanna Boynton  
Phil Benincasa  
Melissa McMorrow

**Student Representatives**

Elizabeth Pacelle  
Cecelia Spiers

**Concord Public Schools  
 Concord-Carlisle Regional School District  
 Administrative Team  
 2013-2014 School Year**



Superintendent	Diana F. Rigby	x 8112
Deputy Superintendent	John Flaherty	x 8122
Director of Human Resources	Kelly McCausland	x 8117
Director of Teaching & Learning	Kathryn Codianne	x 8131
Director of Special Education	Jessica Murphy	x 8142
Director of Technology	Eugene Warfel	x 8155
Director of METCO	Aaron Joncas	x 7117
CCHS Principal	Peter Badalament	x 7110
CMS Principal	Lynne Beattie	x 6110
Alcott Principal	Sharon Young	x 2110
Thoreau Principal	Nancy Peterson	x 3110
Willard Principal	Patricia Fernandes	x 4110

**Dial 978.341.2490 + Extension**

**Concord-Carlisle Regional School District  
Concord Public Schools**

**Mission:**

*Educate all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors in our increasingly diverse global society.*

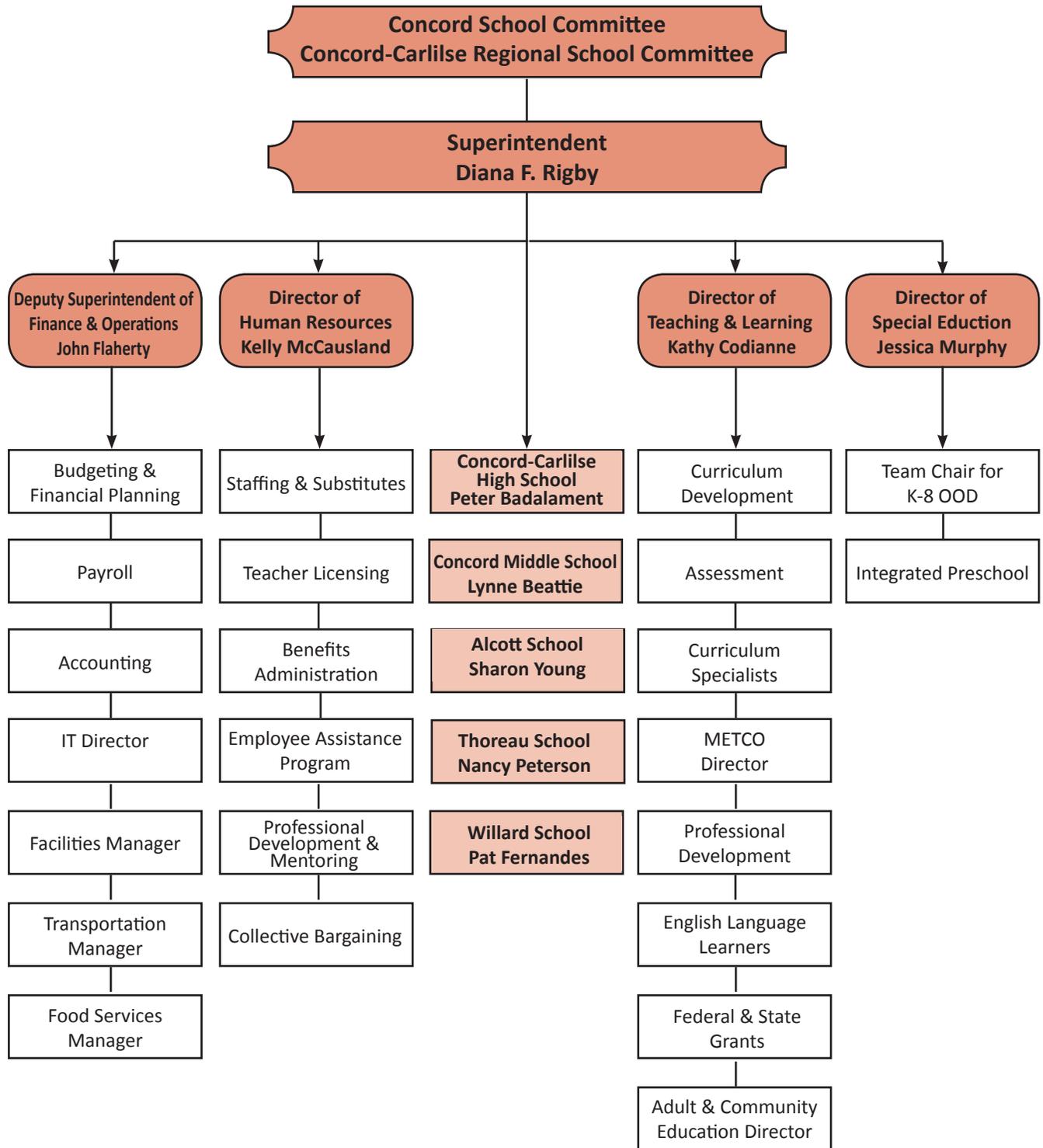
**Core Values:**

*Academic Excellence, Respectful and Empathic Community, Professional Collaboration, Education Equity, Continuous Improvement*

**2013-14 District Goals**

1. Increase achievement for all students and narrow the achievement gaps for identified student groups.
2. Provide students with a rigorous and coherent curriculum and high quality instruction that motivates and engages all students to develop their curiosity, creativity, critical thinking and collaborative problem solving skills.
3. Foster a respectful and empathic learning environment in which all students become more responsible citizens.
4. Develop professional collaboration by analyzing student work and assessment data, sharing instructional strategies, and providing job-embedded professional development that supports district teaching and learning goals.
5. Implement the new Educator Evaluation system with a focus on continuous improvement for teaching and learning.
6. Provide students and staff with the resources, materials, and infrastructure to support high quality learning environments.
7. Build support, consensus, and community engagement around the district mission, core values, goals, challenges, accomplishments, and critical decisions using a variety of communication strategies.

**Concord Public Schools  
Concord-Carlisle Regional School District**



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## **SECTION II: Finance Committee Presentations**

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

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120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

To: Wendy Rovelli, Chair, Guidelines Subcommittee Chairperson  
From: Diana F. Rigby, Superintendent of Schools  
John F. Flaherty, Deputy Superintendent for Finance and Operations  
Cc: Pamela Gannon, Concord School Committee Chair  
Date: October 8, 2013  
Re: **Annual Budget Data Request – Concord Public Schools**

Our presentation this evening provides a focused response to questions and requests for information in the July 2013 Annual Budget Data Request memorandum from the Concord Guidelines Subcommittee Chairperson, Wendy Rovelli. Budget discussions for FY15 are underway with the school principals, central office administrators, and school committees. Our core budgeting principles include the following:

- Students and their learning are at the center of decisions;
- Teaching and learning conditions matter for student success;
- Requested resources for programs, services, and activities reflect the districts' core values of academic excellence, respectful and empathic community, professional collaboration, educational equity, and continuous improvement;
- Maintain balance between responsive and reasonable operating budgets and taxpayers' funding for the new high school building project.

The school committees will give direction to the administration as we move forward in the budgeting process.

**1. Current Budget. Please provide a report of the projected FY13 actual budget expense performance at the program level. It would also be helpful to receive an updated FY14 budget at the program level, including subtotals for regular education, special education, administration, operations, fixed cost and debt service.**

Please see attachment #1. Please note that debt service for Concord Public School buildings is not contained in the CPS operating budget.

**2. Program Development. What are the major priorities and what changes in scope of educational programs are anticipated over the next five years? What are the goals and desired outcomes of those programs and how will they be measured? For FY15, what specific incremental staffing and changes in administrative resources needs are anticipated to meet those objectives? Is CPS able to meet the requested course demands from students? How does CPS evaluate/manage those demands and do we need additional staffing to meet demand? Are there plans to modify, restructure, combine or eliminate existing programs to reduce cost or provide funding for new and/or expanded programs?**

Please see attachment 2, District Goals 2013-14. The major priorities include increasing achievement for all students and narrowing the achievement gaps for identified student groups, providing students with rigorous and coherent curriculum and high quality instruction that motivates and engages all students to develop their curiosity, creativity, critical thinking, and collaborative problem solving skills, and providing students and staff with the resources, materials, and infrastructure to support high quality learning environments. Annual student achievement data is analyzed to measure goal attainment.

Increased student enrollment will require additional staffing and resources and increased enrollment in English Language Learner programs will require additional staffing. Increased teacher release time and professional development will be necessary for professional collaboration to monitor student progress and to provide instructional interventions. Increased use of digital tools in the primary grades and 1:1 computing in the Middle School will require additional technology funds.

**3. Education Reform and New Mandates. What major new or expanded educational reform mandates is CPS required to accommodate or implement over the next 1-3 years. Do these requirements have staffing and/or administrative impacts that need special consideration in FY15, or beyond?**

We are required to provide special education services ages 3-22, and the preschool special education enrollment is increasing and we may need to consider increasing special education staff for FY15. Additionally, the English Language Learner enrollment has increased and we may need to consider additional staffing for FY15. CPS has implemented the new educator evaluation system that requires teacher release time for collaboration and extensive data collection. We have purchased software programs to support student assessment data and teacher portfolios.

**4. Technology. Please share the CPS technology strategy and implementation plan for the next 5 years. How does technology address the new core curriculum standards, and what efficiencies does technology provide? What is the projected FY15 budget for technology (Tech Ed./Applied Technology and Informational Technology Services)? What are the major components and does this include attaining a student to computer ratio of 1:1 over time? Is there a particular funding strategy for meeting these needs and does it include partial contribution from student families?**

Technology allows access to instructional tools that are used in the classroom and also provides a vehicle to measure and report student performance. The preliminary FY15 budget amount for Tech Education is \$71,803, for Informational Technology, it is \$600,612 and for Computer Instruction, \$1,011,372. The major components of our technology strategy and implementation plan are to adhere to our Technology replacement plan and maintain adequate networking speeds for instruction in the classroom, state and federal reporting, and administrative processes (Payroll, HR, purchasing, accounting, etc). Our current strategy does not include payment from student families. We are utilizing a lease purchase arrangement with Apple Computer to increase the amount of computers available in the classroom setting. This will allow spreading the acquisition costs over a period of three years as opposed to funding the entire amount in a single year. This strategy's financial impact is illustrated by our recent lease arrangement to procure 250 MacAirs for CMS; an outright purchase would have required a single year expenditure of \$287,170 as opposed to a FY2014 one year lease charge of approximately \$97,000. We will need to build the year two and year three payments into the FY2015 and FY2016 budget requests. At a minimum, we will need to sustain this approach for the duration of lease, and will seek to expand leasing of computers for grades 6 – 8 at CMS. In this instance, the lease terms were very attractive, but future terms will be evaluated to ensure that leasing, and not outright purchase is cost-effective. Our near term goal is to increase use of digital tools and achieve a 2:1 digital device ratio in the primary grades and 1:1 computing in the Middle School.

**5. Enrollment. Please provide an overview of current CPS enrollment and your projections of anticipated growth for the next 5 years. Please provide a breakdown of the actual FY13, FY14 and projected FY15 students which are in district vs out of district and the related number of students with special educational requirements. What is the current number of METCO and staff students and is there any anticipated policy change that would impact this student enrollment for FY15 or beyond? Is CPS able to identify students of families living on tax exempt properties? When do you anticipate enrollment in our schools to reach maximum capacity and what is your plan to address the issue?**

As of October 1, 2013, Alcott, Thoreau and Willard actual enrollments totaled 1,462 which is 26 students above the November 2012 NESDEC projection for K-5. The CMS enrollment is 690 which is 20 students below the NESDEC projection of 710 students SY13-14. The November 2012 NESDEC projections for school years 2013-2014 through 2017 – 2018 are shown below.

* Enrollment Projections By Grade*																	
School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-8	PK-8
2012-13	0	226	216	256	245	243	217	243	234	222	0	0	0	0	0	2102	2102
2013-14	0	196	236	233	268	249	254	222	249	239	0	0	0	0	0	2146	2146
2014-15	0	239	205	255	244	272	261	260	228	254	0	0	0	0	0	2218	2218
2015-16	0	207	250	221	267	248	285	268	267	233	0	0	0	0	0	2246	2246
2016-17	0	211	217	270	231	271	260	292	275	273	0	0	0	0	0	2300	2300
2017-18	0	206	221	234	283	234	284	267	299	281	0	0	0	0	0	2309	2309
2018-19	0	212	216	239	245	287	245	291	274	305	0	0	0	0	0	2314	2314
2019-20	0	215	222	233	250	249	300	251	298	280	0	0	0	0	0	2298	2298
2020-21	0	210	225	240	244	254	261	308	257	304	0	0	0	0	0	2303	2303
2021-22	0	211	220	243	251	248	266	268	316	262	0	0	0	0	0	2285	2285
2022-23	0	211	221	238	255	255	260	273	275	323	0	0	0	0	0	2311	2311

**See attachment #3 for enrollment information.**

There is no policy change currently anticipated that would impact METCO student enrollment in Fiscal Year 2015 or beyond. There are 39 students attending the CPS schools (and a 40th student attends CCHS) that reside on tax exempt properties. We currently view the elementary buildings as each having adequate student capacity, and an aggregate capacity of 1,650 students. Choosing the highest actual or projected values for each of the three sites from the School by School NESDEC data totals to 1,517 students, and indicates capacity for an additional 133 students in the K5 buildings. A review of attendance zones will be initiated if there is additional elementary enrollment. For CMS, if enrollment became significantly increased utilization of surplus modular classrooms from the current CCHS campus could be considered.

**6. Transportation. Please identify the current CPS strategy for meeting student transportation needs for FY15. What is the projected annual cost for transportation under the current arrangement for housing buses in Acton and performing maintenance at the Billerica site. What alternatives are currently under consideration for FY15 and FY16, and what if any additional operating or capital expenses are anticipated under those options?**

The current strategy is to continue with storage and primary fueling occurring at the leased Acton site, and with repairs and limited refueling occurring at the leased Billerica facility. The projected FY15 additional cost of operating from those locations is \$367,500 to \$446,250, which is 5% greater than the FY14 estimate; this escalated range includes the known leasing costs. The second year leasing costs for the Acton storage and Billerica vehicle repair sites are \$50,400 and \$45,000 respectively. These additional costs do not include any fleet replacement requests. In addition to the implemented leasing strategy the Concord School Committee is working with Town government on securing a parcel of privately owned industrial land for sale on Knox Trail in Acton. A December 4, 2013 Special Town Meeting is anticipated to determine if the voters will support acquisition of the land needed for transportation. Our current five year capital plan funding profile is adequate to support the capital expenses required. We anticipate operating costs to be lower operating at the Knox Trail location than the current Main St., Acton location.

**7. Collective Bargaining Agreements; Employee Benefits. Please provide an overview of the current collective bargaining agreements. Please include: 1) How many staff are covered by each agreements and what percentage of staff overall are covered by collective bargaining, 2) what fiscal years are covered by the arrangement(s), 3) what are the contractual terms under each agreement related to steps, scales, lane change and/or annual cost escalator, and 4) when will any contract renewals impacting FY15 be known. Based on current staffing levels and tenure, what are the projected FY14 cost and FY15 cost increases (in dollars and percentage increase) of these contractual obligations (please note any placeholders used for contracts renewing effective for FY15). Do we anticipate any changes in contractual terms that could influence these costs for FY15? Do you anticipate any changes in employee benefits and/or cost increases in the existing benefits offered? Are CPS salaries and benefits competitive in the market place?**

The following chart contains the length of the various contracts, number of members in the units, and known escalators. The processes for collective bargaining for contracts that expire at the end of this fiscal year are underway, and are in the planning process at this point in time. We cannot predict when the involved parties will conclude negotiations.

Collective Bargaining Status									
		<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>Expiration</u>	<u>Members</u>	<u>Top Step</u>
<b>Concord Teachers Association</b>		0.75%	2.00%	2.00%	1.75%		6.30.15	205	34.6%
<b>All Steps 4%</b>									
<b>Lanes</b>									
B to B15 - 5%									
B15 to Masters 11%									
Beyond Masters approximately 2.5% for each additional 15 graduate credits									
<b>Concord-Carlisle Teachers Association</b>	Steps 1 -16	0.75%	2.25%	2.25%	TBD		6.30.14	118	43.7%
Steps 1-15 4%	Step 16 Only		0.75%	0.75%					
B to B15 - 5%									
B15 to Masters 11%									
Beyond Masters approximately 2.5% for each additional 15 graduate credits									
<b>Secretaries Unit</b>		2.00%	2.00%	2.00%	TBD		6.30.13	37	
<b>CPS Building Service Workers</b>		2.25%	2.25%	2.25%	2.25%		6.30.15	15	
<b>CCHS Building Service Workers</b>		2.25%	2.25%	2.25%	2.25%		6.30.15	9	
<b>Bus Drivers Unit - Expired</b>		3.10%	2.25%	2.50%	TBD		6.30.14	31	
<b>Maintenance</b>			2.25%	2.25%	2.25%		6.30.15	3	
<b>CCHS Tutors</b>		2.00%	2.00%	2.25%	2.25%	2.25%	6.30.13	30	

Dollar and percentages reserved for negotiations are discussed only with the School Committee in executive session and within the negotiations teams. We do not anticipate any material changes in contractual terms, other than scale escalation that could influence FY2015 costs, nor are there material changes in benefits packages. Health insurance, a major component of our benefits cost, has been relatively stable for the past four years. The combination of CPS salaries and benefits is competitive in the marketplace.

**8. Special Education. Please provide an overview of the components of the special education (SPED) budget and a summary of any mandated or planned changes for serving these SPED students in FY15 or FY16. What is the major driver of out-of district placements and how does CPS negotiate/influence the cost of these services? Please describe the steps being taken by CPS to expand or revise its in-house special education capabilities to mitigate the overall trend in special education costs? Are there any anticipated changes in state circuit breaker reimbursement for special education services? Please summarize the metrics used by CPS for measuring the performance of students receiving special education services?**

The major drivers of the Special Education budget are out of district tuitions, contracted services, adaptive equipment, transportation services, and in district staffing costs. Individual Education Plans (IEPs) are the major drivers of out of district placements, and the State sets the rates for allowed providers. While we do not anticipate any legislative change in the Circuit Breaker legislation law that requires 75% payment above the threshold, we have seen an increase in the current fiscal year indicating the State’s intention to reimburse FY2013 expenses at the 75% level. The actual rate of reimbursement has typically ranged from 27% to 65%, and in more recent years has reached into the 70% levels. The preschool special education enrollment is increasing (28%) and we may need to consider additional staffing. However, the percentage of special education students in K8 has decreased from 19% to 17% which is the statewide average. The OOD placements have also decreased from 44 placements in FY2010 to 38 placements in FY2014, OOD tuition costs range from \$35,000 to \$103,000. 42% of the students in OOD placements attend CASE (Concord Area Special Education) Collaborative programs to mitigate private placement tuitions. Annual student achievement data is analyzed to measure student performance.

**9. FY15 Operations. Please identify any additional major cost drivers for FY15 operating expenses. Are there infrastructure or software enhancement planned to reduce cost or enhance the efficiency of school**

**operations? Do you anticipate changes in the level of legal expenses? Please describe the types of issues and problems for which CPS seek legal services and any strategies for reducing these costs.**

Transportation expenses are anticipated to remain high in the interim operating state; at this early point in the year, it is important to note that the full impact of operating from Acton and Billerica began in February of 2013 allowing for cost projections from only a 5 month basis. While there are no software operational enhancements currently envisioned, we are working with National Grid on reducing energy consumption in our buildings. The results of that collaboration with National Grid, and CSEC/ Sawyer Trust and the Town of Concord's Green Communities Grant effort may modify our capital expenditures on CMS boiler and energy management controls. Legal services costs are expected to remain high, and these services will be used when there is threat of litigation, filings of legal complaints, and personnel issues. Additionally, the number of public records requests continues to grow and impacts the use of taxpayers' monies and administrative resources available for appropriate tasks.

**10. Benchmarking. What was the CPS cost per student for FY12, FY13 and what is the estimated cost per student for FY14 and projected for FY15. How does the average cost per student at CPS compare to peer school systems (exclude debt service as appropriate)? What are the drivers of the difference in cost per student and does CPS view these as core differentiators of our educational system?**

Please see attachment 4 for benchmarking DESE DART data for cost comparison to Lincoln K8 and Sudbury K8 which are the most comparable districts. The core cost drivers in our system are teacher salary schedules, special education and Out of District tuitions, and classroom technology.

**11. Capital Expenditure. What capital expenditures are projected over the next five years? Is the current level of capital expenditures contemplated in the five year capital budget sufficient to maintain the school's capital assets? Are there critical capital investments that have been deferred and need special consideration in the FY15 budget? Are the Sanborn and Peabody facilities in need of any major renovations or repairs in the next 5 years?**

Our five year capital spending profile is approximately \$800,000 per year and will be aligned with the Town Manager's capital plan. This level is appropriate to address known needs. We have delayed the replacement of boilers at both Sanborn and Peabody building in order to partner with National Grid and CSEC as described in 9 above.

Capital monies in the current year plan will be used for Knox Trail acquisition if the Town votes to move forward with the Town's plan to acquire that parcel of land, and provide fencing and lighting.

Bus replacement has been deferred from the operating budget, and use of future year's capital monies may come into consideration as a means to address the replacement issue.

**12. Other Resources. Please list all external sources of funds (state, federal and other grants from non-profit organizations, fees, etc.) for FY13 (actual and budget), as well as estimated amounts for FY14 and FY15. Has CPS applied for or received grant funds under the Race to the Top program? Do you anticipate any changes in any program designs or rates which could influence CPS funding?**

External Funding Sources				
	FY13		FY14	FY15
<u>Funding Source</u>	<u>Budget</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>
METCO	460,137	460,137	460,137	460,137
Federal Grants	643,567	651,214	579,210	550,250
Rental of School Facilities	NA	7,282	7,428	7,576
Medicaid reimbursements	NA	13,212	13,476	13,746
<b>TOTAL</b>	<b>\$1,103,704</b>	<b>\$1,131,845</b>	<b>\$1,060,251</b>	<b>\$1,031,709</b>

CPS was not able to apply for Race to the Top Funds. Please note the CCRSD Race to the Top Grant was \$9,491 for FY12 and was increased by \$40 for FY2013.

**13. Stabilization Funds. Please list all existing stabilization funds and the balances in those funds as of September 30, 2013. Please identify the purpose of each fund and potential contributions from FY13 and FY14 operations. Do you anticipate using these funds in FY15?**

As of August 31, 2013 the CPS Capital Construction Stabilization fund balance was \$959,831.73; and the 8/31/13 CPS Technology Stabilization fund balance was \$75,425.37. There are no planned additions to the either fund from CPS FY13 operations, and FY14 additions are not currently anticipated. There are no current FY15 uses anticipated. The purpose of the technology fund is to minimize sharp increases in fiscal year operating budget increases for maintenance of technology platform. The Capital Construction Stabilization fund would be to address needs beyond the capacity of the Town Manager's Capital plan, to offset or reduce future debt exclusions, or for other purposes in lieu of, or to reduce borrowing needs.

**14. Contingency Plans. In the event that the budget guideline adopted by the Finance Committee is less than the amounts identified by CPS as necessary, what strategy would CPS employ to begin to reconcile the difference? For FY15, what program areas and/or administrative cost categories would be targeted for adjustment (in order of priority)? If the budget guideline adopted by the Finance Committee were greater than the amount identified by CPS as necessary to sustain and improve current programs, what incremental investments would CPS target?**

Any less amount will require significant staffing reductions that will need to be discussed with the School Committees. If the guideline were greater, we would increase our request to: 1) address the full staffing needs associated with our enrollment expansion of the past three years, 2) request funding to support increased technology demands, and 3) address deferred bus replacement for continuation of in-district operated transportation system if the Knox trail location is purchased.

**15. Budget Book. Can the CPS "budget book" be made available prior to the public hearing on the CPS/CCRSD budgets (scheduled for February 2014) with an expanded description of each program area? What if any additional administrative cost would be incurred to provide this information?**

We currently do not have the administrative capacity to produce the expanded "budget book" in the requested time frame and we will need to utilize contracted services for this request.

**16. Future Expense Drivers. Looking beyond FY15, please provide a prediction of CPS's annual increases in operating expenditures for each of FY16-FY20 predicted to be? What are the drivers behind these increases?**

Three to five percent is the anticipated range and is driven by increased student enrollment, legally binding contractual needs, special education trends and technology demands, and will be subject to external inflationary/deflationary pressures in supplies, materials and consumables (fuel, electricity, bandwidth, and etcetera).

**17. Other Items. Are there any additional near-term items or long-term trends that are material to the budgeting process at CPS that should be brought to the attention of the Finance Committee?**

Deferred bus replacements will need to be addressed in the near future.

**CONCORD PUBLIC SCHOOLS**  
**FY2015 FINCOM DATA RESPONSE**  
**October 10, 2013**

PROGRAM AREA:	FY2013	FY2013	FY2014
	Budget	Actuals	Adopted Budget
PROGRAM AREA 1010: ART	439,063	480,406	499,394
PROGRAM AREA 1020: COMPUTER INSTRUCTION	611,117	1,143,575	596,684
PROGRAM AREA 1030: CURRICULUM CENTER	225,901	255,532	214,279
PROGRAM AREA 1041: ALCOTT SCHOOL	1,936,113	2,080,373	2,249,932
PROGRAM AREA 1042: THOREAU SCHOOL	2,271,558	2,336,417	2,405,058
PROGRAM AREA 1043: WILLARD SCHOOL	2,206,000	2,431,838	2,548,832
PROGRAM AREA 1050: ENGLISH	667,870	699,207	732,326
PROGRAM AREA 1060: EPIC/DIMENSIONS OF LEARNING	2,707	708	—
PROGRAM AREA 1070: ELL	127,301	117,990	137,998
PROGRAM AREA 1080: FOREIGN LANGUAGES	484,894	478,955	509,876
PROGRAM AREA 1090: GUIDANCE	594,547	629,408	640,272
PROGRAM AREA 1100: HEALTH EDUCATION	4,500	4,774	4,250
PROGRAM AREA 1110: LIBRARY/MEDIA SERVICES	488,803	446,228	451,425
PROGRAM AREA 1120: INTERDEPARTMENTAL INSTR.	112,107	90,543	80,454
PROGRAM AREA 1130: MATHEMATICS	653,629	683,968	715,424
PROGRAM AREA 1140: MUSIC	623,257	595,554	669,049
PROGRAM AREA 1150: PHYSICAL EDUCATION	608,282	636,501	664,090
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT	339,757	325,014	306,904
PROGRAM AREA 1170: READING	313,858	314,459	315,559
PROGRAM AREA 1180: SCIENCE	491,877	526,685	597,102
PROGRAM AREA 1190: SOCIAL STUDIES	490,881	528,663	548,171
PROGRAM AREA 1200: SPECIAL EDUCATION/ELEMENTARY	4,804,300	4,423,660	5,173,424
PROGRAM AREA 1201: SPECIAL EDUCATION/MIDDLE SCHOOL	2,558,924	2,279,115	2,716,855
PROGRAM AREA 1210: SUBSTITUTES	148,255	171,543	196,425
PROGRAM AREA 1220: TECH. ED./APPLIED TECHNOLOGY	90,791	67,044	62,000
PROGRAM AREA 1230: TECH ED./FAMILY/CONSUMER SCI.	61,564	59,563	61,723
PROGRAM AREA 1240: CURRICULUM LEADERSHIP	62,211	30,877	52,717
PROGRAM AREA 1250: INTEGRATED PRE-SCHOOL	207,985	275,077	234,285
PROGRAM AREA 2310: ATHLETICS	71,626	91,520	74,249
PROGRAM AREA 2320: CENTRAL SUPPLY	18,974	(-2,329)	13,974
PROGRAM AREA 2330: CO-CURRICULAR	22,757	64,921	39,332

(continued)

**CONCORD PUBLIC SCHOOLS**  
**FY2015 FINCOM DATA RESPONSE**  
**October 10, 2013**

PROGRAM AREA:	FY2013	FY2013	FY2014
	Budget	Actuals	Adopted Budget
PROGRAM AREA 2340: CONTINGENCY	560,645	66,729	245,729
PROGRAM AREA 2350: COPY SERVICE	82,999	64,950	64,447
PROGRAM AREA 2360: EQUIPMENT	16,057	34,746	9,030
PROGRAM AREA 2370: FIELD TRIPS	18,500	13,111	18,500
PROGRAM AREA 2390: HEALTH SERVICES	481,767	513,130	519,235
PROGRAM AREA 2400: PARAPROFESSIONALS	100,747	73,018	69,600
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL	4,967	3,311	2,296
PROGRAM AREA 2420: STUDENT ACTIVITY	803	21,731	—
PROGRAM AREA 2430: TESTING	2,810	—	4,000
PROGRAM AREA 3510: ADMINISTRATION	960,331	1,035,591	944,013
PROGRAM AREA 3520: PRINCIPALS	1,065,014	1,071,837	1,090,167
PROGRAM AREA 3530: SCHOOL COMMITTEE	8,325	3,839	7,623
PROGRAM AREA 4610: CAPITAL OUTLAY	115,000	57,884	50,000
PROGRAM AREA 4620: CUSTODIAL SERVICES	901,711	844,582	857,971
PROGRAM AREA 4630: INFORMATION TECHNOLOGY SERVICES	576,089	583,936	600,646
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS	523,566	632,635	473,481
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES	33,500	24,724	26,000
PROGRAM AREA 4660: REGULAR TRANSPORTATION	986,293	1,047,705	1,181,897
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION	432,604	414,643	520,000
PROGRAM AREA 4680: UTILITIES/HEATING	378,606	292,302	263,460
PROGRAM AREA 4690: UTILITIES/OTHER	698,849	624,354	632,080
PROGRAM AREA 5810: INSURANCE	49,946	46,084	40,800
PROGRAM AREA 5830: ASSESSMENTS	—	—	—
PROGRAM AREA 5840: OTHER FIXED COSTS	15,000	9,362	7,500
Total Program	15,000	9,362	7,500
<b>GRAND TOTAL</b>	<b>29,755,538</b>	<b>29,747,995</b>	<b>31,140,538</b>

**CONCORD PUBLIC SCHOOLS**  
**FY2015 FINCOM DATA RESPONSE**  
**October 10, 2013**

PROGRAM AREA:	FY2013 Budget	FY2013 Actuals	FY2014 Adopted Budget
			4.65%
REGULAR EDUCATION	15,647,480	16,355,743	16,554,621
SPECIAL EDUCATION	7,795,828	7,117,417	8,410,279
OPERATIONS	4,213,614	4,108,122	4,085,535
ADMINISTRATION	2,033,670	2,111,267	2,041,803
FIXED COSTS	64,946	55,446	48,300
TOTAL	29,755,538	29,747,995	31,140,538

## Attachment 2

### Concord-Carlisle Regional School District Concord Public Schools

**Mission:** Educate all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors in our increasingly diverse global society.

**Core Values:** Academic Excellence, Respectful and Empathic Community, Professional Collaboration, Education Equity, Continuous Improvement

#### 2013-14 District Goals

1. Increase achievement for all students and narrow the achievement gaps for identified student groups.
2. Provide students with a rigorous and coherent curriculum and high quality instruction that motivates and engages all students to develop their curiosity, creativity, critical thinking and collaborative problem solving skills.
3. Foster a respectful and empathic learning environment in which all students become more responsible citizens.
4. Develop professional collaboration by analyzing student work and assessment data, sharing instructional strategies, and providing job-embedded professional development that supports district teaching and learning goals.
5. Implement the new Educator Evaluation system with a focus on continuous improvement for teaching and learning.
6. Provide students and staff with the resources, materials, and infrastructure to support high quality learning environments.
7. Build support, consensus, and community engagement around the district mission, core values, goals, challenges, accomplishments, and critical decisions using a variety of communication strategies.

Attachment 3

Monthly Enrollments  
10/01/2013 to 06/01/2014

Oct. 1, 2012 Enrollment	K-5 Ratios		Oct. 1	Oct. 1	Nov. 1	Dec. 1	Jan. 1	Feb. 1	Mar. 1	Apr. 1	May 1	June 1	K-5 Ratios	
with Current K-5 Ratios	2012-2013	2012	2013	2013	2013	2013	2014	2014	2014	2014	2014	2014	2013 - 2014	
<b>CCHS</b>														
9		309	317											
10		295	312											
11		302	293											
12		310	306											
<b>TOTAL CCHS:</b>		1216	1228				0	0	0	0	0	0		
<b>Peabody &amp; Sanborn</b>														
6		243	212											
7		234	235											
8		222	243											
<b>TOTAL PEABODY &amp; SANBORN:</b>		699	690				0	0	0	0	0	0		
<b>Alcott:</b>	<b>2012-2013</b>	<b>10/01/12</b>											<b>2013-2014</b>	<b>10/01/13</b>
	<b>Sections</b>	<b>Ratio</b>											<b>Sections</b>	<b>Ratio</b>
K	3	22.0	66	71									4	17.8
1	3	20.7	62	81									4	20.3
2	4	18.3	73	64									4	16.0
3	4	20.0	80	75									4	18.8
4	4	22.3	89	83									4	20.8
5	4	20.3	81	88									4	22.0
<b>TOTAL ALCOTT:</b>	<b>22</b>		<b>451</b>	<b>462</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	
<b>Thoreau:</b>	<b>2012-2013</b>	<b>10/01/12</b>											<b>2013-2014</b>	<b>10/01/13</b>
	<b>Sections</b>	<b>Ratio</b>											<b>Sections</b>	<b>Ratio</b>
K	4	21.0	84	80									4	20.0
1	4	19.3	77	82									4	20.5
2	4	20.0	80	87									4	21.8
3	4	19.0	76	84									4	21.0
4	5	18.4	92	74									4	18.5
5	3	21.3	64	93									4	23.3
<b>TOTAL THOREAU:</b>	<b>24</b>		<b>473</b>	<b>500</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	
<b>Willard:</b>	<b>2012-2013</b>	<b>10/01/12</b>											<b>2013-2014</b>	<b>10/01/13</b>
	<b>Sections</b>	<b>Ratio</b>											<b>Sections</b>	<b>Ratio</b>
K	4	19.0	76	82									4	20.5
1	4	19.3	77	72									4	18.0
2	5	20.6	103	84									4	21.0
3	4	22.3	89	107									5	21.4
4	4	15.5	62	90									4	22.5
5	3	24.0	72	65									3	21.7
<b>TOTAL WILLARD:</b>	<b>24</b>		<b>479</b>	<b>500</b>	<b>0</b>	<b>24</b>								

Attachment 3

Monthly Enrollments  
10/01/2013 to 06/01/2014

Oct. 1, 2012 Enrollment	K-5 Ratios	Oct. 1	Oct. 1	Nov. 1	Dec. 1	Jan. 1	Feb. 1	Mar. 1	Apr. 1	May 1	June 1	K-5 Ratios
with Current K-5 Ratios	2012-2013	2012	2013	2013	2013	2014	2014	2014	2014	2014	2014	2013 - 2014
<b>TOTAL K-12</b>												
Elementary - Grades K-5		1403	1462	0	0	0	0	0	0	0	0	
Elementary - Grades 1-5		1177	1229	0	0	0	0	0	0	0	0	
Middle - Grades 6-8		699	690	0	0	0	0	0	0	0	0	
CPS - Grades K-8		2102	2152	0	0	0	0	0	0	0	0	
CCHS - Grades 9-12		1216	1228	0	0	0	0	0	0	0	0	
<b>TOTAL K-12: (Not including OOD SPED)</b>		<b>3318</b>	<b>3380</b>	<b>0</b>								
<b>Worksheet</b>												
Kindergarten		226	233	0	0	0						
1		216	235	0	0	0						
2		256	235	0	0	0						
3		245	266	0	0	0						
4		243	247	0	0	0						
5		217	246	0	0	0						
<b>TOTAL Grades K-5:</b>		<b>1403</b>	<b>1462</b>	<b>0</b>								
Grade 6		243	212	0	0	0						
Grade 7		234	235	0	0	0						
Grade 8		222	243	0	0	0						
<b>TOTAL Grades 6-8:</b>		<b>699</b>	<b>690</b>	<b>0</b>								
<b>TOTAL Grades K-8:</b>		<b>2102</b>	<b>2152</b>	<b>0</b>								
Grade 9		309	317	0	0	0						
Grade 10		295	312	0	0	0						
Grade 11		302	293	0	0	0						
Grade 12		310	306	0	0	0						
<b>TOTAL Grades 9-12:</b>		<b>1216</b>	<b>1228</b>	<b>0</b>								
<b>TOTAL K-12: (Not including OOD SPED)</b>		<b>3318</b>	<b>3380</b>	<b>0</b>								

Oct. 1, 2012 Enrollment	K-5 Ratios	Oct. 1	Oct. 1	Nov. 1	Dec. 1	Jan. 1	Feb. 1	Mar. 1	Apr. 1	May 1	June 1	K-5 Ratios
with Current K-5 Ratios	2012-2013	2012	2013	2013	2013	2014	2014	2014	2014	2014	2014	2013 - 2014
<b>Worksheet</b>												
<b>SPECIAL EDUCATION OOD</b>												
CPS - OOD K-8		33	34									
CCHS - OOD		40	45									
<b>TOTAL K-12 OOD: (Not in K-12 Total)</b>		<b>73</b>	<b>79</b>									
Pre-School OOD: (Not in K-12 Total)		2	1									
<b>METCO STUDENTS</b>												
CCHS		64	61									
Middle School		26	25									
Alcott		29	29									
Thoreau		24	24									
Willard		22	22									
<b>TOTAL K-12: METCO Students:</b>		<b>165</b>	<b>161</b>									
<b>NON-TUITION-OUT OF TOWN Students</b>												
CCHS--Carlisle Students		310	311									
CCHS--Staff Students		10	11									
<b>TOTAL CCHS-Out of Town Students:</b>		<b>320</b>	<b>322</b>									
Middle School-Staff Students		7	11									
Alcott-Staff Students		7	8									
Thoreau-Staff Students		5	4									
Willard-Staff Students		14	15									
<b>TOTAL K-8 - Out of Town Students:</b>		<b>33</b>	<b>38</b>									
<b>CONCORD STUDENTS</b>												
CCHS		832	845									
Peabody & Sanborn		666	654									
Alcott		415	425									
Thoreau		444	472									
Willard		443	463									
<b>TOTAL CONCORD Students:</b>		<b>2800</b>	<b>2859</b>									

Attachment 4

2009-2011 Expenditure Per Pupil Detail															
All funding sources included	Concord			Sudbury			Lincoln			Variance to Sudbury			Variance to Lincoln		
	2009	2010	2011	2009	2010	2011	2009	2010	2011	2009	2010	2011	2009	2010	2011
<b>FTE Pupils</b>															
In-district	1,871.8	1,903.4	1,943.7	3,240.6	3,159.6	3,099.7	1,116.7	1,036.1	1,091.7	-1,368.8	-1,256.2	-1,156.0	755.1	867.3	852.0
Out-of-district	83.1	54.3	35.1	53.8	54.3	55.5	7.6	7.6	8.9	-0.7	0.0	-20.4	-45.3	-46.7	-26.2
All pupils	1,924.9	1,957.7	1,978.8	3,294.4	3,213.9	3,155.2	1,124.3	1,043.7	1,100.6	-1,369.5	-1,256.2	-1,176.4	809.8	910.6	875.8
<b>Expenditures</b>															
Per in-district pupil	15,336	15,497	15,494	10,642	11,120	11,580	19,736	21,563	20,451	4,694	4,377	3,914	-4,401	-6,066	-4,957
Per out-of-district pupil	51,805	49,433	79,958	47,757	51,449	55,850	109,667	55,781	60,672	4,048	-2,017	24,108	-57,862	-6,348	19,286
Per pupil	16,342	16,438	16,637	11,248	11,801	12,359	20,344	21,812	20,776	5,094	4,637	4,279	-4,002	-5,373	-4,139
<b>Average Teacher Salaries</b>	<b>78,523</b>	<b>81,598</b>	<b>83,291</b>	<b>62,811</b>	<b>64,843</b>	<b>64,999</b>	<b>73,770</b>	<b>77,607</b>	<b>81,963</b>	<b>15,712</b>	<b>16,755</b>	<b>18,292</b>	<b>4,753</b>	<b>3,991</b>	<b>1,328</b>
<b>Func-</b>															
<b>tion #</b>															
<b>In-district expenditures</b>															
2110 School Committee	2	1	2	1	7	1	7	5	7	1	-6	1	-5	-5	-6
1000 Superintendent	110	87	88	88	99	107	259	283	268	22	-12	-19	-149	-196	-181
1200 Assistant Superintendents	16	20	20	41	46	53	184	200	189	-25	-26	-33	-169	-180	-169
1300 Other District-Wide Administration	33	40	40	0	0	0	0	0	0	33	40	40	33	40	40
1410 Business and Finance	155	169	145	117	112	128	421	495	468	37	57	17	-267	-326	-323
1420 Human Resources	91	94	94	38	38	63	18	12	15	53	56	31	73	82	79
1430 Legal Service for School Committee	48	34	24	28	42	64	36	25	41	20	-8	-40	12	8	-16
1435 Legal Settlements	0	0	16	0	24	7	0	0	24	0	-24	9	0	0	-8
1450 District-wide Information Systems	242	316	245	73	65	71	278	302	129	169	251	174	-36	14	116
<b>Total Administration</b>	<b>695</b>	<b>761</b>	<b>673</b>	<b>384</b>	<b>432</b>	<b>492</b>	<b>1,202</b>	<b>1,323</b>	<b>1,140</b>	<b>311</b>	<b>328</b>	<b>181</b>	<b>-507</b>	<b>-563</b>	<b>-467</b>
2100 Curriculum Directors (Supervisory)	184	145	156	140	138	138	159	178	95	44	7	18	25	-33	61
2120 Dept Heads (Non-Supervisory)	26	26	27	0	0	4	0	0	0	26	26	24	26	26	27
2210 School Leadership	516	509	515	413	434	427	828	872	898	103	75	88	-112	-362	-383
2220 Curriculum Leaders (School Level)	92	99	103	0	0	0	379	413	419	92	99	103	-287	-314	-317
2260 Admin. Technology (School Level)	5	3	8	0	0	0	0	0	67	5	3	8	5	3	-59
2020 Instructional Coordinators	49	71	70	108	98	105	102	207	197	-59	-27	-35	-53	-136	-127
<b>Total Instructional Leadership</b>	<b>872</b>	<b>854</b>	<b>878</b>	<b>662</b>	<b>670</b>	<b>673</b>	<b>1,468</b>	<b>1,671</b>	<b>1,676</b>	<b>210</b>	<b>183</b>	<b>205</b>	<b>-597</b>	<b>-817</b>	<b>-798</b>
2300 Teachers, Classroom	5,983	6,033	6,088	3,259	3,512	3,673	6,119	6,315	6,102	2,723	2,521	2,415	-137	-282	-14
2410 Teachers, Specialists	329	335	400	824	829	862	1,401	1,914	1,998	-495	-494	-463	-1,072	-1,578	-1,598
<b>Total Teachers</b>	<b>6,311</b>	<b>6,368</b>	<b>6,488</b>	<b>4,083</b>	<b>4,341</b>	<b>4,535</b>	<b>7,521</b>	<b>8,229</b>	<b>8,100</b>	<b>2,228</b>	<b>2,027</b>	<b>1,953</b>	<b>-1,209</b>	<b>-1,860</b>	<b>-1,612</b>
2320 Medical/Therapeutic Services	502	515	626	483	507	463	552	587	457	19	8	163	-50	-72	169
2325 Substitute Teachers	82	99	114	88	104	111	121	261	161	-5	-4	104	-38	-163	-46
2330 Paraprofessionals	1,211	1,197	1,309	580	608	593	887	903	824	631	588	716	-324	-293	-485
2340 Librarians/Media Center Directors	202	197	204	118	126	132	186	225	230	84	71	72	16	-28	-26
<b>Total Other Teaching Services</b>	<b>1,998</b>	<b>2,007</b>	<b>2,254</b>	<b>1,269</b>	<b>1,345</b>	<b>1,298</b>	<b>1,745</b>	<b>1,976</b>	<b>1,671</b>	<b>729</b>	<b>662</b>	<b>955</b>	<b>253</b>	<b>30</b>	<b>582</b>
2010 Professional Development Leaders	7	0	0	0	0	0	0	0	0	7	0	0	7	0	0
2015 Professional Days	29	28	42	51	53	55	208	228	181	-22	-25	-12	-179	-200	-139
2019 Substitutes for Prof. Development	17	17	12	4	7	8	8	5	4	14	10	5	9	12	8
2310 Professional Development Costs	170	146	144	68	104	107	356	215	213	102	41	37	-185	-70	-69
<b>Total Professional Development</b>	<b>224</b>	<b>191</b>	<b>199</b>	<b>123</b>	<b>164</b>	<b>170</b>	<b>572</b>	<b>449</b>	<b>399</b>	<b>101</b>	<b>27</b>	<b>29</b>	<b>-348</b>	<b>-258</b>	<b>-200</b>

2009-2011 Expenditure Per Pupil Detail															
All funding sources included	Concord			Sudbury			Lincoln			Variance to Sudbury			Variance to Lincoln		
	2009	2010	2011	2009	2010	2011	2009	2010	2011	2009	2010	2011	2009	2010	2011
1410 Textbooks, Software/Media/Mats	54	47	50	24	37	19	87	62	41	30	10	31	-33	-15	9
2410 Instructional Mats (Libraries)	27	24	17	14	18	18	95	90	70	14	6	-1	-68	-66	-53
2420 Instructional Equipment	39	51	21	12	21	44	62	85	103	27	30	-24	-23	-34	-82
1430 General Classroom Supplies	265	268	141	102	140	117	104	119	95	162	129	24	161	149	46
2440 Other Instructional Services	114	129	134	0	0	0	197	167	159	114	129	134	-83	-38	-25
2450 Classroom Technology	362	398	89	29	81	89	156	167	134	334	317	0	206	231	-45
2455 Technology (Libraries)	0	9	11	0	0	0	72	20	32	9	9	11	-63	-12	-21
2455 Instructional Software	4	9	6	0	0	0	12	11	16	4	9	6	-8	-2	-10
<b>Total Instructional Mats/Equip/Tech</b>	<b>875</b>	<b>935</b>	<b>468</b>	<b>181</b>	<b>297</b>	<b>288</b>	<b>785</b>	<b>721</b>	<b>650</b>	<b>694</b>	<b>638</b>	<b>180</b>	<b>90</b>	<b>214</b>	<b>-182</b>
2310 Guidance/Adjustment Counselors	291	287	292	187	191	207	265	358	350	104	95	85	26	-72	-59
2320 Testing and Assessment	17	5	8	2	3	3	4	8	5	15	2	5	13	-2	2
2800 Psychological Services	118	164	160	106	92	128	107	121	133	11	72	33	10	43	27
<b>Total Guidance, Counseling, Testing</b>	<b>426</b>	<b>456</b>	<b>460</b>	<b>295</b>	<b>287</b>	<b>337</b>	<b>376</b>	<b>487</b>	<b>489</b>	<b>131</b>	<b>169</b>	<b>123</b>	<b>50</b>	<b>-31</b>	<b>-29</b>
1400 Attendance and Parent Liaisons	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1200 Medical/Health Services	216	223	231	88	94	95	164	198	192	128	129	135	52	24	38
6300 Transportation Services	477	493	547	391	453	419	594	674	600	86	40	127	-117	-181	-53
3800 Food Services	254	220	308	220	217	220	252	311	301	34	4	88	2	-91	6
3510 Athletics	41	36	38	24	23	3	51	54	53	16	13	35	-10	-17	-15
2520 Other Student Activities	9	60	63	5	5	89	9	22	32	3	56	-26	-1	38	32
3600 School Security	65	0	0	1	1	1	0	0	0	64	-1	-1	65	0	0
<b>Total Pupil Services</b>	<b>1,061</b>	<b>1,032</b>	<b>1,187</b>	<b>729</b>	<b>792</b>	<b>827</b>	<b>1,070</b>	<b>1,259</b>	<b>1,178</b>	<b>332</b>	<b>241</b>	<b>359</b>	<b>-9</b>	<b>-227</b>	<b>9</b>
4110 Custodial Services	454	432	421	277	293	283	597	678	707	176	139	138	-144	-246	-286
4120 Heating of Buildings	204	197	194	107	92	109	229	214	241	96	105	85	-25	-17	-47
4130 Utility Services	291	337	330	189	208	223	354	346	394	102	129	107	-63	-9	-64
4310 Maintenance of Grounds	118	100	83	6	6	6	93	110	144	112	94	77	25	-9	-60
4270 Maintenance of Buildings	197	241	228	103	143	232	432	559	376	94	98	-3	-235	-319	-147
4225 Building Security System	0	0	0	0	0	0	0	27	0	0	0	0	0	-27	0
4230 Maintenance of Equipment	19	13	20	70	76	66	0	0	0	-51	-63	-46	19	13	20
4160 Extraordinary Maintenance	0	0	0	0	0	0	149	181	278	0	0	0	-149	-181	-278
4400 Networking/Telecommunications	68	41	39	2	3	12	0	0	74	67	38	27	69	41	-36
4650 Technology Maintenance	0	0	0	1	1	0	0	0	0	-1	-1	0	0	0	0
<b>Total Operations and Maintenance</b>	<b>1,351</b>	<b>1,360</b>	<b>1,316</b>	<b>756</b>	<b>822</b>	<b>932</b>	<b>1,854</b>	<b>2,116</b>	<b>2,213</b>	<b>595</b>	<b>539</b>	<b>384</b>	<b>-503</b>	<b>-755</b>	<b>-897</b>
5100 Employer Retirement Contributions	465	475	457	375	403	409	982	724	749	90	72	48	-618	-248	-292
6200 Insurance for Active Employees	1,023	1,013	1,097	1,552	1,343	1,376	1,348	1,670	1,528	-529	-330	-278	-		

CONCORD PUBLIC SCHOOLS

Teachers' Salaries 2013 - 2014

Step	Bachelor	B+15	Master	M+15	M+30	M+45	M+60	Doctor
1	\$ 41,985	\$44,084	\$49,123	\$50,380	\$51,638	\$52,900	\$54,159	\$55,515
2	43,663	45,846	51,086	52,397	53,705	55,014	56,325	57,734
3	45,408	47,678	53,129	54,493	55,855	57,215	58,579	60,042
4	47,226	49,588	55,254	56,672	58,087	59,505	60,924	62,446
5	49,116	51,573	57,466	58,939	60,413	61,885	63,358	64,943
6	51,078	53,636	59,761	61,295	62,828	64,360	65,893	67,541
7	53,122	55,779	62,154	63,750	65,341	66,935	68,529	70,243
8	55,249	58,012	64,641	66,298	67,956	69,613	71,270	73,051
9	57,457	60,331	67,226	68,949	70,674	72,398	74,122	75,974
10	59,756	62,745	69,916	71,709	73,501	75,307	77,086	79,011
11	62,148	65,254	72,711	74,577	76,441	78,307	80,169	82,172
12	64,632	67,863	75,622	77,559	79,500	81,438	83,376	85,461
13	67,221	70,573	78,647	80,661	82,679	84,696	86,712	88,882
14	69,905	73,405	81,791	83,889	85,986	88,085	90,180	92,435
15	72,703	76,338	85,062	87,245	89,425	91,608	93,787	96,133
16	75,612	79,394	88,465	90,735	93,002	95,272	97,541	99,979
17	78,635	82,570	92,004	94,366	96,724	99,080	101,443	103,977
18	80,208	84,222	93,845	96,253	98,659	101,061	103,471	106,057

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

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

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To: Wendy Rovelli, Chair, Guidelines Subcommittee Chairperson  
From: Diana F. Rigby, Superintendent of Schools  
John F. Flaherty, Deputy Superintendent for Finance and Operations  
Cc: Louis Salemy, Concord-Carlisle School Committee Chair  
Date: October 8, 2013  
Re: **Annual Budget Data Request – Concord-Carlisle RSD Response**

Our presentation this evening provides a focused response to questions and requests for additional information subsequent to our response to the July 2013 Annual Budget Data Request memorandum from the Concord Guidelines Subcommittee Chairperson, Wendy Rovelli. Budget discussions for FY15 continue with the school principals, central office administrators, and school committees. Our core budgeting principles include the following:

- Students and their learning are at the center of decisions;
- Teaching and learning conditions matter for student success;
- Requested resources for programs, services, and activities reflect the districts' core values of academic excellence, respectful and empathic community, professional collaboration, educational equity, and continuous improvement;
- Maintain balance between responsive and reasonable operating budgets and taxpayers' funding for the new high school building project.

The school committees will give direction to the administration as we move forward in the budgeting process.

**1. Current Budget. Please provide a report of the projected FY13 actual budget expense performance at the program level. It would also be helpful to receive an updated FY14 budget at the program level, including subtotals for regular education, special education, administration, operations, fixed cost and debt service.**

Please see attachment #1.

**2. Program Development. What are the major priorities and what changes in scope of educational programs are anticipated over the next five years? What are the goals and desired outcomes of those programs and how will they be measured? For FY15, what specific incremental staffing and changes in administrative resource needs are anticipated in order to meet those objectives? Is CCRSD able to meet the requested course demands from students? How does CCRSD evaluate/manage those demands and do we need additional staffing to meet demand? Are there plans to modify, restructure, combine or eliminate existing programs to reduce cost or provide funding for new and/or expanded programs?**

Please see attachment 2, District Goals 2013-14. The major priorities include increasing achievement for all students and narrowing the achievement gaps for identified student groups, providing students with rigorous and coherent curriculum and high quality instruction that motivates and engages all students to develop their curiosity, creativity, critical thinking, and collaborative problem solving skills, and providing students and staff with the resources, materials, and infrastructure to support high quality learning environments. Annual student achievement data is analyzed to measure goal attainment.

Increased student enrollment will require additional staffing and resources and increased enrollment in special education and English Language Learner programs will require additional staffing. Contractual obligations limit staffing ratios and course loads. Increased student enrollment in Chinese 1, music, and drama may require additional staffing. Increased teacher release time and professional development will be necessary for professional

collaboration to monitor student progress and to provide instructional interventions.

**3. Education Reform and New Mandates. What major new or expanded educational reform mandates is CCRSD required to accommodate or implement over the next 1- 3 years? Do these requirements have staffing and/or administrative impacts that need special consideration in FY15 or beyond?**

We are required to provide special education services ages 3-22, and the ages 18-22 special education enrollment is increasing and we may need to consider increasing special education staff for FY15. Additionally, the English Language Learner enrollment has increased and we may need to consider additional staffing for FY15. CCHS has implemented the new educator evaluation system that requires teacher release time for collaboration and extensive data collection. We have purchased software programs to support teacher portfolios. The NEASC process requires teacher release time and one time supplies costs.

**4. Technology. Please share the CCRSD technology strategy and implementation plans for the next 5 years. What is the projected FY15 budget for technology (Tech Ed./Applied Technology and Informational Technology Services)? How does technology address new core curriculum standards, and what efficiencies does technology provide? What portion of the existing technology hardware, software and infrastructure can be moved to the new school building? Will the full cost of the technology resources planned for the new high school be met through a combination of the building fund allowances and existing stabilization funds? What portion of the FY15 technology budget will be used to meet educational requirements in the new building? Can or will some of the investment be deferred to the FY16 budget?**

The preliminary FY15 budget amount for Tech Education is \$9,304, for Informational Technology, it is \$804,124 and for Computer Instruction, \$410,960. Technology allows access to instructional tools that are used in the classroom and also provides a vehicle to measure and report student performance. The major components of our technology strategy and implementation plan are to adhere to our Technology replacement plan and maintain adequate networking speeds for instruction in the classroom, state and federal reporting, and administrative processes (Payroll, HR, purchasing, accounting, etc). We anticipate that a significant portion of computing and network devices will move from the old building to the new. We will limit or defer replacement of "fixed" non-portable devices in the next two years. We also anticipate requesting the School Committee to use a portion of the existing stabilization funds in lieu of debt exclusions requests to address shortfalls in the MSBA per pupil FF&E and Technology levels. We believe the combination of project technology funds, use of stabilization funds and typical use of operating funds will meet the new building's technology needs.

**5. Enrollment. Please provide an overview of current CCRSD enrollment and your projections of anticipated growth and changes in the relative proportions of Concord vs. Carlisle students for the next five years. Please provide a breakdown of actual FY13, FY14 and projected FY15 students which are in district vs. out-of district and the related number of students with special educational requirements. What is the current number of METCO and non-tuition students and are there any anticipated policy changes that would impact this student enrollment for FY15 or beyond? Is CCRSD able to identify students of families living on tax exempt properties?**

See attachment 3 for current October 1, 2013 actuals.

The chart below depicts NESDEC's projected ratios of Concord to Carlisle students. The chart on the following pages illustrates the 9-12 enrollment projections for the entire student body.

Projected Distribution of Concord and Carlisle Residents at CCHS Based upon NESDEC Projections of October 19, 2012						
School Year	Gr. 9-12 Enrollment	Resident Enrollment	Concord Residents	Concord %	Carlisle Residents	Carlisle %
2012-13	1216	1142	832	72.9%	310	27.1%
2013-14	1244	1168	845	72.4%	323	27.6%
2014-15	1267	1190	865	72.7%	325	27.3%
2015-16	1323	1242	901	72.6%	341	27.4%
2016-17	1340	1258	911	72.4%	347	27.6%
2017-18	1363	1280	962	75.2%	318	24.8%
2018-19	1413	1327	1003	75.6%	324	24.4%
2019-20	1442	1354	1054	77.8%	300	22.2%
2020-21	1481	1391	1102	79.2%	289	20.8%
2021-22	1499	1408	1132	80.4%	276	19.6%
2022-23	1460	1371	1121	81.8%	250	18.2%

New England School Development Council DGK December 5, 2012

The October 1, 2013 actual CCHS enrollment is 1,228 which is 16 students below the NESDEC projection of 1,244. The FY2015 assessment ratio will be 73.10% for Concord's 845 students, and 26.90% for Carlisle's 311 students. There is no policy change currently anticipated that would impact METCO student enrollment in Fiscal Year 2015 or beyond. There are 39 students attending the CPS schools (and a 40<sup>th</sup> student attends CCHS) that reside on tax exempt properties.

School District:		Concord-Carlisle, MA Grades 9-12 only																	11/15/2012	
Enrollment Projections By Grade*																				
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	9-12	9-12	
2007	129	2012-13	0	0	0	0	0	0	0	0	0	0	0	309	295	302	310	0	1216	1216
2008	136	2013-14	0	0	0	0	0	0	0	0	0	0	0	333	313	295	303	0	1244	1244
2009	148	2014-15	0	0	0	0	0	0	0	0	0	0	0	321	337	313	296	0	1267	1267
2010	142	(est.) 2015-16	0	0	0	0	0	0	0	0	0	0	0	347	325	337	314	0	1323	1323
2011	142	(est.) 2016-17	0	0	0	0	0	0	0	0	0	0	0	324	352	325	339	0	1340	1340
2012	139	(est.) 2017-18	0	0	0	0	0	0	0	0	0	0	0	357	328	352	326	0	1363	1363
2013	141	(est.) 2018-19	0	0	0	0	0	0	0	0	0	0	0	369	362	328	354	0	1413	1413
2014	143	(est.) 2019-20	0	0	0	0	0	0	0	0	0	0	0	376	374	362	330	0	1442	1442
2015	141	(est.) 2020-21	0	0	0	0	0	0	0	0	0	0	0	362	381	374	364	0	1481	1481
2016	141	(est.) 2021-22	0	0	0	0	0	0	0	0	0	0	0	375	367	381	376	0	1499	1499
2017	141	(est.) 2022-23	0	0	0	0	0	0	0	0	0	0	0	330	380	367	383	0	1460	1460

\*Projections should be updated on an annual basis.      Based on an estimate of births      Based on children already born      Based on students already enrolled

**6. Transportation.** Please identify the current CCRSD strategy for meeting student transportation needs for FY15. What is the projected annual cost for transportation under the current arrangement for housing buses in Acton and performing maintenance at the Billerica sites. What alternatives are currently under consideration for FY15 and FY16, and what if any additional operating and capital expenses are anticipated under those options?

The current strategy is to continue with storage and primary fueling occurring at the leased Acton site, and with repairs and limited refueling occurring at the leased Billerica facility. The projected FY15 additional cost of operating from those locations is \$367,500 to \$446,250 which is 5% greater than the FY14 estimate; this escalated range includes the known leasing costs. The second year leasing costs for the Acton storage and Billerica vehicle

repair sites are \$50,400 and \$45,000 respectively. These additional costs do not include any fleet replacement requests. In addition to the implemented leasing strategy the Concord School Committee is working with Town government on securing a parcel of privately owned industrial land for sale on Knox Trail in Acton. A December 4, 2013 Special Town Meeting is anticipated to determine if the voters will support acquisition of the land needed for transportation. We anticipate operating costs to be lower operating at the Knox Trail location than the current Main St., Acton location.

**7. Collective Bargaining Agreements: Employee Benefits.** Please provide an overview of the current collective bargaining agreements. Please include: 1) How many staff are covered by each agreements and what percentage of staff overall are covered by collective bargaining, 2) what fiscal years are covered by the arrangement(s), 3) what are the contractual terms under each agreement (including steps, scales and lane change and/or annual cost escalator) and 4) when will any contract renewals impacting FY15 be known. Based on current staffing levels and tenure, what are the projected FY14 and FY15 cost increases (in dollars and percentage increase) of these contractual obligations (please note any placeholders used for contracts renewing effective for FY15). Does the current CCRSD teacher contract cap of 90:1 limit the number of classes available such that students are unable to participate in a selected class? Do we anticipate any changes in contractual terms that could influence these costs for FY15? Do you anticipate any changes in employee benefits and/or cost increases in the benefits presently provided? Are CCRSD salaries and benefits competitive in the market place?

The following chart identifies the length of the various contracts, number of members in the units, and known escalators. The processes for collective bargaining for contracts that expire at the end of this fiscal year are underway, and are in the planning process at this point in time. We cannot predict when the involved parties will conclude negotiations. Dollar and percentages reserved for negotiations are discussed only with the School Committee in executive session and within the negotiations teams. We do not anticipate any material changes in contractual terms, other than scale escalation that could influence FY2015 costs, nor are there material changes in benefits packages. A major component of our benefits cost, health insurance, has been relatively stable for the past four years. The combination of CCRSD salaries and benefits is competitive in the marketplace.

Collective Bargaining Status									
		FY2012	FY2013	FY2014	FY2015	FY2016	Expiration	Members	Top Step
<b>Concord Teachers Association</b>		0.75%	2.00%	2.00%	1.75%		6.30.15	205	34.6%
<b>All Steps 4%</b>									
<b>Lanes</b>									
B to B15 - 5%									
B15 to Masters 11%									
Beyond Masters approximately 2.5% for each additional 15 graduate credits									
<b>Concord-Carlisle Teachers Association</b>	Steps 1 -16	0.75%	2.25%	2.25%	TBD		6.30.14	118	43.7%
Steps 1-15 4%	Step 16 Only		0.75%	0.75%					
B to B15 - 5%									
B15 to Masters 11%									
Beyond Masters approximately 2.5% for each additional 15 graduate credits									
<b>Secretaries Unit</b>		2.00%	2.00%	2.00%	TBD		6.30.13	37	
<b>CPS Building Service Workers</b>		2.25%	2.25%	2.25%	2.25%		6.30.15	15	
<b>CCHS Building Service Workers</b>		2.25%	2.25%	2.25%	2.25%		6.30.15	9	
<b>Bus Drivers Unit - Expired</b>		3.10%	2.25%	2.50%	TBD		6.30.14	31	
<b>Maintenance</b>			2.25%	2.25%	2.25%		6.30.15	3	
<b>CCHS Tutors</b>		2.00%	2.00%	2.25%	2.25%	2.25%	6.30.13	30	

**8. Special Education.** Please provide an overview of the components of the special education budget and a summary of any mandated or other planned changes for serving SPED students in FY15 or FY16. What is the major driver of out-of-district placements and how does CCRSD negotiate/influence the cost of these services? Please describe the steps being taken by CCRSD to expand or revise its in-house special education capabilities to mitigate the overall trend in special education costs? Are there any anticipated changes in state circuit breaker reimbursement for special education services? Please summarize the metrics used by CCRSD for measuring the performance of students receiving special education services?

The major drivers of the Special Education budget are out of district tuitions, contracted services, adaptive equipment, transportation services, and in district staffing costs. Individual Education Plans (IEPs) are the major drivers of out of district placements, and the State sets the rates for allowed providers. The statewide average for special education is 17%, and CCHS has increased special education enrollment to 20%. Special education students age 18 – 22 have increased from 18 students in FY2012 to 23 students in FY2014. OOD placements have increased from 41 placements in FY2012 to 49 placements in FY2014, OOD tuition costs range from \$35,000 to \$262,000. The majority of special education students in OOD placements require therapeutic environments or intensive special education and therapeutic services that are not available at CCHS. While we do not anticipate any legislative change in the Circuit Breaker legislation law that requires 75% payment above the threshold, we have seen an increase in the current fiscal year indicating the State's intention to reimburse FY2013 expenses at the 75% level. The actual rate of reimbursement has typically ranged from 27% to 65%, and in more recent years has reached into the 70% levels. Annual student achievement data is analyzed to measure student performance.

**9. FY15 Operations.** Please identify any other major cost drivers for FY15 operating expenses. What additional operating costs (outside of the MSBA funding agreement) are anticipated as a result of the move to the new building in the spring of 2015? Are there infrastructure or software enhancements being planned to reduce the cost or enhance the efficiency of school operations? Do you anticipate changes in the level of legal expenses? What steps are being taken or considered to control legal expenses? Please describe the types of issues and problems for which CCRSD seeks legal advice and strategies for reducing these costs. What FY15 activities and incremental operating or capital costs are anticipated in connection with the planning and implementation of the planned remediation at the CCHS site?

Some additional short term custodial and maintenance staff overtime expenditures are expected with the Spring 2015 move into the new building; these one-time costs are not expected to be material. The new building will have energy management systems which are expected to optimize the use of utilities. Legal services costs are expected to remain high, and these services will be used when there is threat of litigation, filings of legal complaints, and personnel issues. Additionally, the number of public records requests continues to grow and impacts the use of taxpayers' monies and administrative resources available for appropriate tasks. FY15 operationally funded landfill remediation activities will include procurement and contract management of the remediation project; these activities are not expected to increase FY15 operational costs. The FY16 impact to capital projects is being assessed, and the preliminary projected cost is estimated in the \$800K to \$1.2M range.

**10. Benchmarking.** What was the CCRSD cost per student for FY12, FY13 and what is the estimated cost for FY14 and projected cost for FY15? How does the average cost per student at CCRSD compare to peer school systems (exclude debt service as appropriate)? What are the drivers of the differences in cost per student among CCRSD and peer systems, and does CCRSD view these as core differentiators of our educational system?

FY12 CCRSD operating budget of \$23,233,274 divided by 1,209 students equals \$19,217.

FY13 CCRSD operating budget of \$23,647,387 divided by 1,216 students equals \$19,447.

FY14 CCRSD operating budget of \$23,886,464 divided by 1,228 students equals \$19,452.

Please see attachment 4.

**11. OPEB:** Please discuss CCRSD’s strategy for funding retirees’ other post-employment benefits (OPEB). Do you have a targeted schedule for achieving a certain annual fixed contribution, or percentage of operating expenses? What is your targeted contribution for FY15, and planned contribution level for FY16 – FY20?

OPEB Planning										
	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	
Actuarial ARC as of Jan 1, 2012 - \$1,431,660										
Unfunded Liability as of Jan 1, 2012 - \$16,318,190										
Budget Funding Target for ARC	\$ 250,000	\$ 350,000	\$ 450,000	\$ 550,000	\$ 650,000	\$ 750,000	\$ 850,000	\$ 950,000	\$ 1,050,000	
Cumulative Funding Profile	\$ 250,000	\$ 600,000	\$ 1,050,000	\$ 1,600,000	\$ 2,250,000	\$ 3,000,000	\$ 3,850,000	\$ 4,800,000	\$ 5,850,000	
Requested Budget Funding	\$ 250,000	\$ 275,000	\$ 300,000	\$ 350,000						
Actual Budget Funding Profile	\$ 250,000	\$ 275,000	\$ 76,954	\$ 350,000						
Planned Commitment	\$ 250,000	\$ 275,000	\$ 76,954	\$ 350,000	\$ 675,000	\$ 825,000	\$ 950,000	\$ 1,025,000	\$ 1,125,000	
Additional Closing Commitment		\$ 300,000								
Actual Commitments	\$ 250,000	\$ 575,000	\$ 76,954	\$ 350,000						
Cumulative Actual Commitments	\$ 250,000	\$ 825,000	\$ 901,954	\$ 1,251,954	\$ 1,926,954	\$ 2,751,954	\$ 3,701,954	\$ 4,726,954	\$ 5,851,954	
Variance to Cumulative Funding Profile	\$ -	\$ 225,000	\$ (148,046)	\$ (348,046)	\$ (323,046)	\$ (248,046)	\$ (148,046)	\$ (73,046)	\$ 1,954	

**12. Capital Expenditures.** What capital expenditures are projected over the next five years (exclusive of the approved budget for the new building project)? Are there capital investments in grounds and equipment that have been deferred and need special consideration in the FY15 budget? Will additional capital funding be required, outside the MSBA building project budget, to furnish the new school building? If yes, what is the strategy for obtaining these funds?

Excluding the CCHS building project, currently anticipated capital expenditures would be limited to landfill remediation, and a possible capital request to address deferred CCRSD bus replacements. Please note that bus replacement is normally part of the operating budget. We are not currently planning to include deferred items in the FY15 request. A School Committee request to use a portion of the existing stabilization funds will be made in lieu of debt exclusions requests to address shortfalls in the MSBA per pupil FF&E and Technology levels.

**13. Other Resources.** Please list all external sources of funds (state, federal and other grants from non-profit organizations, fees, and etcetera) for FY13 (actual and budgeted), as well as the budgeted amounts for FY14 and the estimates for FY15. Do you anticipate any changes in the funding program design or rates which could influence CCRSD funding? On average, what does the average family with a student enrolled at CCRSD contribute in fees and expenses over the course of a school year? Has this amount changed materially in the past 5 years?

Please see the chart below. No material external funding changes have been experienced. C-C Athletic fees are \$200 per season, per sport, with a family cap of \$600.

<b>CCRSD</b>				
<b>External Funding Sources</b>				
<b><u>Funding Source</u></b>	<b>FY13</b>		<b>FY14</b>	<b>FY15</b>
	<b><u>Budget</u></b>	<b><u>Actual</u></b>	<b><u>Projected</u></b>	<b><u>Projected</u></b>
METCO	\$ 375,063	\$ 375,063	\$ 375,063	\$ 375,063
Chapter 70	1,836,274	1,836,274	1,867,899	1,867,899
Regional Transportation	327,264	355,875	387,114	387,114
Federal Grants	378,778	378,778	340,900	340,900
Interest Earnings	15,000	38,847	27,624	27,624
Rental of School Facilities	5,000	6,040	6,161	6,161
Medicaid reimbursements	NA	7,395	7,543	7,543
<b>Total</b>	<b>\$ 2,917,379</b>	<b>\$ 2,998,272</b>	<b>\$ 3,012,304</b>	<b>\$ 3,012,304</b>

**14. Stabilization Funds.** Please list all existing stabilization funds and the balances in those funds as of September 30, 2013. Please identify the purpose of each fund and potential contributions from FY13 and FY14 operations. Do you anticipate using these funds in FY15?

The CCRSD Technology Stabilization Fund balance is \$794,401.45, with a potential FY13 contribution of \$245,000; The CCHS Stabilization Fund balance is \$177,949.84, with a potential FY13 contribution of \$155,000. It is too early to predict potential FY2014 contributions.

**15. Contingency Planning.** In the event that the budget guideline adopted by the Finance Committee is less than the amount identified by CCRSD as necessary, what strategy would CCRSD employ to begin to reconcile the difference? For FY15, what program areas and or administrative cost categories would be targeted for adjustment (in order of priority)? If the budget guideline adopted by the Finance Committee were greater than the amount identified by CCRSD as necessary to sustain and improve current programs, what incremental investments would CCRSD target?

Any less amount will require significant staffing reductions that will need to be discussed with the School Committees. If the guideline were greater, we would increase our request to: 1) address additional staffing needs in Chinese, Music and Drama, and 2) address deferred bus replacement for continuation of in-district operated transportation system if the Knox trail location is purchased.

**16. Budget Book.** Can the CCRSD “budget book” be made available prior to the public hearing on the CPS/CCRSD budgets (scheduled for February, 2014) with an expanded description of each program area? What (if any) additional administrative cost would be incurred to achieve this result?

We currently do not have the administrative capacity to produce the expanded “budget book” in the requested timeframe and we will need to utilize contracted services for this request.

**17. Future Expense Drivers.** Looking beyond FY15, please provide a prediction of CCRSD’s annual increases in operating expenditures for each of FY16 through FY20? What are the drivers behind these increases?

Three to five percent is the anticipated range and is driven by increased student enrollment, legally binding contractual needs, special education trends and technology demands, and will be subject to external inflationary/deflationary pressures in supplies, materials and consumables (fuel, electricity, bandwidth, and etcetera).

**18. Other Items.** Are there any additional near-term items or long-term trends that are material to the budgeting process at CCRSD that should be brought to the attention of the Finance Committee?

Deferred bus replacements will need to be addressed in the near future.

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**  
**FY2015 FinCom Data Response**  
**October 10,2013**

<b>PROGRAM AREA:</b>	<b>ACCOUNT TITLE</b>	<b>FY13 ADOPTED BUDGET</b>	<b>FY2013 EXPENSES</b>	<b>FY14 ADOPTED BUDGET</b>
PROGRAM AREA 1010:	ART	471,570	525,597	542,829
PROGRAM AREA 1020:	COMPUTER INSTRUCTION	376,415	352,946	460,540
PROGRAM AREA 1050:	ENGLISH	1,223,369	1,388,037	1,447,406
PROGRAM AREA 1070:	ELL	55,989	26,484	27,076
PROGRAM AREA 1080:	FOREIGN LANGUAGES	1,095,295	974,721	1,009,619
PROGRAM AREA 1090:	GUIDANCE	834,315	857,613	879,188
PROGRAM AREA 1100:	HEALTH EDUCATION	3,000	4,323	3,000
PROGRAM AREA 1110:	HEALTH & FITNESS	513,580	507,032	532,129
PROGRAM AREA 1120:	LIBRARY & MEDIA SERVICES	186,967	194,662	212,648
PROGRAM AREA 1130:	INTERDEPARTMENTAL INSTRUCTION	127,712	118,347	132,878
PROGRAM AREA 1140:	MATHEMATICS	1,449,461	1,423,509	1,507,585
PROGRAM AREA 1150:	MUSIC	232,194	236,887	245,171
PROGRAM AREA 1160:	PROFESSIONAL DEVELOPMENT	187,448	179,196	195,013
PROGRAM AREA 1180:	SCIENCE	1,415,890	1,540,844	1,550,526
PROGRAM AREA 1190:	SOCIAL STUDIES	1,159,979	1,239,354	1,217,565
PROGRAM AREA 1200:	SPECIAL EDUCATION	4,777,516	4,309,311	4,361,166
PROGRAM AREA 1210:	SUBSTITUTES	106,638	76,690	105,000
PROGRAM AREA 1220:	TECH ED. -APPLIED TECHNOLOGY	8,989	8,869	9,304
PROGRAM AREA 1240:	CURRICULUM LEADERSHIP	0	0	0
PROGRAM AREA 1250:	THEATRE ARTS	52,942	14,399	56,261
PROGRAM AREA 2300:	ADULT & COMMUNITY EDUCATION	4	0	4
PROGRAM AREA 2310:	ATHLETICS	631,908	607,763	633,711
PROGRAM AREA 2320:	CENTRAL SUPPLY	0	6,237	0
PROGRAM AREA 2330:	CO-CURRICULAR	268,705	268,450	252,050
PROGRAM AREA 2340:	CONTINGENCY	307,750	103,393	274,881
PROGRAM AREA 2350:	COpy SERVICE	89,572	48,765	91,363
PROGRAM AREA 2360:	EQUIPMENT	24,000	1,170	14,500
PROGRAM AREA 2370:	FIELD TRIPS	10,000	11,864	10,000
PROGRAM AREA 2390:	HEALTH SERVICES	115,845	123,239	125,789
PROGRAM AREA 2400:	PARAPROFESSIONALS	110,000	92,301	116,674
PROGRAM AREA 2410:	SCHOOL DISTRICT TRAVEL	7,500	12,329	7,500
PROGRAM AREA 3510:	ADMINISTRATION	674,910	787,677	756,021
PROGRAM AREA 3520:	PRINCIPALS	648,968	698,094	666,295
PROGRAM AREA 3530:	SCHOOL COMMITTEE	12,013	12,357	12,013

(continued)

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**  
**FY2015 FinCom Data Response**  
**October 10,2013**

<b>PROGRAM AREA:</b>	<b>ACCOUNT TITLE</b>	<b>FY13 ADOPTED BUDGET</b>	<b>FY2013 EXPENSES</b>	<b>FY14 ADOPTED BUDGET</b>
PROGRAM AREA 4610:	CAPITAL OUTLAY	90,000	256,563	60,000
PROGRAM AREA 4620:	CUSTODIAL SERVICES	564,926	501,292	570,578
PROGRAM AREA 4630:	INFO. TECH. SERVICES	652,143	1,173,539	788,274
PROGRAM AREA 4640:	MAINTENANCE/BUILDINGS&GROUNDS	402,577	362,166	394,385
PROGRAM AREA 4650:	MAINTENANCE/EQUIPMENT&VEHICLES	31,975	47,547	23,456
PROGRAM AREA 4660:	REGULAR TRANSPORTATION	537,576	586,612	731,270
PROGRAM AREA 4670:	SPECIAL EDUCATION TRANSPORTATION	458,215	454,672	475,634
PROGRAM AREA 4680:	UTILITIES/HEATING OF BUILDINGS	291,812	256,430	237,812
PROGRAM AREA 4690:	UTILITIES/OTHER	565,852	509,010	568,852
PROGRAM AREA 5800:	DEBT SERVICE	646,636	640,060	2,422,739
PROGRAM AREA 5810:	INSURANCE	2,266,909	2,147,179	1,887,954
PROGRAM AREA 5820:	RETIREMENT	473,533	473,533	511,119
PROGRAM AREA 5830:	ASSESSMENTS	40,000	49,906	95,000
PROGRAM AREA 5840:	OTHER FIXED COSTS	87,825	71,793	82,825
Total Program		87,825	71,793	82,825
<b>Grand Total</b>		<b>24,290,423</b>	<b>24,282,767</b>	<b>26,305,603</b>
less Debt Service		643,036	636,460	2,419,139
<b>Total Operating Budget</b>		<b>23,647,387</b>	<b>23,646,307</b>	<b>23,886,464</b>

<b>PROGRAM AREA:</b>	<b>ACCOUNT TITLE</b>	<b>FY13 ADOPTED BUDGET</b>	<b>FY2013 EXPENSES</b>	<b>FY14 ADOPTED BUDGET</b>
	REGULAR EDUCATION	\$11,067,037	\$10,945,024	\$11,660,210
	SPECIAL EDUCATION	\$5,235,731	\$4,763,983	\$4,836,800
	ADMINISTRATION	\$1,335,891	\$1,498,128	\$1,434,329
	OPERATIONS	\$3,136,861	\$3,693,160	\$3,374,627
	FIXED COSTS	\$3,514,903	\$3,382,471	\$4,999,637
	<b>TOTAL BUDGET</b>	<b>\$24,290,423</b>	<b>\$24,282,767</b>	<b>\$26,305,603</b>
	less Debt Service	\$643,036	\$643,036	\$2,419,139
	<b>OPERATING BUDGET</b>	<b>\$23,647,387</b>	<b>\$23,646,307</b>	<b>\$23,886,464</b>

## Attachment 2

### Concord-Carlisle Regional School District Concord Public Schools

**Mission:** Educate all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors in our increasingly diverse global society.

**Core Values:** Academic Excellence, Respectful and Empathic Community, Professional Collaboration, Education Equity, Continuous Improvement

#### 2013-14 District Goals

1. Increase achievement for all students and narrow the achievement gaps for identified student groups.
2. Provide students with a rigorous and coherent curriculum and high quality instruction that motivates and engages all students to develop their curiosity, creativity, critical thinking and collaborative problem solving skills.
3. Foster a respectful and empathic learning environment in which all students become more responsible citizens.
4. Develop professional collaboration by analyzing student work and assessment data, sharing instructional strategies, and providing job-embedded professional development that supports district teaching and learning goals.
5. Implement the new Educator Evaluation system with a focus on continuous improvement for teaching and learning.
6. Provide students and staff with the resources, materials, and infrastructure to support high quality learning environments.
7. Build support, consensus, and community engagement around the district mission, core values, goals, challenges, accomplishments, and critical decisions using a variety of communication strategies.

Attachment 3

Monthly Enrollments  
10/01/2013 to 06/01/2014

Oct. 1, 2012 Enrollment	K-5 Ratios		Oct. 1	Oct. 1	Nov. 1	Dec. 1	Jan. 1	Feb. 1	Mar. 1	Apr. 1	May 1	June 1	K-5 Ratios	
with Current K-5 Ratios	2012-2013	2012	2013	2013	2013	2013	2014	2014	2014	2014	2014	2014	2013 - 2014	
<b>CCHS</b>														
9		309	317											
10		295	312											
11		302	293											
12		310	306											
<b>TOTAL CCHS:</b>		1216	1228				0	0	0	0	0	0		
<b>Peabody &amp; Sanborn</b>														
6		243	212											
7		234	235											
8		222	243											
<b>TOTAL PEABODY &amp; SANBORN:</b>		699	690				0	0	0	0	0	0		
<b>Alcott:</b>	<b>2012-2013</b>	<b>10/01/12</b>											<b>2013-2014</b>	<b>10/01/13</b>
	<b>Sections</b>	<b>Ratio</b>											<b>Sections</b>	<b>Ratio</b>
K	3	22.0	66	71									4	17.8
1	3	20.7	62	81									4	20.3
2	4	18.3	73	64									4	16.0
3	4	20.0	80	75									4	18.8
4	4	22.3	89	83									4	20.8
5	4	20.3	81	88									4	22.0
<b>TOTAL ALCOTT:</b>	<b>22</b>		<b>451</b>	<b>462</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	
<b>Thoreau:</b>	<b>2012-2013</b>	<b>10/01/12</b>											<b>2013-2014</b>	<b>10/01/13</b>
	<b>Sections</b>	<b>Ratio</b>											<b>Sections</b>	<b>Ratio</b>
K	4	21.0	84	80									4	20.0
1	4	19.3	77	82									4	20.5
2	4	20.0	80	87									4	21.8
3	4	19.0	76	84									4	21.0
4	5	18.4	92	74									4	18.5
5	3	21.3	64	93									4	23.3
<b>TOTAL THOREAU:</b>	<b>24</b>		<b>473</b>	<b>500</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	
<b>Willard:</b>	<b>2012-2013</b>	<b>10/01/12</b>											<b>2013-2014</b>	<b>10/01/13</b>
	<b>Sections</b>	<b>Ratio</b>											<b>Sections</b>	<b>Ratio</b>
K	4	19.0	76	82									4	20.5
1	4	19.3	77	72									4	18.0
2	5	20.6	103	84									4	21.0
3	4	22.3	89	107									5	21.4
4	4	15.5	62	90									4	22.5
5	3	24.0	72	65									3	21.7
<b>TOTAL WILLARD:</b>	<b>24</b>		<b>479</b>	<b>500</b>	<b>0</b>	<b>24</b>								

Attachment 3

Monthly Enrollments  
10/01/2013 to 06/01/2014

Oct. 1, 2012 Enrollment	K-5 Ratios	Oct. 1	Oct. 1	Nov. 1	Dec. 1	Jan. 1	Feb. 1	Mar. 1	Apr. 1	May 1	June 1	K-5 Ratios
with Current K-5 Ratios	2012-2013	2012	2013	2013	2013	2014	2014	2014	2014	2014	2014	2013 - 2014
<b>TOTAL K-12</b>												
Elementary - Grades K-5		1403	1462	0	0	0	0	0	0	0	0	
Elementary - Grades 1-5		1177	1229	0	0	0	0	0	0	0	0	
Middle - Grades 6-8		699	690	0	0	0	0	0	0	0	0	
CPS - Grades K-8		2102	2152	0	0	0	0	0	0	0	0	
CCHS - Grades 9-12		1216	1228	0	0	0	0	0	0	0	0	
<b>TOTAL K-12: (Not including OOD SPED)</b>		<b>3318</b>	<b>3380</b>	<b>0</b>								
<b>Worksheet</b>												
Kindergarten		226	233	0	0	0						
1		216	235	0	0	0						
2		256	235	0	0	0						
3		245	266	0	0	0						
4		243	247	0	0	0						
5		217	246	0	0	0						
<b>TOTAL Grades K-5:</b>		<b>1403</b>	<b>1462</b>	<b>0</b>								
Grade 6		243	212	0	0	0						
Grade 7		234	235	0	0	0						
Grade 8		222	243	0	0	0						
<b>TOTAL Grades 6-8:</b>		<b>699</b>	<b>690</b>	<b>0</b>								
<b>TOTAL Grades K-8:</b>		<b>2102</b>	<b>2152</b>	<b>0</b>								
Grade 9		309	317	0	0	0						
Grade 10		295	312	0	0	0						
Grade 11		302	293	0	0	0						
Grade 12		310	306	0	0	0						
<b>TOTAL Grades 9-12:</b>		<b>1216</b>	<b>1228</b>	<b>0</b>								
<b>TOTAL K-12: (Not including OOD SPED)</b>		<b>3318</b>	<b>3380</b>	<b>0</b>								

Oct. 1, 2012 Enrollment	K-5 Ratios	Oct. 1	Oct. 1	Nov. 1	Dec. 1	Jan. 1	Feb. 1	Mar. 1	Apr. 1	May 1	June 1	K-5 Ratios
with Current K-5 Ratios	2012-2013	2012	2013	2013	2013	2014	2014	2014	2014	2014	2014	2013 - 2014
<b>Worksheet</b>												
<b>SPECIAL EDUCATION OOD</b>												
CPS OOD K-8		33	34									
CCHS OOD		40	45									
<b>TOTAL K-12 OOD: (Not in K-12 Total)</b>		<b>73</b>	<b>79</b>									
Pre-School OOD: (Not in K-12 Total)		2	1									
<b>METCO STUDENTS</b>												
CCHS		64	61									
Middle School		26	25									
Alcott		29	29									
Thoreau		24	24									
Willard		22	22									
<b>TOTAL K-12: METCO Students:</b>		<b>165</b>	<b>161</b>									
<b>NON-TUITION-OUT OF TOWN Students</b>												
CCHS--Carlisle Students		310	311									
CCHS--Staff Students		10	11									
<b>TOTAL CCHS-Out of Town Students:</b>		<b>320</b>	<b>322</b>									
Middle School-Staff Students		7	11									
Alcott-Staff Students		7	8									
Thoreau-Staff Students		5	4									
Willard-Staff Students		14	15									
<b>TOTAL K-8 - Out of Town Students:</b>		<b>33</b>	<b>38</b>									
<b>CONCORD STUDENTS</b>												
CCHS		832	845									
Peabody & Sanborn		666	654									
Alcott		415	425									
Thoreau		444	472									
Willard		443	463									
<b>TOTAL CONCORD Students:</b>		<b>2800</b>	<b>2859</b>									

## Financial Benchmarking

Diana F. Rigby, Superintendent of Schools  
John Flaherty, Deputy Superintendent of Finance & Operations

September 24, 2013

### DART District Analysis, Review, and Assistance Tools

- CCRSD (C-C) is comparing State function level per pupil all-funds\* expenditure data with that of Lincoln-Sudbury (L-S).
- DESE driven
- Turn DESE’s vast database of information into valuable, easily consumable information
- Allows users to easily track select data elements over time
- Make sound, meaningful comparisons to other comparable organizations

\* All-funds, includes State & Federal grants, and local grants

#### DATA SOURCE

<http://www.doe.mass.edu/apa/dart/>

- Data is drawn from the Massachusetts Department of Elementary and Secondary Education (MA DESE) through the District Analysis, Review, & Assistance Tools (DART).
- DART pulls the data from each district’s annual required End Of Year Report submissions.
- Most recent DART per pupil financial data is for Fiscal Year 2011, representing each region’s audited financials.

#### C-C to L-S Comparison

**FY 2011 C-C      PPE = \$20,066**  
**FY2011 L- S      PPE = \$16,375                  Delta = \$3,690**

The major drivers of our higher costs are in the following areas:

	<b>FY 2011 C-C to L-S</b>	
Classroom Support (Paras, Teacher Curriculum Leaders & Department Chairs)	\$983	26.6%
Out of District Expenditures	\$832	22.5%
District-Wide Information Systems	\$596	16.1%
Classroom Technology	\$435	11.8%
Athletics and Student Activities	\$397	10.8%
Custodial, Heating & Utilities	\$315	8.5%
Transportation	\$140	3.8%
Net Miscellaneous	\$(8)	-0.2%
	<b>\$3,690</b>	<b>100.0%</b>

### C-C to L-S Comparison

FY 2011 C-C PPE = \$20,066  
 FY2011 L- S PPE = \$16,375                      Delta = \$3,690

Classroom Support (Paras, Teacher Curriculum Leaders & Department Chairs) \$983 26.6%

### C-C Average Teacher Salaries Are Higher

	FY09	FY10	FY11
<b>C-C</b>	\$84,740	\$87,269	\$89,892
<b>L-S</b>	\$79,547	\$80,985	\$82,985
<b>Variance</b>	6.5%	7.8%	8.3%

### C-C to L-S Comparison

FY 2011 C-C PPE = \$20,066  
 FY2011 L- S PPE = \$16,375                      Delta = \$3,690

Classroom Support (Paras, Teacher Curriculum Leaders & Department Chairs) \$983 26.6%

C-C In district Special Education has lower student to staff ratio

	FY09	FY10	FY11
<b>C-C Sped Students</b>	<u>173</u>	<u>170.0</u>	<u>178</u>
<b>Staff</b>	29.2	33.0	31.2
<b>Ratio</b>	5.9	5.2	5.7
<b>L-S Sped Students</b>	<u>258</u>	<u>263</u>	<u>262</u>
<b>Staff</b>	33.3	23.6	21.8
<b>Ration</b>	7.7	11.2	12
<b>Variance</b>	<b>30.5%</b>	<b>115.4%</b>	<b>110.5%</b>

### C-C to L-S Comparison

FY 2011 C-C PPE = \$20,066  
 FY2011 L-S PPE = \$16,375 Delta = \$3,690

Out-of-District Expenditures \$832 22.5%

A higher percentage of our students are in OOD placements

	FY09	FY10	FY11
<b>C-C OOD</b>	<u>38.6</u>	<u>37.8</u>	<u>44.9</u>
<b>Students</b>	1272.4	1281.5	1247.4
<b>Rate</b>	3.03%	2.95%	3.59%
<b>L-S OOD</b>	<u>33.9</u>	<u>33.9</u>	<u>41.5</u>
<b>Students</b>	1638.2	1617.1	1625.4
<b>Rate</b>	2.06%	2.09%	2.55%
<b>Variance</b>	<b>47.1%</b>	<b>41.1%</b>	<b>40.8%</b>

### C-C to L-S Comparison

FY 2011 C-C PPE = \$20,066  
 FY2011 L-S PPE = \$16,375 Delta = \$3,690

Out-of-District Expenditures \$832 22.5%

Our average for OOD placements is more expensive

	FY09	FY10	FY11
<b>C-C</b>	\$102,003	\$108,282	\$82,872
<b>L-S</b>	\$76,902	\$89,704	\$74,110
<b>Variance</b>	32.7%	20.7%	11.8%

### C-C to L-S Comparison

**FY 2011 C-C PPE = \$20,066**  
**FY2011 L- S PPE = \$16,375                      Delta = \$3,690**

District-wide Information Systems\* \$596 16.1%

	FY09	FY10	FY11
<b>C-C</b>	\$369	\$406	\$757**
<b>L-S</b>	\$127	\$144	\$161
<b>Variance</b>	\$242	\$262	\$596

- We have maintained appropriate infrastructure levels, L-S Technology plan indicates significant deferred needs.
- L-S 2003-2004 building project installed \$1.2M of technology
- In March 2013 L-S presentation reported “No networking infrastructure upgrades in last 10 years!”
- “No changes in switches feels like 56K modem”

\* Defined as HR & Financial & DESE Reporting administrative systems & Network Infrastructure required for both school based and administrative needs

\*\* \$757 amount includes \$208 encumbrance for Technology Stabilization Fund

### C-C to L-S Comparison

**FY 2011 C-C PPE = \$20,066**  
**FY2011 L- S PPE = \$16,375                      Delta = \$3,690**

Classroom Technology \$435 11.8%

	FY09	FY10	FY11
<b>C-C</b>	\$99	\$614	\$477
<b>L-S</b>	\$59	\$72	\$43
<b>Variance</b>	\$40	\$542	\$434

- C-C Classroom Technology expenditures reflect investment required by 5 year Technology Plan – less than 10% of our devices are more than 4 years old
- L-S Technology Device Status based on 3/2013 L-S presentation
- 400 devices 1 – 3 years old
- 400 devices 4 – 8 years old
- 200 devices 9 years old
- 200 devices recycled

**C-C to L-S Comparison**

**FY 2011 C-C PPE = \$20,066**  
**FY2011 L- S PPE = \$16,375                      Delta = \$3,690**

Athletics & Student Activities \$397 10.8%

C-C Athletic fees are \$200 per season, per sport, family cap of \$600, No Student Activity Fee

	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>
<b>C-C</b>	\$927	\$955	\$995
<b>L-S</b>	\$588	\$617	\$597
<b>Variance</b>	\$339	\$338	\$398

L-S Athletic Fees \$365 per season, per sport, family cap of \$1,095, Student Activity Fee \$60

**C-C to L-S Comparison**

**FY 2011 C-C PPE = \$20,066**  
**FY2011 L- S PPE = \$16,375                      Delta = \$3,690**

Custodial, Heating & Utilities \$315 8.5%

**CCHS building is over 50 years old, L-S is 10 years old**

	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>
<b>C-C</b>	\$1,024	\$956	\$1,073
<b>L-S</b>	\$712	\$806	\$758
<b>Variance</b>	\$312	\$150	\$315

### C-C to L-S Comparison

Transportation \$140 3.8%

L-S uses a private contractor in a smaller geographical area

	FY09	FY10	FY11
<b>C-C</b>	\$502	\$499	\$588
<b>L-S</b>	\$433	\$395	\$448
<b>Variance</b>	\$69	\$104	\$140

### Sources

- District Analysis, Review, & Assistance Tools (DART), Department of Elementary and Secondary Education
- L-S Technology Plan 2013 – 2016
- Educational Technology @ Lincoln-Sudbury Regional High School, March 2013

**Financial Benchmarking**

Source: <http://www.doe.mass.edu/apa/dart/>

All funding sources included		Concord-Carlisle			Lincoln-Sudbury			Variance to Lincoln-Sudbury		
		2009	2010	2011	2009	2010	2011	2009	2010	2011
<b>FTE Pupils</b>										
	In-district	1,233.8	1,243.7	1,202.5	1,604.3	1,583.2	1,583.9	-370.4	-339.5	-381.4
	Out-of-district	38.6	37.8	44.9	33.9	33.9	41.5	4.7	-3.9	3.4
	All pupils	1,272.4	1,281.5	1,247.4	1,638.2	1,617.1	1,625.4	-365.7	-335.6	-378.0
<b>Expenditures</b>										
	Per in-district pupil	15,711	16,155	17,720	14,483	14,753	14,862	1,227	1,402	2,858
	Per out-of-district pupil	102,003	108,282	82,872	76,902	89,704	74,110	25,101	18,578	8,762
	Per pupil	18,328	18,872	20,066	15,775	16,324	16,375	2,553	2,548	3,690
		2009	2010	2011	2009	2010	2011	2009	2010	2011
<b>Average Teacher Salaries</b>		84,740	87,269	89,892	79,547	80,985	82,985	5,193	6,284	6,907
Func-tion #	<b>In-district expenditures</b>									
1110	School Committee	5	6	5	5	5	16	0	1	-11
1210	Superintendent	114	88	104	95	63	67	19	25	37
1220	Assistant Superintendents	13	21	22	0	0	0	13	21	22
1230	Other District-Wide Administration	34	41	44	0	0	0	34	41	44
1410	Business and Finance	183	189	207	208	216	222	-26	-27	-15
1420	Human Resources	80	84	102	72	63	51	7	21	51
1480	Legal Service for School Committee	33	70	92	27	13	28	5	57	64
1435	Legal Settlements	0	0	17	0	19	6	0	-19	10
1450	District-wide Information Systems	369	406	757	127	144	161	242	262	596
	<b>Total Administration</b>	<b>830</b>	<b>905</b>	<b>1,349</b>	<b>535</b>	<b>523</b>	<b>551</b>	<b>295</b>	<b>382</b>	<b>797</b>
2110	Curriculum Directors (Supervisory)	248	231	255	166	186	203	81	44	52
2120	Dept Heads (Non-Supervisory)	0	0	0	74	58	36	-74	-58	-36
2210	School Leadership	457	474	509	626	583	542	-168	-109	-33
2220	Curriculum Leaders (School Level)	385	366	386	0	0	0	385	366	386
2250	Admin. Technology (School Level)	0	0	2	12	21	18	-12	-21	-16
2315	Instructional Coordinators	79	64	69	166	190	206	-87	-127	-137
	<b>Total Instructional Leadership</b>	<b>1,169</b>	<b>1,135</b>	<b>1,220</b>	<b>1,044</b>	<b>1,039</b>	<b>1,005</b>	<b>126</b>	<b>97</b>	<b>215</b>
2305	Teachers, Classroom	5,929	5,839	6,075	6,277	6,384	6,390	-349	-545	-315
2310	Teachers, Specialists	474	429	520	0	0	12	474	429	508

All funding sources included		Concord-Carlisle			Lincoln-Sudbury			Variance to Lincoln-Sudbury		
		2009	2010	2011	2009	2010	2011	2009	2010	2011
<b>Total Teachers</b>		<b>6,402</b>	<b>6,267</b>	<b>6,595</b>	<b>6,277</b>	<b>6,384</b>	<b>6,402</b>	<b>125</b>	<b>-117</b>	<b>192</b>
2320	Medical/ Therapeutic Services	183	153	127	39	44	146	144	109	-20
2325	Substitute Teachers	88	93	85	26	33	46	63	61	38
2330	Paraprofessionals	801	825	899	439	395	441	362	430	459
2340	Librarians/Media Center Directors	120	126	120	156	132	153	-36	-6	-33
	<b>Total Other Teaching Services</b>	<b>1,192</b>	<b>1,198</b>	<b>1,231</b>	<b>659</b>	<b>603</b>	<b>787</b>	<b>534</b>	<b>594</b>	<b>445</b>
2351	Professional Development Leaders	0	0	0	0	0	4	0	0	-4
2353	Professional Days	47	34	51	0	0	0	47	34	51
2355	Substitutes for Prof. Development	6	11	14	0	5	3	6	6	12
2357	Professional Development Costs	66	65	89	69	120	94	-3	-55	-5
	<b>Total Professional Development</b>	<b>119</b>	<b>109</b>	<b>154</b>	<b>69</b>	<b>125</b>	<b>100</b>	<b>50</b>	<b>-15</b>	<b>54</b>
2410	Textbooks, Software/Media/Matls	32	40	73	72	82	60	-40	-42	13
2415	Instructional Matls (Libraries)	14	7	36	63	55	58	-49	-48	-22
2420	Instructional Equipment	24	49	59	65	93	31	-41	-45	28
2440	General Classroom Supplies	92	93	139	51	53	52	42	40	87
2440	Other Instructional Services	45	51	67	43	18	27	2	33	40
2451	Classroom Technology	99	614	477	59	72	43	40	542	435
2453	Technology (Libraries)	4	4	4	0	3	0	4	1	4
2455	Instructional Software	0	0	2	3	3	5	-3	-3	-2
	<b>Total Instructional Mat'ls/Equip/Tech</b>	<b>310</b>	<b>857</b>	<b>858</b>	<b>357</b>	<b>379</b>	<b>276</b>	<b>-47</b>	<b>477</b>	<b>582</b>
2710	Guidance/Adjustment Counselors	620	601	624	498	449	501	121	152	124
2720	Testing and Assessment	0	2	0	9	8	16	-9	-6	-16
2800	Psychological Services	99	146	150	233	246	259	-134	-101	-108
	<b>Total Guidance, Counseling, Testing</b>	<b>719</b>	<b>749</b>	<b>776</b>	<b>740</b>	<b>704</b>	<b>775</b>	<b>-21</b>	<b>45</b>	<b>1</b>
3100	Attendance and Parent Liaisons	0	0	0	36	39	40	-36	-39	-40
3100	Medical/Health Services	87	82	84	55	66	63	33	16	21
3300	Transportation Services	502	499	588	433	395	448	69	104	140
3400	Food Services	378	309	387	203	475	317	176	-166	70
3510	Athletics	617	594	640	506	537	510	111	57	130
3520	Other Student Activities	310	362	354	82	80	87	229	282	267
4000	School Security	24	23	37	39	62	70	-14	-39	-33

All funding sources included		Concord-Carlisle			Lincoln-Sudbury			Variance to Lincoln-Sudbury		
		2009	2010	2011	2009	2010	2011	2009	2010	2011
	<b>Total Pupil Services</b>	<b>1,920</b>	<b>1,868</b>	<b>2,091</b>	<b>1,353</b>	<b>1,655</b>	<b>1,535</b>	<b>567</b>	<b>213</b>	<b>556</b>
4170	Custodial Services	405	391	413	278	278	291	128	113	122
4120	Heating of Buildings	254	202	236	391	436	25	-137	-234	211
4130	Utility Services	364	363	424	43	92	442	321	271	-18
4110	Maintenance of Grounds	81	80	97	89	49	54	-8	32	43
4220	Maintenance of Buildings	124	144	236	288	374	316	-164	-230	-80
4315	Building Security System	0	0	0	0	0	0	0	0	0
4210	Maintenance of Equipment	21	16	26	31	0	0	-10	16	26
4300	Extraordinary Maintenance	0	0	0	0	0	0	0	0	0
4400	Networking/Telecommunications	50	11	44	0	27	31	50	-15	13
4450	Technology Maintenance	0	0	0	16	0	0	-16	0	0
	<b>Total Operations and Maintenance</b>	<b>1,299</b>	<b>1,207</b>	<b>1,476</b>	<b>1,136</b>	<b>1,255</b>	<b>1,159</b>	<b>163</b>	<b>-48</b>	<b>318</b>
4300	Employer Retirement Contributions	490	507	505	347	364	379	143	143	125
5200	Insurance for Active Employees	1,165	1,244	1,383	1,313	1,327	1,318	-148	-83	65
5250	Insurance for Retired Employees	0	0	0	583	326	502	-583	-326	-502
5260	Other Non-Employee Insurance	23	14	11	60	55	49	-38	-41	-38
5300	Rental Lease of Equipment	0	0	0	0	0	0	0	0	0
5350	Rental Lease of Buildings	0	0	0	0	0	0	0	0	0
5400	Short Term Interest RANs	0	0	0	0	0	0	0	0	0
5500	Other Fixed Charges	72	94	71	9	13	23	63	81	48
5550	School Crossing Guards	0	0	0	0	0	0	0	0	0
	<b>Total Insurances, Retirement, Other</b>	<b>1,750</b>	<b>1,859</b>	<b>1,971</b>	<b>2,313</b>	<b>2,086</b>	<b>2,272</b>	<b>-563</b>	<b>-226</b>	<b>-301</b>
	<b>Expenditure/in-district pupil</b>	<b>15,711</b>	<b>16,155</b>	<b>17,720</b>	<b>14,483</b>	<b>14,753</b>	<b>14,862</b>	<b>1,227</b>	<b>1,402</b>	<b>2,858</b>
	<b>Out-of-district expenditures</b>									
9000	Tuitions	91,354	94,405	74,069	65,242	75,152	62,072	26,112	19,253	11,998
	Transportation	10,649	13,877	8,803	11,660	14,552	12,039	-1,011	-675	-3,236
	<b>Expenditure/out-of-district pupil</b>	<b>102,003</b>	<b>108,282</b>	<b>82,872</b>	<b>76,902</b>	<b>89,704</b>	<b>74,110</b>	<b>25,101</b>	<b>18,578</b>	<b>8,762</b>
	<b>Expenditure/pupil</b>	<b>18,328</b>	<b>18,872</b>	<b>20,066</b>	<b>15,775</b>	<b>16,324</b>	<b>16,375</b>	<b>2,553</b>	<b>2,548</b>	<b>3,690</b>

2,345

1,513

22.5%

832

0.35495

FY 2011 C-C to L-S

Classroom Support (Paras, Teacher Curriculum Leaders & Department Chairs)	983	26.6%
Out of District Expenditures	832	22.5%
District Wide Information Systems	596	16.1%
Classroom Technology	435	11.8%
Athletics and Student Activities	397	10.8%
Custodial, Heating & Utilities	315	8.5%
Transportation	140	3.8%
Net Miscellaneous	(8)	-0.2%
	<b>3,690</b>	<b>100.0%</b>

**CCTA Teachers' Salaries 2013 - 2014**

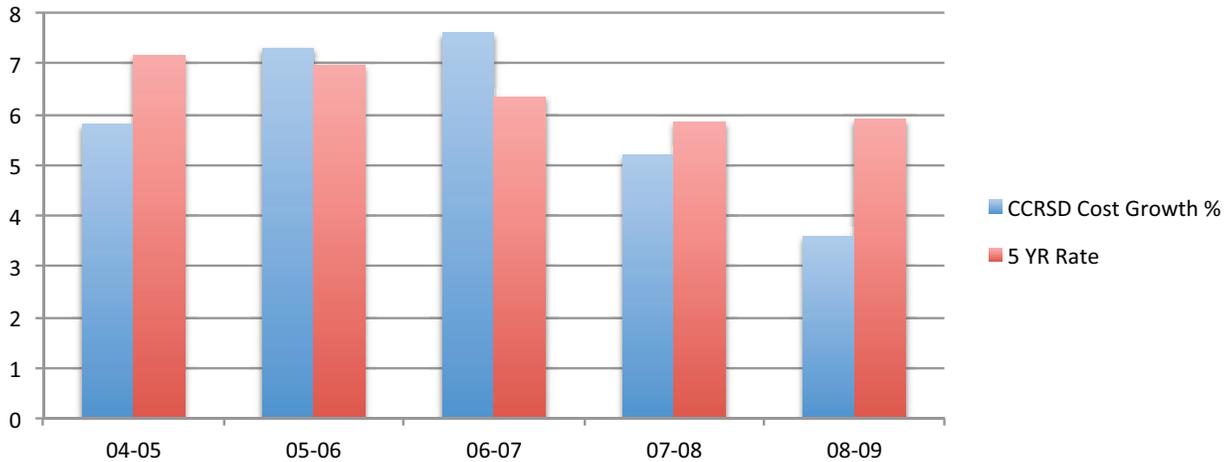
Step	Bachelor	B+15	MAST	M+15	M+30	M+45	M+60	DOC
1	44,746	46,986	52,355	53,698	55,038	56,380	57,724	59,168
2	46,536	48,862	54,448	55,846	57,242	58,637	60,033	61,532
3	48,398	50,818	56,625	58,079	59,530	60,982	62,435	63,995
4	50,335	52,852	58,893	60,402	61,913	63,420	64,931	66,555
5	52,347	54,966	61,246	62,816	64,389	65,958	67,529	69,218
6	54,441	57,164	63,697	65,331	66,962	68,597	70,230	71,987
7	56,620	59,452	66,245	67,944	69,643	71,340	73,038	74,864
8	58,883	61,829	68,894	70,661	72,428	74,196	75,962	77,861
9	61,240	64,302	71,651	73,488	75,325	77,176	78,999	80,973
10	63,691	66,873	74,517	76,428	78,338	80,250	82,158	84,212
11	66,237	69,548	77,500	79,485	81,473	83,459	85,446	87,583
12	68,888	72,330	80,599	82,664	84,730	86,797	88,865	91,087
13	71,641	75,225	83,821	85,971	88,120	90,270	92,419	94,729
14	74,508	78,234	87,173	89,410	91,644	93,881	96,115	98,519
15	77,489	81,365	90,660	92,987	95,311	97,636	99,961	102,460
16	81,775	85,864	95,675	98,131	100,583	103,034	105,490	108,127

## Historical Review and Cost Growth Analysis CCRSD Budget

Concord Finance Committee  
10/10/13

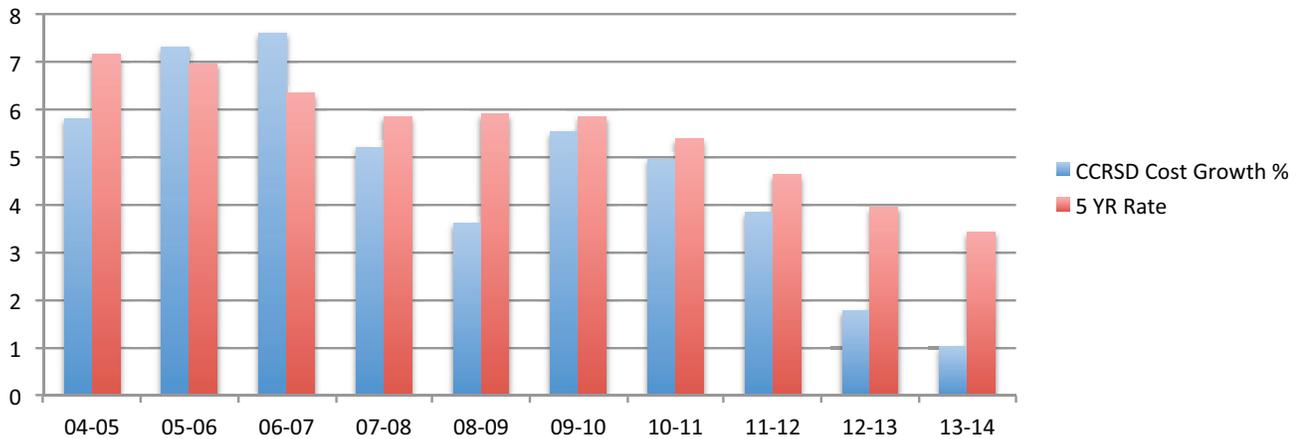
### Cost Growth: FY05 – FY09

- Yearly increases ranged from 3.6% to 7.6%.
- Annualized 5-year rate of growth for Fiscal Years 2005 - 2009 was 5.9%.



### Cost Growth: FY10 – FY14

- Yearly increases decreased from 5.5% to 1.0%.
- Annualized 5-year rate of growth for Fiscal Years 2010 - 2014 decreased to 3.4%.
- Sharp deceleration from the previous five-year period's annualized growth rate of 5.9%.



### Drivers of Reduced Cost Growth FY13 & FY14

- Out of district special education costs lowered; more students and services in-house.
- Teachers' contract - lower COLA
- Focus on managing non-personnel costs (insurance, utilities, other operating costs)
- Fiscal 2013 budget increase was 1.8%
- Fiscal 2014 budget increase was 1.0%
- These are unsustainably low increases that were benefit of one-time credits.

### Cost Growth: FY13

- Overall increase of 1.8%.
- Before one-time credits, actual increase was 3.3%.
- Lower overall special education and insurance costs reduced the 3.3% underlying increase to 1.8%.

### Cost Growth: FY14

- Overall increase of 1.0%.
- Before one-time credits, actual increase was 5.2%.
- Lower overall special education costs, insurance costs, and OPEB contribution reduced the 5.2% underlying cost growth to 1%.

### Underlying Cost Growth Analysis FY15

#### 1. EMPLOYEE COSTS

##### A. Teachers

Teacher salary costs (based on current year teacher contract) account for 47% of operating budget

- 56% of these teacher costs associated with a STEP table
  - 4% STEP increase + 2.25% COLA = 6.25% increase
  - **1.6%** impact in yearly operating budget cost increase ( $.56 * .47 * .0625 = 0.01645$ )
- 44% of these teacher costs occur on the top STEP
  - 3% COLA
  - **0.6%** impact in yearly operating budget cost increase ( $.44 * .47 * .03 = 0.0062$ )

**2.2% total yearly operating budget teacher salary cost increase** ( $1.6\% + 0.6\% = 2.2\%$ )

### Underlying Cost Growth Analysis FY15

##### B. Other Employees

All other employees account for 28% of operating budget

- Assume a 3% COLA
- **0.8%** impact in yearly operating budget cost increase ( $.28 * .03 = 0.0084$ )

**3.0% total employee operating budget cost increase on an annual basis assuming no new programs or student population growth** ( $2.2\% + 0.8\% = 3.0\%$ )

#### 2. NON-EMPLOYEE COSTS

Non-employee costs are 25% of operating budget (SPED, utilities, insurance, OPEB)

- Assume a 2% cost growth per year
- **0.5%** impact in yearly operating budget cost increase ( $.25 * .02 = 0.0005$ )

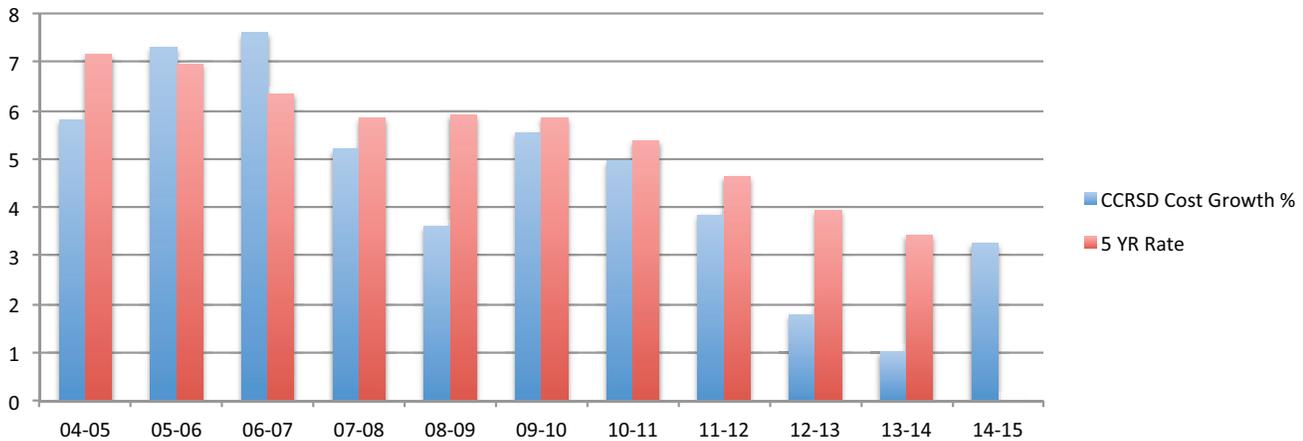
### Underlying Cost Growth Analysis FY15

#### 3. ANNUAL COST GROWTH

Employee cost growth	3.0%
<u>Non-employee cost growth</u>	<u>+ 0.5%</u>
Total annual cost growth	3.5%

### Cost Growth: FY15

- Proposed FY15 budget growth (3.25%) is in line with the previous 5-year annualized rate (3.4%) and our underlying cost growth analysis (3.5%).



### Cost Growth Analysis Summary

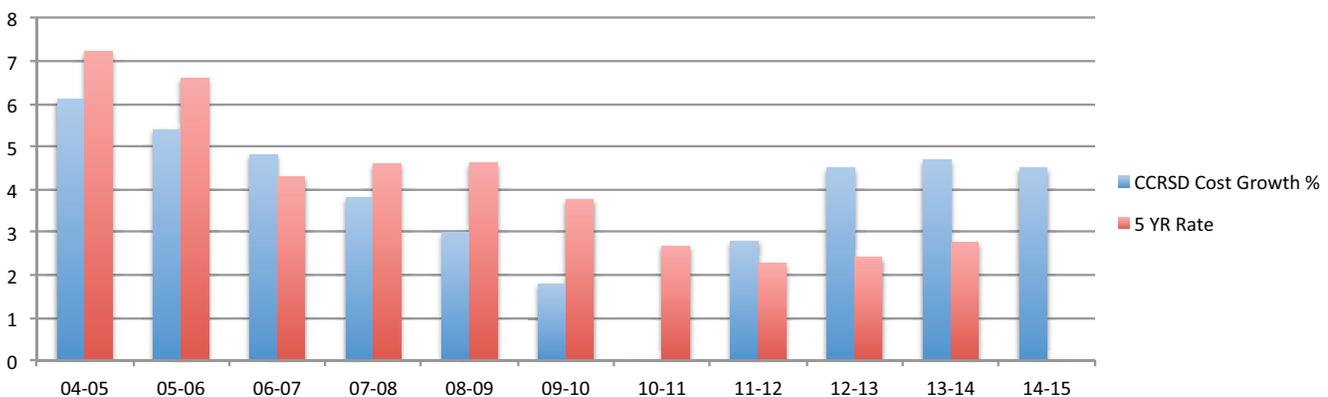
- We have made great strides in reducing the underlying cost growth trends from 6% to 3% over the past five years.
- Underlying cost growth, assuming no new programs or student growth, is in the 3.5% range.
- Our budgets the past two years benefited from one-time cost reductions that are unsustainable.
- Our proposed budget this year is in line with the 5-year cost average.

### Historical Review and Cost Growth Analysis

CPS Budget  
(in progress)

### CPS Cost Growth FY05-FY15

- Yearly increases range from 0% to 6.1%.
- Annualized 5-yr rates from 7.2% to 2.3%.
- Regular Instruction accounts for 53% of budget, special education 27%.



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

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

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To: Wendy Rovelli, Chair, Guidelines Subcommittee Chairperson  
From: Diana F. Rigby, Superintendent of Schools  
John F. Flaherty, Deputy Superintendent for Finance and Operations  
Cc: Pamela Gannon, Concord School Committee Chair  
Louis Salemy, Concord-Carlisle School Committee Chair  
Date: November 14, 2013  
Re: **Additional Guidelines Request of October 29, 2013**

1. ***What was the percentage of Lincoln-Sudbury seniors accepted to their 1st or 2nd choice post-graduate educational institution?***

Lincoln-Sudbury does not collect this data. However, please see Attachment #1- DESE DART Success After High School.

2. ***What is the projected cost, and staff hours required for preparing the detail budget book? Will the budget book be available before the Public Hearing on the Education budgets, tentatively scheduled for February 26<sup>th</sup>?***

\$10,000, yes, the book will be available February 1.

3. ***Please provide the details behind the technology replacement strategy and plans, referenced in your original budget responses. Do the plans contemplate a relatively constant level of expense for CPS and CCRSD for the next 3-5 years (net after use of technology stabilization funds)?***

Our plan is to replace computers as they approach five years of age. For CPS with four schools and five sites this creates a consistent rolling wave replacement cycle. Our only currently known use of Tech stabilization fund is a request to use \$75,000 from the CPS tech stabilization fund to narrow the FY15 gap between our needs and the FINCOM GL.

4. ***For FY10-FY13, please provide details of any CCRSD school committee YE closing votes to allocate operating funds to stabilization funds, OPEB Trust or operating budget line items.***

See Attachment #2.

5. ***In the event that the December 2013 Town Meeting votes to purchase the Knox Trail site, what actions might the CPS or CCRSD school committees take regarding purchase of additional buses in light of our aging bus fleet?***

If FY14 year-end closing balances project to allow for the possibility of acquiring replacement, a recommendation to the Committees may be considered.

6. ***Will deferring the roof replacement at the middle school in order to fund the Knox Trail purchase have an impact on maintenance expense at the middle school?***

No.

7. ***When CPS or CCRSD encounters a large unexpected current year expense (e.g. unbudgeted expense of \$75,000 or greater), what actions does the school administration take to accommodate those large unbudgeted expenses?***

Contingency funds are utilized.

8. ***What plans, if any, has the administration made to reduce legal costs associated with special education, labor, personnel, interfacing with the labor unions, and responding to citizen requests? Please clarify what components of a public information request are born by the individual requestor vs. a CPS/CCRSD operating expense.***

We continue to evaluate risk to cost. See attachment #3 - Secretary of State Public Records Access Regulations

9. ***Has the CPS or CCRSD School Committee(s) considered a change in staffing or approach to labor negotiations which would assist in controlling "overall cost trend increases" resulting from terms of labor contracts?***

We believe we have addressed overall cost trends. See attachment #4 – Historical Fiscal Year 1999 – FY2015 Budget Requests documenting.

**Detailed budget/program level questions:**

10. ***What month was used as a staff base for the cost escalation estimates for calculation of steps, scales and lanes?*** September 2013

11. ***The CPS salary related escalators (n=5) total \$877,661, but the total budgeted FY15 salaries increase is \$977,097. What does this difference represent (beyond the \$39,078 for the .5 FTE, School Psychologist)?***

There is also a .3 increase in an ELL position and .6 increase in IT support staff; these amount to \$51,256. The remaining \$9,102 is estimated salary escalation within the \$25,663,943 salaries projection.

12. ***Computer instruction at CPS appears to have been underfunded by nearly \$500,000 in FY12 and FY13. How much of the FY15 increase of \$424,688 is related to lease expense vs. hardware replacement vs. personnel costs? What percentage of targeted K-5 laptops (to obtain a 2:1 laptop to student ratio) will be purchased by the end of FY14? and will all future laptops be acquired under a lease arrangement?***

Approximately \$194,000 of the \$424,688 is leasing. We are at 2:1 in K5. There is no plan to switch to leasing, individual project needs and budgetary resources will be evaluated in future lease/purchase decisions.

13. ***Between FY10 –FY13, CPS actual School Building and Grounds Maintenance cost ranged from \$605,829 to \$658,745 and was \$109,609 over budget in FY13. Is the FY15 budget of \$588,119 sufficient?***

Yes, with the information known today we project it will be sufficient.

14. ***What are the CCRSD actual student- to-staff ratios by department for FY14? Are the contractual staffing ratios based exclusively on general education teachers, or do they include Special Education teachers, Aides, Paraprofessionals, and/or Counselors? What is the range of class size by department?***

See attachment #5.

15. ***Is there a change in the CCRSD science program for FY15 that is driving the 6.1% increase? (The FY14 budget increase of 9.5% appears to have been driven by a 9% increase in budgeted salary expense.)***

There is no change in program; increases have been driven by textbooks and materials needed that have been reduced in previous budget cycles.

16. ***Special Education cost driver expense was identified as \$200,000, but the actual FY15 budget is increasing \$341,171. Please explain the difference?***

The CCRSD increase is \$328,152 for out of district tuitions, for CPS the \$200,00 is reduction in the out of district tuition budget.

17. ***Actual Custodial expense for CCRSD peaked in FY12 at \$518,707, yet the FY15 budget is \$577,062. Are we seeing unexpected actual FY14 maintenance costs and will these costs subside with the new school building?***

In addition to collectively bargained step and wage escalation since FY12, there is yearly variation in custodial actuals due to snow removal cost. Plowing is only one component of the schools snow removal cost as there are significant walkways that need to be cleared by hand prior to the start of the school day.

18. ***Regular transportation at CCRSD is increasing (for the reasons provided), but was flat for CPS. Why is the FY15 budget increasing only for CCRSD?***

The FY14 budgets reflected projected additional resources associated with operating with bus storage at 848 Main St. in Acton. The FY15 allocations between the CPS and CCRSD budgets reflect budgetary needs of actual operating impact on each fleet. More of the actual costs of operating from Main St. are hitting the CCHS budgets as a higher percentage of the actual costs occur with the first and last run of the day.

19. ***What funds do you expect to draw from the CCRSD technology stabilization funds in FY15 and FY16?***

We are currently in discussion with the CCHS Technology Committee, the School Committee, and Building Committee to assess project needs and project resources. We anticipate that a significant portion of computing and network devices will move from the old building to the new. We will limit or defer replacement of "fixed" non-portable devices in the next two years. We also anticipate requesting the School Committee to use a portion of the existing stabilization funds in lieu of debt exclusions requests to address shortfalls in the MSBA per pupil FF&E and Technology levels. We believe the combination of project technology funds, use of stabilization funds and typical use of operating funds will meet the new building's technology needs.

20. ***What is the current number of retirees vs. employees at CCRSD? What is the number of retirees currently receiving Other Post-Employment Benefits (OPEB)? What is the estimated FY14 pay-as-you-go expense? What is the proposed budgeted projection of this cost for FY15?***

There are 77 retirees with 57 using our health insurance benefits at approximately \$117K and FY15 is projected to be above \$120K.



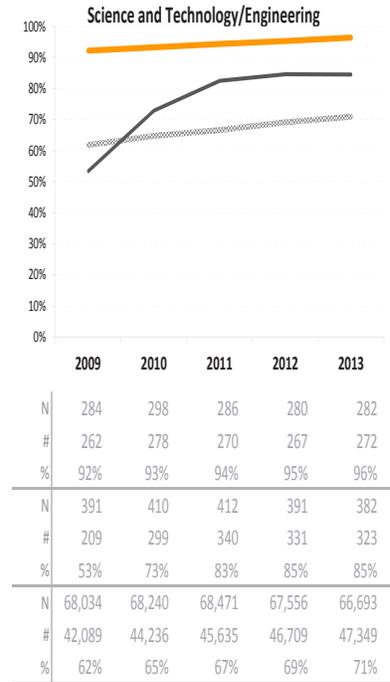
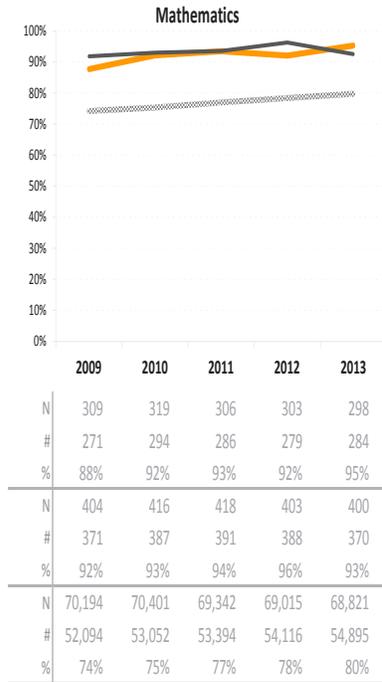
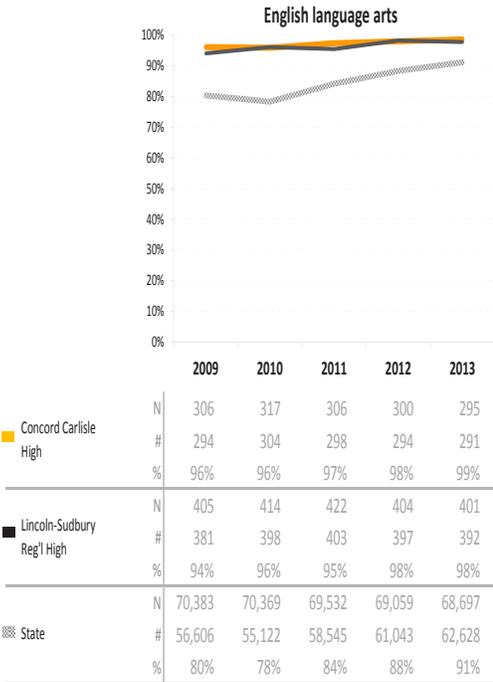
DART for Success After High School  
High School Performance

Your School: Concord-Carlisle - Concord Carlisle High  
 Comparable School: Lincoln-Sudbury - Lincoln-Sudbury Reg'l High  
 Select Subgroup: **All Students**

Massachusetts Comprehensive Assessment System (MCAS)

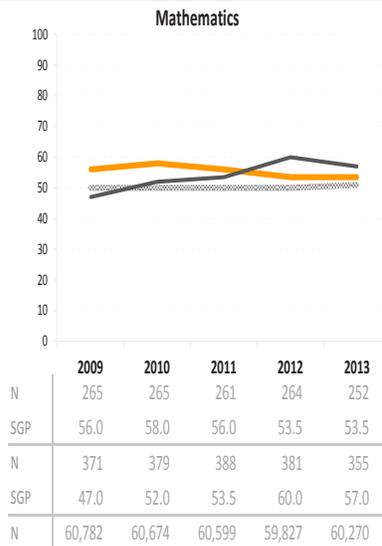
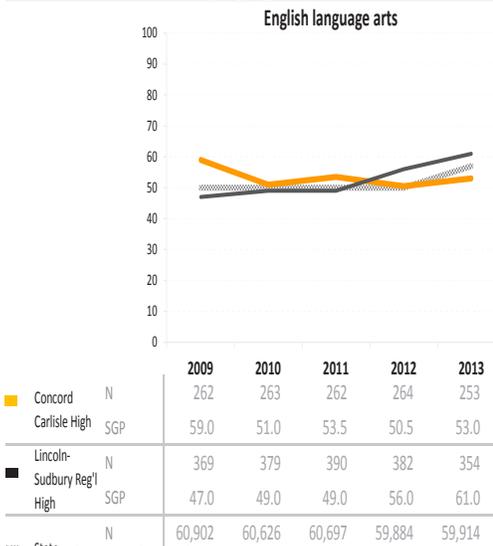
Percentage of grade 10 students scoring proficient or higher

[More about this data](#)



Median Student Growth Percentile (SGP) for grade 10 students

[More about this data](#)



<http://www.doe.mass.edu/apa/dart/>

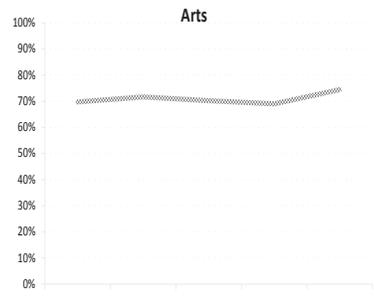
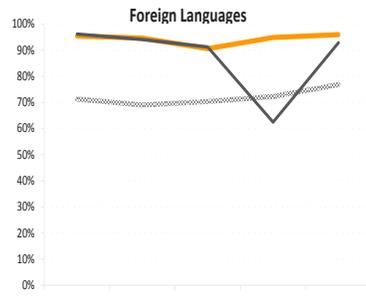
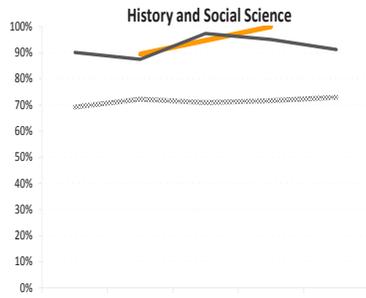


DART for Success After High School  
High School Performance

Your School: Concord-Carlisle - Concord Carlisle High  
Comparable School: Lincoln-Sudbury - Lincoln-Sudbury Reg'l High

Select Subgroup: **All Students**

	N	2008	2009	2010	2011	2012	N	2008	2009	2010	2011	2012	N	2008	2009	2010	2011	2012
<b>Concord Carlisle High</b>	9	19	19	32	50		87	84	106	90	84		89	116	131	100	59	
# 3 or abv	--	18	19	29	47		87	84	106	90	82		86	114	131	96	58	
% 3 or abv		95%	100%	91%	94%		100%	100%	100%	100%	98%		97%	98%	100%	96%	98%	
<b>Lincoln-Sudbury Reg'l High</b>	51	43	54	48	49		126	120	92	115	118		69	71	55	59	59	
# 3 or abv	45	41	49	40	46		122	116	90	115	116		68	62	53	51	53	
% 3 or abv	88%	95%	91%	83%	94%		97%	97%	98%	100%	98%		99%	87%	96%	86%	90%	
<b>State</b>	8,915	9,718	11,281	12,436	13,496		9,245	9,724	10,626	11,829	12,817		9,753	9,917	11,673	13,026	14,885	
# 3 or abv	6,716	6,972	7,796	8,669	9,359		6,820	6,963	7,073	7,924	8,976		6,198	6,417	7,316	8,213	9,471	
% 3 or abv	75%	72%	69%	70%	69%		74%	72%	67%	67%	70%		64%	65%	63%	63%	64%	

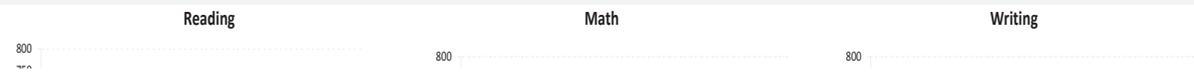


	N	2008	2009	2010	2011	2012	N	2008	2009	2010	2011	2012	N	2008	2009	2010	2011	2012
<b>Concord Carlisle High</b>	9	19	7	11	1		65	56	53	59	25		1	--	1	--	--	1
# 3 or abv	--	17	--	11	--		62	53	48	56	24		--	--	--	--	--	--
% 3 or abv		89%		100%			95%	95%	91%	95%	96%							
<b>Lincoln-Sudbury Reg'l High</b>	101	88	75	81	102		26	17	23	16	28		--	4	2	1	11	
# 3 or abv	91	77	73	77	93		25	16	21	10	26		--	--	--	--	6	
% 3 or abv	90%	88%	97%	95%	91%		96%	94%	91%	63%	93%						55%	
<b>State</b>	15,132	16,244	17,879	18,956	21,163		3,700	3,805	3,647	3,735	4,102		823	831	958	1,032	966	
# 3 or abv	10,475	11,727	12,689	13,580	15,441		2,640	2,626	2,566	2,698	3,153		574	595	673	717	719	
% 3 or abv	69%	72%	71%	72%	73%		71%	69%	70%	72%	77%		70%	72%	70%	69%	74%	

**SAT**

**AVERAGE**

[More about this data](#)





DART for Success After High School  
High School Performance

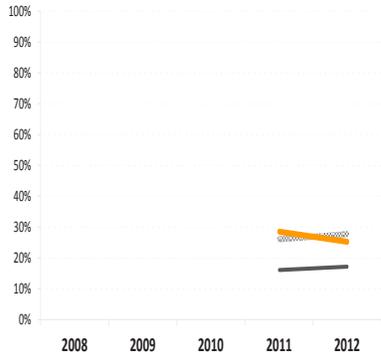
Your School: Concord-Carlisle - Concord Carlisle High  
Comparable School: Lincoln-Sudbury - Lincoln-Sudbury Reg'l High

Select Subgroup: **All Students**

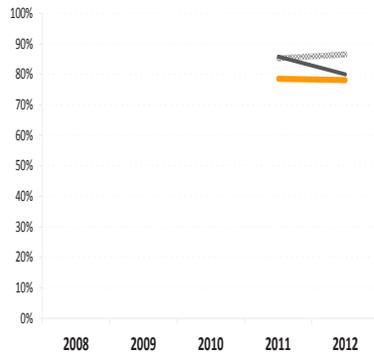
SGP	50.0	50.0	50.0	50.0	57.0	SGP	50.0	50.0	50.0	50.0	51.0
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Advanced coursework for 11th and 12th grade students [More about this data](#)

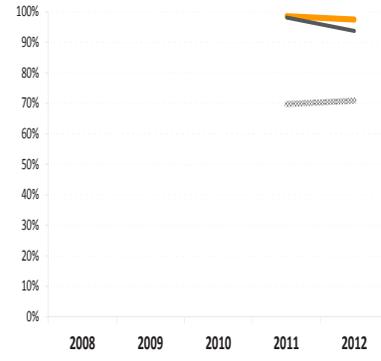
Percentage of Jr / Sr enrolled in one or more AP / IB courses



Percentage of Jr / Sr who took AP courses and participated in one or more AP tests



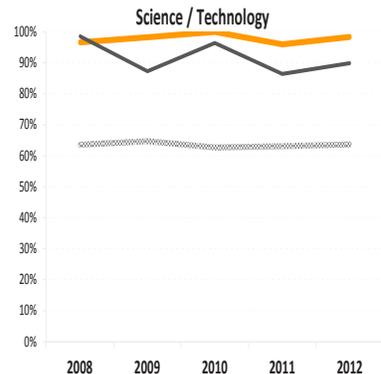
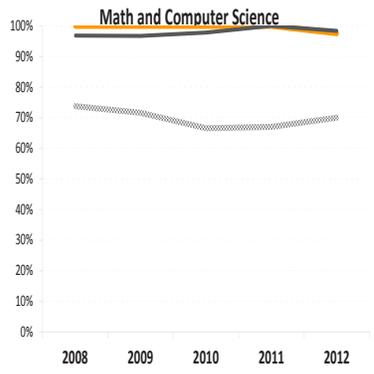
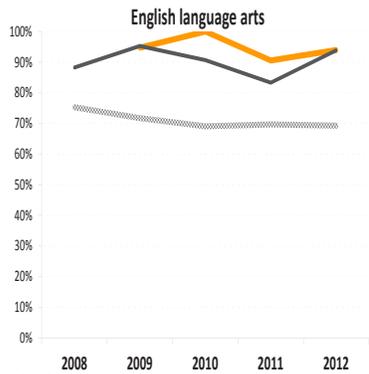
Percentage of Jr / Sr AP test takers scoring 3 or above



	2008	2009	2010	2011	2012		2008	2009	2010	2011	2012		2008	2009	2010	2011	2012
Concord-Carlisle High	N			621	615	N				177	155	N				139	121
	# enrolled			177	155	# test taker				139	121	# 3 or abv				137	118
	% enrolled			29%	25%	% test taker				79%	78%	% 3 or abv				99%	98%
Lincoln-Sudbury Reg'l High	N			791	814	N				127	140	N				109	112
	# enrolled			127	140	# test taker				109	112	# 3 or abv				107	105
	% enrolled			16%	17%	% test taker				86%	80%	% 3 or abv				98%	94%
State	N			139,070	140,759	N				35,479	38,108	N				30,248	32,970
	# enrolled			36,240	39,030	# test taker				30,248	32,970	# 3 or abv				21,096	23,369
	% enrolled			26%	28%	% test taker				85%	87%	% 3 or abv				70%	71%

Advanced Placement (AP) performance [More about this data](#)

Percentage of test takers scoring 3 or above on the Advanced Placement (AP) by category



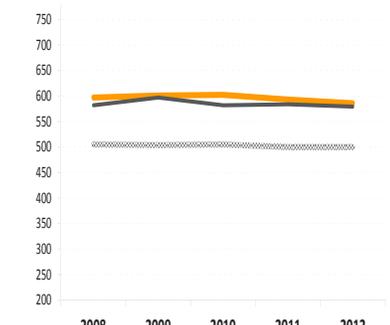
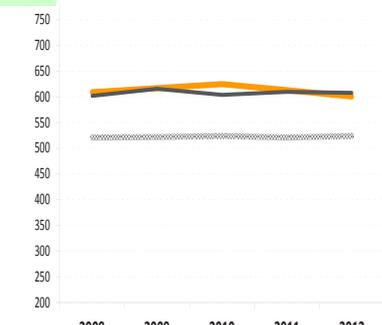
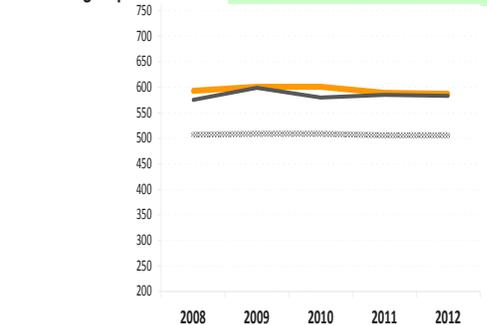
http://www.doe.mass.edu/apa/dart/



DART for Success After High School  
High School Performance

Your School: Concord-Carlisle - Concord Carlisle High  
Comparable School: Lincoln-Sudbury - Lincoln-Sudbury Reg'l High

Select Subgroup: **All Students**



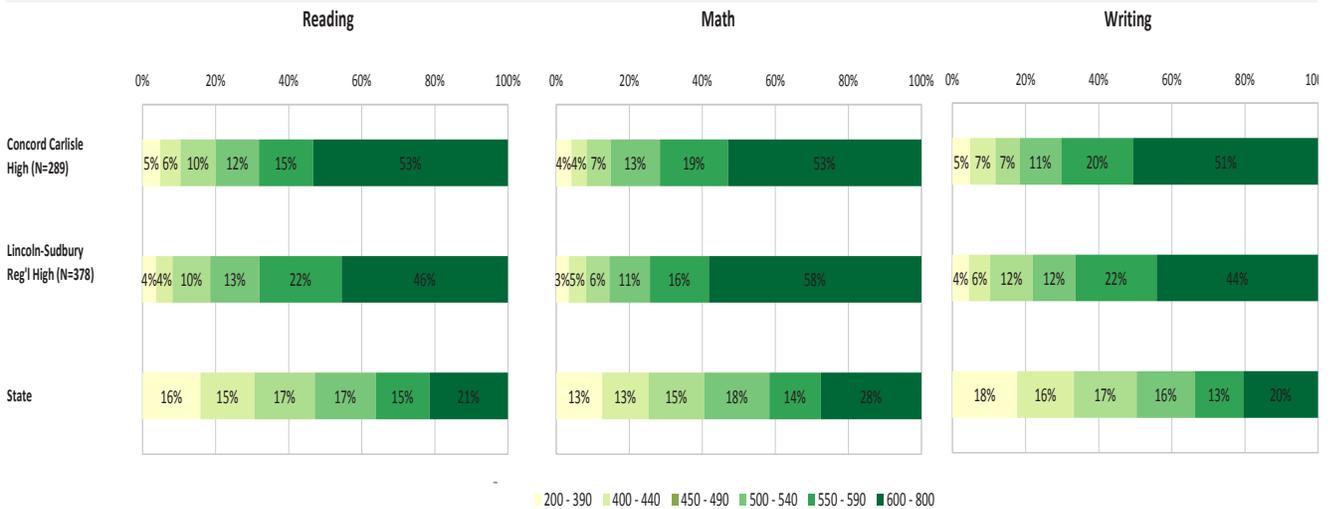
	N	2008	2009	2010	2011	2012
Concord Carlisle High	N	308	289	299	280	289
	Avg	593	601	601	589	587
Lincoln-Sudbury Reg'l High	N	392	350	351	357	378
	Avg	575	599	580	585	583
State	N	47,406	43,503	45,164	49,279	48,611
	Avg	507	509	509	506	506

	N	2008	2009	2010	2011	2012
Lincoln-Sudbury Reg'l High	N	308	289	299	280	289
	Avg	609	617	625	613	601
Lincoln-Sudbury Reg'l High	N	392	350	351	357	378
	Avg	602	616	604	610	608
State	N	47,406	43,503	45,164	49,279	48,611
	Avg	521	522	524	521	524

	N	2008	2009	2010	2011	2012
Concord-Carlisle High	N	308	289	299	280	289
	Avg	597	601	602	593	586
Lincoln-Sudbury Reg'l High	N	392	350	351	357	378
	Avg	582	597	582	584	579
State	N	47,406	43,503	45,164	49,279	48,611
	Avg	505	504	505	500	500

DISTRIBUTION, 2012

[More about this data](#)



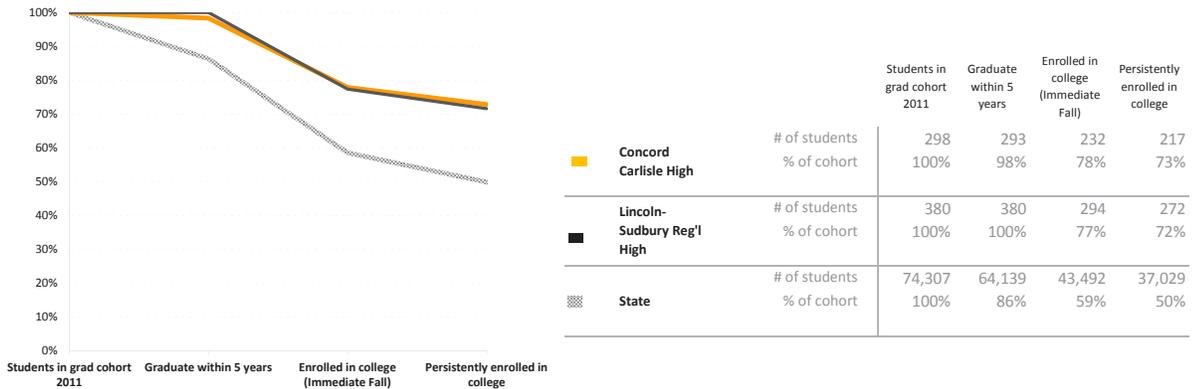


DART for Success After High School  
Postsecondary Education Outcomes

**Your School:** Concord-Carlisle - Concord Carlisle High  
**Comparable School:** Lincoln-Sudbury - Lincoln-Sudbury Reg'l High  
**Select Subgroup:** All Students

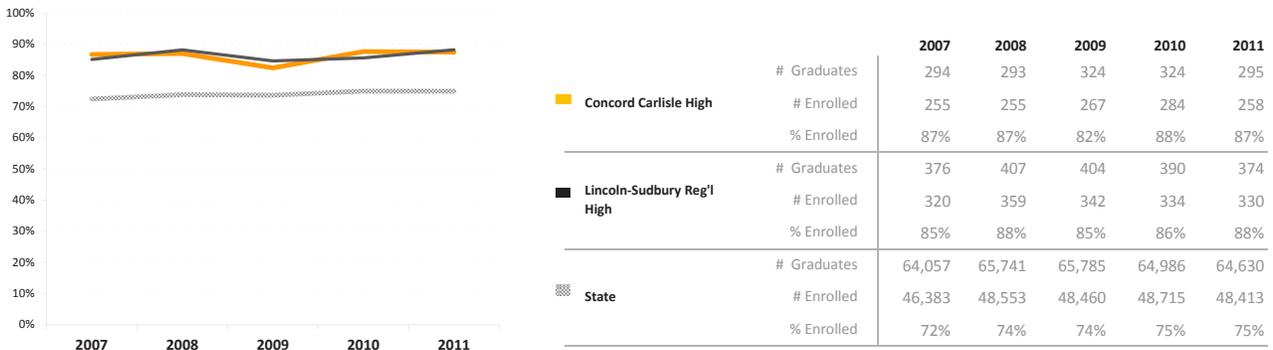
Students progression from high school through college (2011 cohort)

[More about this data](#)



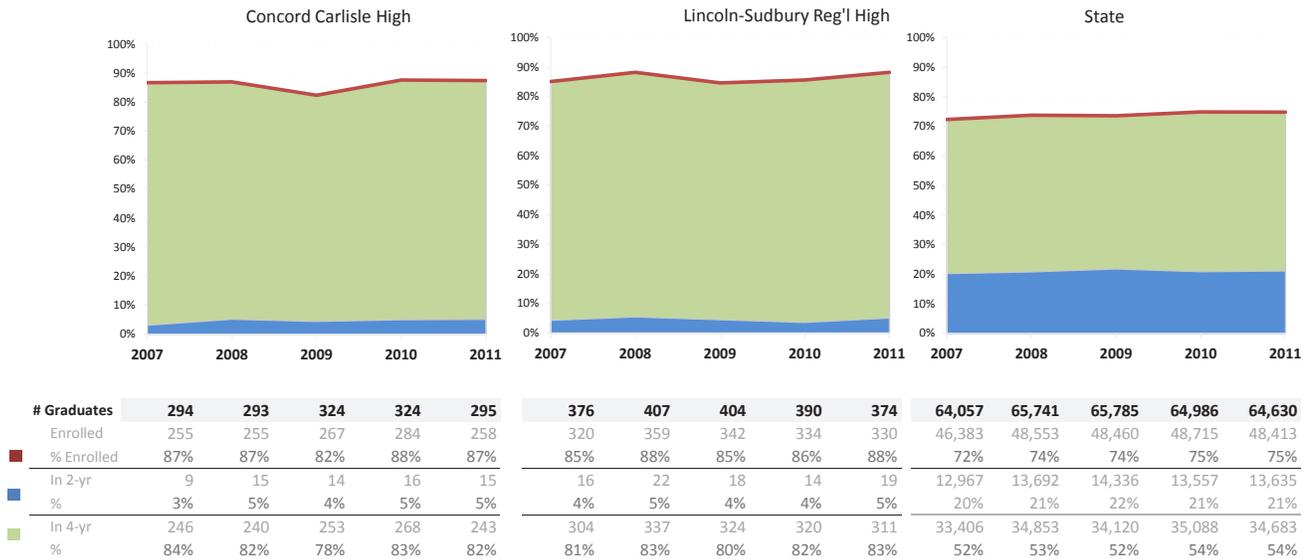
Percentage of graduates enrolled in postsecondary education within 16 months of high school graduation

[More about this data](#)



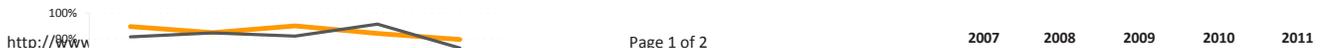
Percentage of high school graduates enrolled in 2 or 4-year postsecondary education

[More about this data](#)



Percentage of college students persistently enrolled in postsecondary education for the first two years

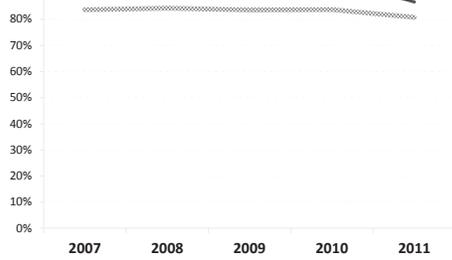
[More about this data](#)





DART for Success After High School  
**Postsecondary Education Outcomes**

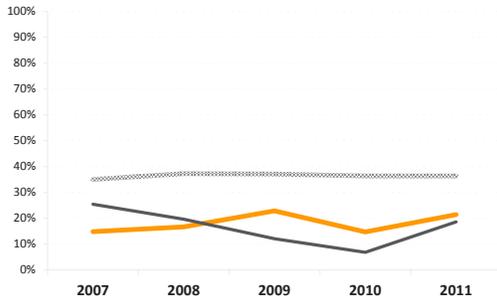
**Your School:** Concord-Carlisle - Concord Carlisle High  
**Comparable School:** Lincoln-Sudbury - Lincoln-Sudbury Reg'l High  
**Select Subgroup:** **All Students**



■ Concord Carlisle High	# Enrolled	255	255	267	284	258
	# Persisted	242	236	254	262	232
	% Persisted	95%	93%	95%	92%	90%
■ Lincoln-Sudbury Reg'l High	# Enrolled	320	359	342	334	330
	# Persisted	291	332	312	320	286
	% Persisted	91%	92%	91%	96%	87%
■ State	# Enrolled	46,383	48,553	48,460	48,715	48,413
	# Persisted	38,794	40,921	40,494	40,803	39,095
	% Persisted	84%	84%	84%	84%	81%

Percentage of students at Massachusetts public colleges enrolled in one or more developmental (remedial) courses

[More about this data](#)



		2007	2008	2009	2010	2011
■ Concord Carlisle High	# in Public College	27	30	35	34	28
	# in Dev. Courses	4	5	8	5	6
	% in Dev. Courses	15%	17%	23%	15%	21%
■ Lincoln-Sudbury Reg'l High	# in Public College	59	51	58	44	43
	# in Dev. Courses	15	10	7	3	8
	% in Dev. Courses	25%	20%	12%	7%	19%
■ State	# in Public College	22,285	22,406	24,479	23,594	23,261
	# in Dev. Courses	7,799	8,348	9,082	8,572	8,457
	% in Dev. Courses	35%	37%	37%	36%	36%

TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: October 1, 2013  
RE: **FY13 Closing/CCRSB Stabilization Fund Transfers**

We are in the process of filing the CCRSD End of the Year Report and finalizing the FY2013 closing process. I am pleased to share that we are filing the EOYR report on time and also closing Fiscal Year 2013 within budget.

As you know, a decision to reduce the FY14 budgetary amount for OPEB was enacted in order to preserve the SY13-14 CCHS academic program and to retain a match with the Concord Finance Committee guideline. I am also pleased to share that our financial performance in FY13 was strong enough to compensate for that OPEB reduction and allows for the other recommended actions below.

The FY13 budget development process was based on anticipated Chapter 70 and Regional School Transportation amounts totaling \$2,163,538. Actual receipts exceeded budget planning by \$210,512. Other positive developments affecting the FY13 ending balance include special education tuition expenditures \$500,000 below budget. These positive developments totaling \$710,000 create a FY13 closing process opportunity to offset the previously mentioned OPEB reduction by committing \$300,000 of unexpended funds for the OPEB liability, a \$245,000 encumbrance for the Technology Stabilization fund, and a \$155,000 encumbrance for the CCHS Stabilization fund.

I am requesting the Regional School Committee authorize an encumbrance of \$300,000 for the OPEB budget liability account. I have attached a spreadsheet illustrating the impact of the additional \$300,000 commitment towards the OPEB liability.

I am also recommending a \$155,000 CCHS Stabilization fund increase to provide accessible funds for immediate and significant repairs that may materialize in the remaining years of the CCHS building life, and a \$245,000 increase in the Technology Fund to minimize future budgetary spikes in the operating technology budget and to complement the building project technology funding.

**Please note the FY14 Special Education tuition budgets were reduced by \$500,000 in anticipation of the reduced needs extending for one more year. It is also important to note that movement of previous CPS special needs students to CCHS will require a portion of the FY14 reduction to be reinstated in the FY2015 CCRSD budget.**

If you are in agreement, I would recommend that the Regional School Committee take affirmative action on the following motions:

**Motion:**

**Vote to reserve \$300,000 of FY2013 operating funds for the OPEB budget liability account.**

**Vote to transfer \$155,000 of FY2013 operating funds into the CCHS Stabilization Fund.**

**Vote to transfer \$245,000 of FY2013 operating funds into the CCHS Technology Stabilization Fund.**

Thank you for your consideration of these recommendations regarding the Regional School District's stabilization funds.

**CONCORD PUBLIC SCHOOLS**

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

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120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: April 29, 2013  
RE: **Re-Vote of FY2014 Adopted Budget**

As you know the 2013 Concord Town Meeting approved an amendment decreasing Concord's assessment for the Concord-Carlisle Regional School District operating budget by \$35,000 to \$15,356,221. In order to match assessments between the Regional member communities, it will also be necessary to reduce Carlisle's operating budget assessment by \$13,044 to \$5,723,012. The matching reductions in the assessments sum to \$48,044.

During the FY2014 operating budget development cycle various accounts were reduced by more than \$950,000 to meet the Concord Finance Committee guideline that allowed a 1.21% operating budget increase. The 1.21% increase, net of the funds included for the future OPEB obligation, allowed for a 0.69% increase to meet immediate FY14 requirements, therefore I am recommending a single line item reduction of \$48,044 to the remaining \$125,000 FY14 allocation for the OPEB obligation.

If you are in agreement, I would recommend that the Regional School Committee take affirmative action on the following motion:

**Motion:**

The Concord-Carlisle Regional School Committee votes to reduce the FY2014 Concord-Carlisle Regional School District operating budget in the amount of \$48,044, and approves a reduction of the same amount to account number 201.5200.260.370.9.5810.28164.1 and account title Other Post-Employment Benefits – Active Employees.

Thank you for your consideration of these recommendations regarding the FY2014 Regional School District's operating budget.

**CONCORD PUBLIC SCHOOLS**

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

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120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: May 17, 2013  
RE: **Re-Vote of FY2013 Adopted Budget**

The FY2013 Concord-Carlisle Regional School District operating budget development process was built with State aid estimates totaling \$2,055,021. The actual revenues from the Department of Revenue currently total \$152,210 higher, at \$2,207,231. In order to recognize the additional revenue, I would recommend raising the FY2013 operating budget by \$152,210 and adding \$99,232 of these funds to the Transportation program area to offset additional operating costs associated with working from the Acton and Billerica locations, and to increase the Charter School Assessment line item (201.9120.260.370.9.5830.28352.1) by \$52,978 to cover increased State charges. The specific uses of the Transportation increase recommended are as follows:

- Establish a budget for Transportation Driver’s Salary – Acton (201.3300.130.370.1.4660.26600.1), currently \$0 funded, of \$30,000
- Establish a budget for Transportation Leases (201.3300.260.370.1.4660.26601.1), currently \$0 funded, of \$69,232

If you are in agreement, I would recommend that the Regional School Committee take affirmative action on the following motion:

**Motion:**

Increase the FY2013 Concord-Carlisle Regional School District operating budget in the amount of \$152,210 with specific increases to line items as follows:

- 201.9120.260.370.9.5830.28352.1 \$52,978
- 201.3300.130.370.1.4660.26600.1 \$30,000
- 201.3300.260.370.1.4660.26601.1 \$69,232

Thank you for your consideration of these recommendations regarding the FY2013 Regional School District’s operating budget.

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

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

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TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: November 26, 2012  
RE: **CCRSB Stabilization Fund Transfers**

In our October 3, 2012 response to the Concord Finance Committee we reported that a request to increase the CCRSD Technology Stabilization fund would be made to the Regional School Committee. In our Finance Committee report we stated the request would be above \$250,000.

We have filled our vacant District Accountant position and have now finalized our FY2012 Regional closing process. I am pleased to report an amount of \$500,000 from unexpended FY2012 operating funds is available for immediate transfer into the Technology Stabilization fund. These monies are available due to savings in heating costs from last year's mild winter (\$145K), insurance relief on a legal claim (\$47K), and significant Special Education Out-of-District tuition cost savings; we have factored the savings in OOD Tuition and heating savings into our FY2014 budget requests with decreases of \$471K, and \$54K in those respective budget areas.

If you are in agreement, I would recommend that the Regional School Committee take affirmative action on the following motion:

**Motion:**

The Concord-Carlisle Regional School Committee votes to authorize the transfer of \$500,000 of unexpended FY2012 operating funds to the Technology Stabilization funds.

I am also pleased there is more good news on the Region's finances. As you know, the CCRSD FY2012 operating budget was developed on the assumption that State revenue from Chapter 70 Aid would be \$1,598,990, and Regional Transportation and Charter Tuition reimbursements would be \$229,933 and \$1,625 respectively.

On June 12, 2012 the Regional School Committee increased the FY12 operating budget to reflect published DOR amounts for Chapter 70, Regional Transportation Reimbursement, and Charter Tuition Reimbursements. Actual FY2012 receipts from DOR and DESE have exceeded the published amounts. Actual receipts for Charter tuition reimbursement and Regional Transportation reimbursements are \$24,369, or \$7,871 above the published amount of \$16,498, and \$330,348, or \$60,725 above the published amount of \$269,623 for transportation reimbursement.

In addition to the State sources of revenues above, FY2012 Medicaid reimbursements of \$27,638 have been realized, facilities rentals have generated \$19,380, and e-rate reimbursements exceeded miscellaneous income projections by \$51,255. Additionally, interest income has exceeded projections by \$2,762. In total, these unbudgeted revenue sources sum to \$169,631.

As this information was verified during the FY2012 closing process, and as all FY2012 operating obligations have been met, I am recommending the Regional School Committee authorize transfer of \$169,631 into the CCHS Stabilization fund.

If you are in agreement, I request that the Regional School Committee consider the following motion for approval:

**Vote to transfer unbudgeted FY2012 operating revenue sources of \$169,631 into the CCHS Stabilization fund.**

Thank you for your consideration of these recommendations regarding the Regional School District's stabilization funds.

**CONCORD PUBLIC SCHOOLS**

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

---

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: June 12, 2012  
RE: **Revise CCRSD FY12 Operating Budget Level**

The CCRSD FY2012 operating budget was developed on the assumption that State aid revenue from Chapter 70 Aid would be \$1,598,990, and Regional Transportation and Charter Tuition reimbursements would be \$229,933 and \$1,625 respectively.

The actual receipts from each of these state funded accounts is now expected to come in at the current DOR published amounts of \$1,786,194 for Chapter 70, \$269,623 for Regional Transportation Reimbursement, and \$16,498 for Charter Tuition Reimbursements.

The net effect of the higher receipts is an increase in state aid of \$241,767. As we approach the FY2012 year-end process, I am confident \$241,767 will not be required for FY2012 operating accounts, and recommend the FY2012 appropriation be increased to allow the additional state funds to be reserved for future use in any of the following areas:

- Creation of, and reserve for a Special Education stabilization fund
- In-district contribution to FY2014 operating budget
- Increased contribution to Technology Stabilization fund
- Increased budgetary capacity to meet OPEB liability

I request that the Regional School Committee consider the following motion for approval:

Vote to increase the FY2012 operating budget for the Concord-Carlisle Regional School District \$241,767 and increase the total budget from \$23,233,274 to \$23,745,041, and to increase the Professional Contingency account (201-23402) by \$241,767.

**Should the Regional Committee agree to establish a Special Education Stabilization Fund, an appropriate motion would be:**

Vote to establish a Concord-Carlisle Regional (CCRSD) Special Education Stabilization Fund for the purpose of paying special education costs that impact the District's operating budget.

To establish the fund please note that a two-thirds approval of the Committee, and a majority approval vote at Concord and Carlisle Town Meetings is initially required to establish the fund. It is recommended that town meeting approvals be requested in 2013. If all fund creation approvals are obtained, thereafter a two-thirds affirmative vote of the RSC would be required to add to, or use the fund.

Thank you for your consideration of these recommendations.

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

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

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TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: March 14, 2011  
RE: **Revised CCRSD FY11 Budget**

The FY2011 Concord-Carlisle Regional School District operating budget was developed with an assumption that State Aid levels would be lower than FY2010 State aid levels. While that assumption proved to be correct, the amount of reduction was less than planned. Resultantly, the FY2011 budget needs to be adjusted to reflect the difference between the estimated planned receipts and current actual Department of Revenue amounts. As this adjustment will require a School Committee vote I have attached a spreadsheet to assist the Committee on this issue.

The attached spreadsheet indicates that Chapter 70 receipts are \$78,457 higher than the planned amounts, and that Regional Transportation Reimbursement is \$105,869 higher than estimated. The Charter Tuition Reimbursements amount is \$13,212 lower than initial estimates. The net change is an increase of \$171,114.

With School Committee approval, the \$171,114 would initially be added to the Professional Contingency account and, as discussed, during the FY11 closing process, the majority, or all of these monies could be encumbered for transfer to the Region's Technology Stabilization Fund.

To balance the regional operating budget, the School Committee is requested to approve a FY2011 operating budget of \$22,545,307 and excluded debt service of \$1,123,110 for a total budget of \$23,668,417. Assessments to Concord and Carlisle are unchanged by this request. If you are in agreement, I would like to request that the Regional School Committee consider the following recommended motion:

**An appropriate motion for the Concord-Carlisle Regional School Committee would be:**

Vote to approve a FY2011 operating budget for the Concord-Carlisle Regional School District of \$22,545,307 with revenue components as described on attached assessments worksheet, and excluded debt service of \$1,123,110 for a total budget of \$23,668,417 with a \$171,114.00 increase in the Professional Contingency account (201-23402-1).

Thank you for your consideration of these recommendations.

**CONCORD PUBLIC SCHOOLS**

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

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120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: March 5, 2010  
RE: **Revised CCRSD FY10 Budget**

FY2010 State aid levels have fluctuated and the operating budget has been adjusted accordingly. There is a remaining adjustment to be made to reflect a slight increase in the charter tuition reimbursement amount. This is a revenue component of the high school general fund operating budget and a change in it, requires that the FY2010 operating budget amount be re-voted to remain in balance.

To balance the regional operating budget, the School Committee is requested to approve a FY2010 operating budget of \$21,318,240 and excluded debt service of \$1,038,831 for a total budget of \$22,357,071. Assessments to Concord and Carlisle are unchanged by this request. I have attached a revised assessments worksheet to assist the committee in their consideration of the following motion. If you are in agreement, I would like to request that the Regional School Committee consider the following recommended motion:

**An appropriate motion for the Concord-Carlisle Regional School Committee would be:**

Vote to approve a FY2010 operating budget for the Concord-Carlisle Regional School District of \$21,318,240 with revenue components as described on attached assessments worksheet, and excluded debt service of \$1,038,831 for a total budget of \$22,357,071 with a \$992.00 increase in the Professional Contingency account (201-23402-1).

Thank you for your consideration of these recommendations.

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

120 MERIAM ROAD      CONCORD, MA 01742      PHONE: 978.318.1500      FAX: 978.318.1537

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To:      Diana F. Rigby, Superintendent of Schools  
From:    John F. Flaherty, Deputy Superintendent of Finance & Operations  
Date:    December 7, 2009  
Re:      **Assessments & High School Debt Authorization Motions**

The motion below has been prepared for the Regional School Committee's consideration; the motion proposes a \$125,000 higher in-district contribution than the \$300,000 level previously identified on the draft warrant article list and in budget discussions.

I would like to recommend to the Regional School Committee that they consider the following motion.

**Motions**

1.) That the Concord-Carlisle School Committee vote to adopt a total FY2011 budget for the Concord-Carlisle Regional School District of \$23,502,927, with assessment revenue of \$20,926,148 in-district contributions of \$425,000 from excess & deficiency pending DOR E & D certification, \$15,000 from investment income, and \$5,000 from miscellaneous accounts, Chapter 70 Aid of \$1,698,199, Regional Transportation Reimbursement of \$149,612, Charter Tuition Reimbursements of \$15,018, and \$288,950 of SBAB reimbursement. Uses of revenues are estimated at \$13,844,284 for salaries, \$8,529,908 for non-salaries, and estimated debt service of \$1,128,735.

**CONCORD PUBLIC SCHOOLS**

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

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120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: November 10, 2009  
RE: **Revised CCRSD FY10 Budget**

As you know, in June of 2009 the Concord-Carlisle School Committee, in response to reductions in State aid accounts lowered the planned total budget for the Concord-Carlisle Regional School District to \$22,356,079. On October 30, the State indicated a second round of reductions was required to close their revenue gap. The October 30, 2009 reduction affected the regional transportation reimbursement account.

Regional transportation is a revenue component of the high school general fund operating budget and a change in it requires that the FY2010 budget amount be re-voted to remain in balance. In addition to the regional transportation reduction an adjustment in the charter tuition reimbursement level was also made on the Region's Department of Revenue "Cherry Sheet". The net impact of these changes requires a reduction of \$117,210 in the FY2010 budget. The specific reduction amounts are an \$118,202 reduction in regional transportation aid and a \$992 increase in charter tuition reimbursement.

To balance the regional operating budget, the School Committee is requested to approve a FY2010 operating budget of \$21,200,038 and excluded debt service of \$1,038,831 for a total budget of \$22,238,869. These amounts reflect the overall impact of FY2010 changes to date in state revenue funding levels and state assessment. Jeff Wulfson, of the Department of Elementary and Secondary Education recently advised school districts that no additional reduction in FY2010 circuit breaker reimbursement was needed in response to the October 30, 2009 9C cuts. This is a positive impact to our assumptions for the FY2011 budget and in conjunction with positive out of district cost trends also allows us to reduce the FY2010 out-of-district tuitions funding, as well as our FY2011 budget request. I have attached a revised assessments worksheet to assist the committee in their consideration of the following motion. If you are in agreement, I would like to request that the Regional School Committee consider the following recommended motions:

**An appropriate motion for the Concord-Carlisle Regional School Committee would be:**

**Motion 1)**

Vote to approve a FY2010 operating budget for the Concord-Carlisle Regional School District of \$21,200,038 and excluded debt service of \$1,038,831 for a total budget of \$22,238,869 with a corresponding reduction of \$100,000 in the Special Education Non-Public Tuitions account (201-22062-1) and a \$17,210 reduction in the Professional Contingency account (201-23402-1).

The assessments worksheet also provides information on FY2011 budget levels.

Thank you for your consideration of these recommendations.

**CONCORD PUBLIC SCHOOLS**

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

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TO: Diana F. Rigby, Superintendent of Schools

FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations

DATE: June 25, 2009

RE: **Revised CCRSD FY09 Budget & FY10 Budget**

The CCRSD FY2009 operating budget was developed on the assumption that Chapter 70 and Regional Transportation funding levels would be equal to final FY2008 levels. On February 24, 2009 the Regional operating budget was increased \$216,290 to reflect an overall increase in FY2009 State Aid. In May of 2009 the State, in response to declining revenues reduced Chapter 70 by \$202,483, and simultaneously allowed schools to apply for federal stimulus funds to offset the Chapter 70 reductions. However, Chapter 70 is a revenue component of the high school general fund operating budget and the change in Chapter 70 requires that the FY2009 operating budget amount be re-voted to remain in balance.

The net impact of varying amounts of Chapter 70 Aid, Regional Transportation and Charter Tuition Reimbursement levels from the initial CCRSD FY2009 operating budget is an increase of \$60,913.

To balance the regional operating budget, the School Committee is requested to approve a FY2009 operating budget of \$20,200,715 and excluded debt service of \$1,241,530 for a total budget of \$21,442,245. This is a reduction of \$155,377. These amounts reflect the overall impact of changes in state revenue funding levels and state assessments through FY2009. I have attached a revised assessments worksheet and an updated CCRSD Operating Budget Issues worksheet to assist the committee in their consideration of the following motion.

**An appropriate motion for the Concord-Carlisle Regional School Committee would be:**

**Motion 1)**

Vote to approve a FY2009 operating budget for the Concord-Carlisle Regional School District of \$20,200,715 and excluded debt service of \$1,241,530 for a total budget of \$21,442,245, with a corresponding reduction of \$155,377 in the Professional Contingency account (201-23402-1).

The assessments worksheet also provides information on FY2010 budget levels and in regard to the upcoming fiscal year I offer the following information.

In a teleconference on June 22, 2009, the Department of Elementary and Secondary Education advised school districts to use the FY2010 Conference Committee state aid funding levels published by the Department of Revenue. The FY2010 Local Aid Estimates, or Cherry Sheet, for the Concord-Carlisle Regional School District, in the aggregate are lower than the estimates used to develop the FY2010 Regional budget. The aggregate impact of the latest Cherry Sheet requires a reduction of \$138,452 in the FY2010 Regional operating budget. This reduction would lower the approved operating budget from \$21,455,700 to \$21,317,248 and would not change assessments to Concord or Carlisle if approved. As you know, the Regional School Committee has been considering fee increases to offset anticipated state aid reductions that require operating accounts to be reduced in order to maintain a balanced budget. Currently, fee increases that would generate an estimated \$135,190 of funds could become available to offset the \$138,452 Cherry Sheet reductions.

If you are in agreement, I would like to request that the Regional School Committee consider the following recommended motions:

*(continued)*

**Motion 2)**

Vote to:

reduce the FY2010 operating budget for the Concord-Carlisle Regional School District from \$21,455,700 to \$21,317,248, or by \$138,452,

reduce the Athletic Coaches Salary account (201-23102-1) by \$80,000, or from \$351,631 to \$271,631,

reduce the Co-Curricular Salary account (201-23301-1) by \$11,440, or from \$145,000 to \$133,560,

reduce the Campus Monitor Salary account (201-24002-1) by \$28,881, or from \$28,881 to \$0.00,

reduce the Professional Contingency account (201-23402-1) by \$18,131 or from \$40,000 to \$21,869.00.

**Motion 3)**

Vote to:

increase the athletics fee from, 125.00 per sport to \$200.00 with a family cap of \$600.00,

increase the parking fee from \$125.00 per year to \$200.00 per year,

approve implementation of a \$20.00 co-curricular fee.

Please note that the preceding items address actions required to account for changes in anticipated FY2010 Regional revenues and do not address the changes required to compensate for reduction of Special Education Circuit Breaker reimbursement rates from 72% to an estimated 42%. The reduction in Circuit Breaker reimbursement will require transfer of funds within the FY2010 accounts that will not be offset by new revenues.

Thank you for your consideration of these recommendations.

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

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120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: April 13, 2009  
RE: **Revised CCRSD FY10 In-District Contribution**

On February 24, 2009 the Regional School Committee revised the in-district contribution for the FY2010 CCRSD operating budget to reflect an increase in FY2009 Chapter 70 amounts. Due to a decrease in Charter Tuition Reimbursements and Regional Transportation it will be necessary to increase the E & D contribution to the FY2010 budget by \$65,348 to offset the reductions. This increase will allow the FY2010 CCRSD budget to remain at \$22,494,531.

**Should you agree, an appropriate motion for the Concord-Carlisle Regional School Committee would be:**

**Motion 1)**

Vote to increase the FY2010 Excess & Deficiency portion of the In-District Contribution by \$65,348 to \$424,408.

Thank you for your consideration of these recommendations.

**CONCORD PUBLIC SCHOOLS**

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537

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TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: February 18, 2009  
RE: **Revised CCRSD FY09 Budget & FY10 Fund Use**

The CCRSD FY2009 operating budget was developed on the assumption that Chapter 70 and Regional Transportation funding levels would be equal to the final FY2008 levels of \$1,798,430 and \$308,925 respectively. Subsequent to Town Meeting approvals of the adopted budget level the Massachusetts Department of Revenue issued new cherry sheets with higher levels of Chapter 70, Charter Tuition Reimbursements & Regional Transportation Reimbursement amounts; the Estimated Charges portion of the cherry sheets were also revised indicating higher expenses. The net effect of the revised cherry sheet is a FY2009 revenue increase of \$216,290 for the Concord-Carlisle Regional School District.

As you know we have been concerned throughout the current 2009 fiscal year that state aid might be reduced. I believe it is now reasonable to conclude that FY2009 funding to CCRSD is stable and recommend the following actions:

1. The high school FY2009 operating budget be increased by \$216,290 to \$20,356,092. FY2009 debt service is unchanged at \$1,241,530, and the total budget for the high school would be \$21,597,622.
2. Reserve \$139,060 of the \$216,290 to decrease assessments to the Towns of Concord & Carlisle for the FY2010 budget and that the FY2010 SC Adopted Budget remain unchanged at \$22,494,531.
3. The remaining portion of the \$216,290, or \$77,230 to the maximum extent possible remain unexpended, and be available for eventual inclusion in the Excess & Deficiency account.

Please note that Item 2 is predicated on positive action to our February 12, 2009 request to the Concord Finance Committee for an increase of \$120,000 to their guideline assessment of \$13,322, 936. Without positive action it will be necessary to determine other actions to address the mismatch between Fincom and SC budget levels.

I have attached an assessments worksheet that now includes a column titled 2.17.09 Tier II, Version II identifying revised funding recommendations of the Regional School Committee's Adopted FY2010 budget of \$22,494,531. Adoption of this funding approach, which increases the In-District Contribution by \$139,060 will reduce the current mismatch between Concord's Fincom Guideline and the SC Adopted Budget of \$219,998 for Concord, and \$85,937 for Carlisle; Concord's shortfall would be reduced by \$99,998 and Carlisle's by \$39,062.

**Should you agree, an appropriate motion for the Concord-Carlisle Regional School Committee would be:**  
**Motion 1)**

Vote to increase the FY2009 operating budget for the Concord-Carlisle Regional School District \$216,290. The total budget would increase from \$21,381,332 to \$21,597,622 and \$139,060 will be reserved to reduce assessments to the member towns for the FY2010 budget proportionately. The Professional Contingency account (1-201-23402) would be increased from \$0 to \$216,290.

**Motion 2)**

Vote to reduce the FY2010 operating budget assessments for the Concord-Carlisle Regional School District from \$13,542,934 to \$13,442,936 for Concord, and for Carlisle from \$5,290,238 to \$5,251,176, and increase the FY2010 Excess & Deficiency portion of the In-District Contribution by \$139,060 to \$359,060.

Thank you for your consideration of these recommendations.

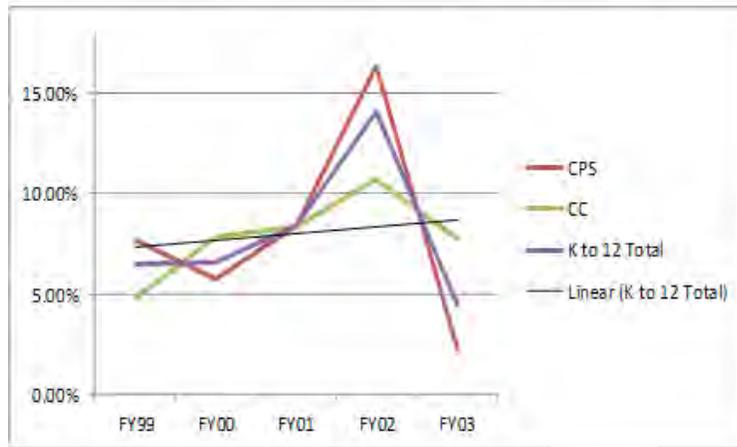
## Public Records Access Regulations

### 950 C.M.R. 32.06: Fees for Copies of Public Records

- (1) Except where fees for copies of public records are prescribed by statute, a governmental entity shall charge no more than the following fees for copies of public records:
  - (a) for photocopies of a public record no more than .20 per page;
  - (b) for copies of public records maintained on microfilm or microfiche no more than .25 per page;
  - (c) for requests for non-computerized public records a prorated fee based on the hourly rate of the lowest paid employee capable of performing the task may be assessed for search time and segregation time expenses, as defined by 950 CMR 32.03. In addition, a per page copying fee under 950 CMR 32.06(1)(a) and 950 CMR 32.06(1)(b) may be assessed;
  - (d) for computer printout copies of public records no more than fifty cents per page;
  - (e) for a search of computerized records the actual cost incurred from the use of the computer time may be assessed;
  - (f) for copies of public records not susceptible to ordinary means of reproduction, the actual cost incurred in providing a copy may be assessed.
- (2) **Estimates.** A custodian shall provide a written, good faith estimate of the applicable copying, search time and segregation time fees to be incurred prior to complying with a public records request where the total costs are estimated to exceed ten dollars.
- (3) **Postage.** A custodian may assess the actual cost of postage.

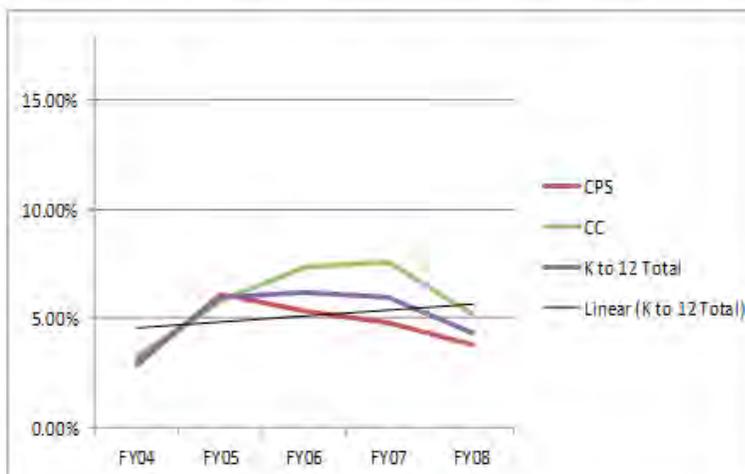
## Long-Term Cost Trends

	5 Year Average				
	7.99%				
	FY99	FY00	FY01	FY02	FY03
CPS	\$ 15,480,000	\$ 16,361,120	\$ 17,744,029	\$ 20,642,141	\$ 21,116,047
% Increase	7.69%	5.69%	8.45%	16.33%	2.30%
CC	\$ 10,549,494	\$ 11,376,231	\$ 12,322,174	\$ 13,642,202	\$ 14,699,391
% Increase	4.84%	7.84%	8.32%	10.71%	7.75%
K to 12 Total	\$ 26,029,494	\$ 27,737,351	\$ 30,066,203	\$ 34,284,343	\$ 35,815,438
% Increase	<b>6.52%</b>	<b>6.56%</b>	<b>8.40%</b>	<b>14.03%</b>	<b>4.47%</b>



## Long-Term Cost Trends

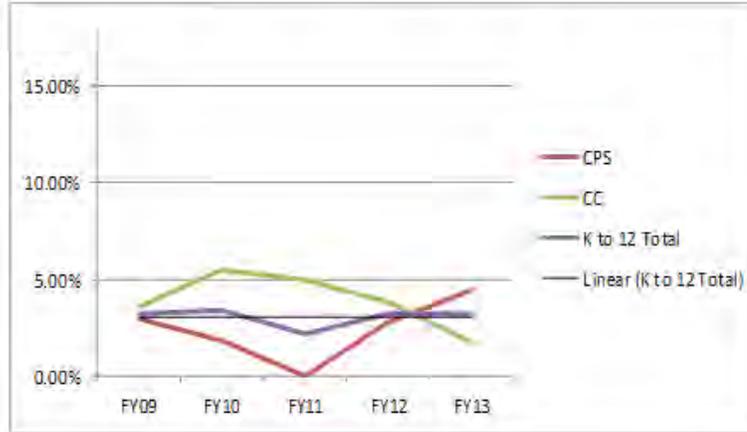
	5 Year Average				
	5.10%				
	FY04	FY05	FY06	FY07	FY08
CPS	\$ 21,721,905	\$ 23,049,709	\$ 24,285,000	\$ 25,460,285	\$ 26,423,840
% Increase	2.87%	6.11%	5.36%	4.84%	3.78%
CC	\$ 15,177,992	\$ 16,055,356	\$ 17,231,795	\$ 18,536,585	\$ 19,494,008
% Increase	3.26%	5.78%	7.33%	7.57%	5.17%
K to 12 Total	\$ 36,899,897	\$ 39,105,065	\$ 41,516,795	\$ 43,996,870	\$ 45,917,848
% Increase	<b>3.08%</b>	<b>5.98%</b>	<b>6.17%</b>	<b>5.97%</b>	<b>4.37%</b>



## Long-Term Cost Trends

5 Year Average 3.07%

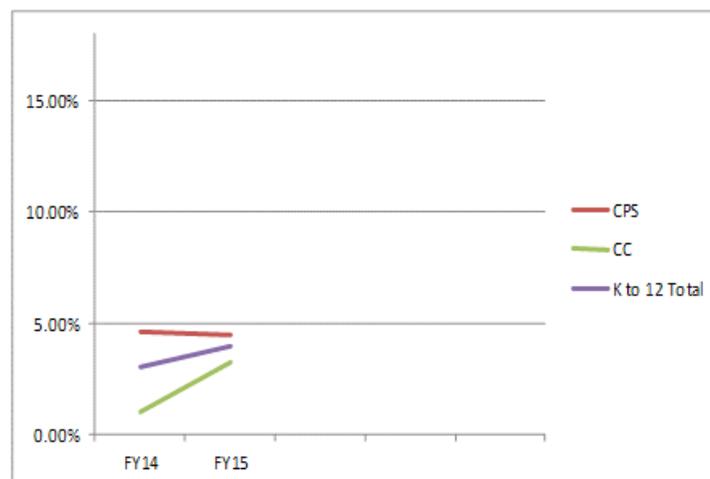
	FY09	FY10	FY11	FY12	FY13
CPS	\$ 27,206,200	\$ 27,699,200	\$ 27,699,200	\$ 28,474,200	\$ 29,755,539
% Increase	2.96%	1.81%	0.00%	2.80%	4.50%
CC	\$ 20,200,715	\$ 21,318,240	\$ 22,374,193	\$ 23,233,274	\$ 23,647,387
% Increase	3.63%	5.53%	4.95%	3.84%	1.78%
K to 12 Total	\$ 47,406,915	\$ 49,017,440	\$ 50,073,393	\$ 51,707,474	\$ 53,402,926
% Increase	<b>3.24%</b>	<b>3.40%</b>	<b>2.15%</b>	<b>3.26%</b>	<b>3.28%</b>



## Long-Term Cost Trends

Current Year & Future Year Projected 3.50%

	FY14	FY15
CPS	\$ 31,140,538	\$ 32,543,040
% Increase	4.65%	4.50%
CC	\$ 23,886,464	\$ 24,662,800
% Increase	1.01%	3.25%
K to 12 Total	\$ 55,027,002	\$ 57,205,840
% Increase	<b>3.04%</b>	<b>3.96%</b>



# Concord-Carlisle High School

TO: Diana F. Rigby  
FROM: Peter Badalament  
DATE: October 30, 2013  
RE: **Department Ratios**

I am writing to provide you with information on CCHS's current department ratios. Below you will find a table with the ratios as of 10/29/13, as well as several important notes related to the data.

Department	Total Students	FTEs	Dept. Average
English	1151	13.25	87:1
Math	1205	14	86:1
Science	1269	15	85:1
Social Studies	1135	12.75	89:1
Foreign Language	978	12.25	80:1

## NOTES:

### General Information

- Our current total enrollment is 1230 students.
- In striving to meet all of our students' needs and scheduling requests, we end up with a very complex schedule that requires very specific staffing needs (see details below.)
- Due to many of the conditions listed below, it would be very difficult to staff all of our classes and meet the students' needs with fewer teachers than we currently have.
- Not every student takes a class in every discipline every semester. In the case of Science, some students 'double-up' (i.e. taking AP Bio & Physics at the same time; taking a lab science and Engineering)

### Science

- Three levels (not including AP)
- Each of the five sub-disciplines (Earth Science, Biology, Chemistry, Engineering and Physics) requires specific certifications.
- 10 students had to take the science sequence (physics before chemistry) out of the normal order because all of the Honors and CP Chemistry sections are full.
- Honors Physics is completely full.
- All electives are full or over-enrolled.

### Social Studies

- One level
- Every student is required to take World Cultures and US History. During their junior and senior year, students choose from a variety of semester-based electives.
- Forty students who requested electives for 13-14 were unable to get them.

### Foreign Language

- Two levels (not including AP)
- Chinese is a unique program that we are supporting and building out over several years. While the enrollment numbers are solid, it creates an artificially low ratio for the rest of the department.
- A dynamic similar to the one in Science impacts the department ratio in Foreign Language: there are four "sub-disciplines" (Spanish, Latin, French & Chinese) and each requires a specific certification.
- There is no Foreign Language requirement for graduation, however roughly 85% of the students take four years of a language.

### English

Two levels

### Math

Four levels (not including AP)

The lowest ability groupings have smaller teacher to student ratios.

## Concord Public Schools

### FY2015 Budget

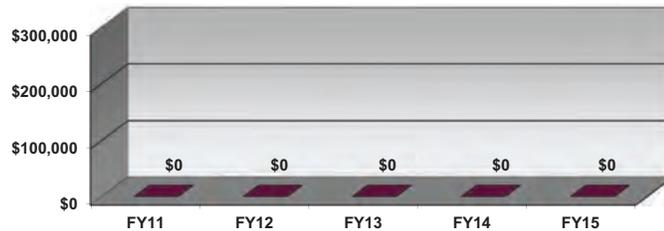
Coordination Meeting  
December 7, 2013

Diana F. Rigby, Superintendent of Schools  
[drigby@colonial.net](mailto:drigby@colonial.net)

John F. Flaherty, Deputy Superintendent of Finance & Operations  
[jflaherty@colonial.net](mailto:jflaherty@colonial.net)

## Concord Public Schools

### CPS 5 Year Override History

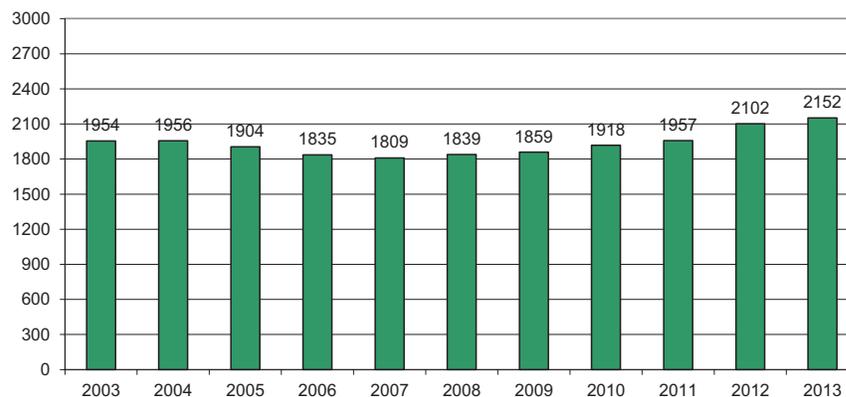


0.00%	2.80%	4.50%	4.65%	4.17%
<b>Five Year Average Increase</b>				<b>3.23%</b>

## Concord Public Schools FY2015 Budget



PK-8, 2003-2013



ARTICLE 8

Concord Public Schools  
FY2015 Budget

DESCRIPTION	FY11 Budget	FY12 Budget	FY13 Budget	FY14 Budget	FY15 Planning Budget	FY15 FINCOM Guideline
SALARIES	\$ 22,123,734	\$ 22,949,270	\$ 23,575,871	\$ 24,686,846	\$ 25,628,943	\$ 25,722,098
NON - SALARIES	5,575,466	5,524,930	6,179,667	6,453,692	6,914,097	6,718,440
<b>TOTALS</b>	<b>\$ 27,699,200</b>	<b>\$ 28,474,200</b>	<b>\$ 29,755,538</b>	<b>\$ 31,140,538</b>	<b>\$ 32,543,040</b>	<b>\$ 32,440,538</b>
CHANGE	0.00%	2.80%	4.50%	4.65%	4.50%	4.17%
<i>5 Year Operating Average Increase</i>				2.75%	3.29%	3.23%
SALARIES	22,123,734	22,949,270	23,575,871	24,686,846	25,722,098	25,722,098
NON-SALARIES	5,575,466	5,524,930	6,179,667	6,453,692	6,718,440	6,718,440
<b>FUNDING IMPACT</b>	<b>\$ -</b>	<b>\$ 775,000</b>	<b>\$ 1,281,338</b>	<b>\$ 1,385,000</b>	<b>\$ 1,402,502</b>	<b>\$ 1,300,000</b>
MAJOR ESCALATION/COST DRIVERS					\$ 1,602,502	\$ 1,695,048
OFFSETTING REDUCTIONS					\$ (200,000)	\$ (395,048)
<b>BALANCE</b>					<b>\$ -</b>	<b>\$ 0</b>

Concord Public Schools  
FY2015 Budget

	FY2015 Planning	FY2015 SC = GL
<b>ESCALATION/COST DRIVERS</b>		
STEPS	\$ 370,237	\$ 370,237
LANES	60,000	60,000
SCALE %	301,941	301,941
CBU SALARY ESCALATION (BSW, Maintenance, Bus Drivers, Secretarial)	110,000	110,000
NON CBU SALARY ESCALATION	35,483	35,483
INCREASE WILLARD TEACHING 1.0 FTE ( <i>Enrollment Increases</i> )		64,865
CMS STAFFING - .5 School Psychologist ( <i>Enrollment Increases</i> )	39,078	39,078
INCREASE ELL FROM .7 to 1.0 FTE ( <i>Enrollment Increases</i> )		24,256
ADD 1.0 IT TECH SUPPORT (60/40) \$45K		27,000
CURRICULUM MATERIALS ( <i>Enrollment Increases</i> )	109,830	109,830
PROFESSIONAL DEVELOPMENT	23,575	
TECHNOLOGY - Classroom (CMS & Willard)	365,000	365,000
BUILDING MAINTENANCE	135,000	135,000
UTILITIES	52,358	52,358
<b>TOTAL INCREASES</b>	<b>1,602,502</b>	<b>1,695,048</b>

**ARTICLE 8**

**Concord Public Schools  
FY2015 Budget**

<b>OFFSETTING REDUCTIONS</b>		
<b>SPECIAL EDUCATION OOD TUITIONS</b>	(200,000)	(217,681)
<b>Additional Potential Reductions to Meet FINCOM Guideline</b>		
-- Request voter approval to use \$75,000 of \$75,425.37 Technology Stabilization Fund		(75,000)
-- Reduce Building Maintenance Budget Increase Request		(18,792)
-- Reduce Professional Development Increase Request		(23,575)
<b>Non-Salary Subtotal</b>		
-- Reduce 1.0 Ripley Administrative Assistant (60/40 Position)		(35,000)
-- Reduce 1.0 CMS Secretarial		(25,000)
<b>Salary Subtotal</b>		
<b>TOTAL DECREASES</b>	<b>(200,000)</b>	<b>(395,048)</b>
<b>NET CHANGE</b>	<b>\$ 1,402,502</b>	<b>\$ 1,300,000</b>

**ARTICLE 9**

**Concord Public Schools Renovations  
FY2015 Capital Plan**

**\$800,000 Request**

- Approximately \$350,000 of the currently planned \$800,000 allocation of the Town Manager’s Concord Public Schools capital plan may be used for land purchase for 55 and 55R Knox Trail purchase.
- Peabody Building Boiler Replacement \$400,000
- Alcott flooring replacement \$50,000

**ARTICLE 10**

**Concord Public Schools**

- Supplemental Appropriation For Current Year

—\$200,000 for additional transportation contracted services, staffing, and bus repair costs and unforeseen maternity costs

*This article authorizes the transfer of available funds in the treasury, or transfer from the current year appropriations to be added to Article 8 of the previous year appropriation to the Concord Public Schools for extraordinary and unforeseen transportation services costs and salary related maternity costs.*

**ARTICLE 11**

**Other CPS Warrant Articles**

**CONCORD PUBLIC SCHOOLS – USE OF THE CPS TECHNOLOGY STABILIZATION FUND FOR CLASSROOM COMPUTER REPLACEMENT**

**ARTICLE 11.** To determine whether the Town will vote to appropriate the sum of \$75,000, or any other sum, from the CPS Technology Stabilization Fund established by vote under Article x of the 200x Annual Town Meeting, to be expended under the direction of the Concord School Committee for the replacement of classroom technology in Concord Public Schools, or at any other available site controlled by and deemed appropriate by the Concord School Committee, or take any other action relative thereto.

**ARTICLE 12**

**Other CPS Warrant Articles**

**CONCORD PUBLIC SCHOOLS – USE OF THE CPS CAPITAL NEEDS STABILIZATION FUND FOR TRANSPORTATION INFRASTRUCTURE**

**ARTICLE 12.** To determine whether the Town will vote to appropriate the sum of \$925,000, or any other sum, from the CPS Capital Needs Stabilization Fund established by vote under Article 32 of the 2006 Annual Town Meeting, to be expended under the direction of the Concord School Committee for the development of transportation infrastructure at 55 and 55R Knox Trail, Acton, MA, or any other available site deemed appropriate by the Concord School Committee, or take any other action relative thereto.

## Concord-Carlisle Regional School District

### FY2015 Budget

Coordination Meeting

December 7, 2013

Diana F. Rigby, Superintendent of Schools

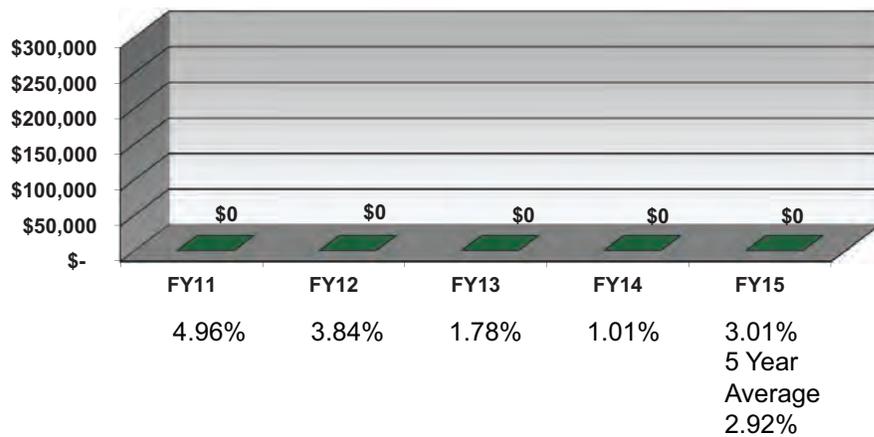
[drigby@colonial.net](mailto:drigby@colonial.net)

John F. Flaherty, Deputy Superintendent of Finance & Operations

[jflaherty@colonial.net](mailto:jflaherty@colonial.net)

## Concord-Carlisle Regional School District

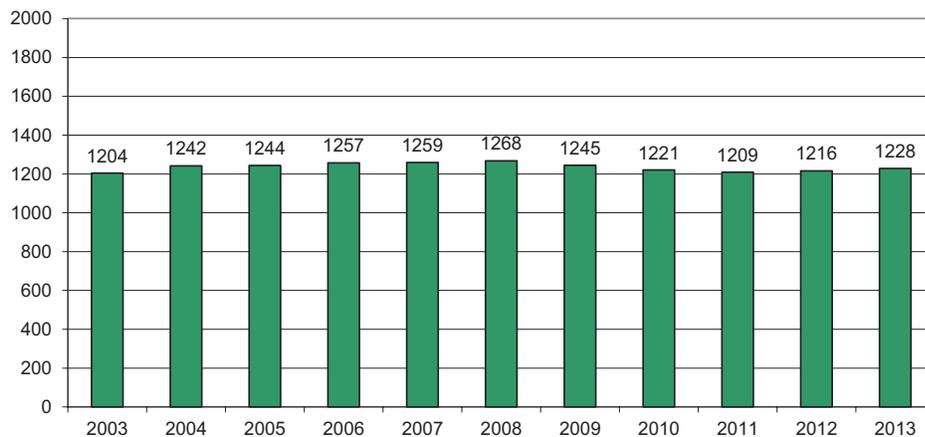
### CCRSO Override History



## Concord-Carlisle Regional School District



Grades 9-12, 2003-2013



## CCRSD FY2014 Budget

DESCRIPTION	FY11 SC Budget	FY12 SC Budget	FY13 Budget	FY14 Budget	FY15 SC Planning Budget	FY15 SC = GL Budget
NET OPERATING BUDGET	\$ 22,374,192	\$ 23,233,274	\$ 23,647,387	\$ 23,886,464	\$ 24,662,800	\$ 24,605,506
OPERATING BUDGET % INCREASE	4.95%	3.84%	1.78%	1.01%	3.25%	3.01%
5 Year Operating Average Increase				3.42%	2.97%	2.58%
SALARIES	\$ 13,844,285	\$ 14,380,781	\$ 15,071,039	\$ 15,833,348	\$ 16,124,599	\$ 16,124,599
NON - SALARIES	8,529,907	8,852,493	8,576,348	8,053,116	8,538,201	8,480,907
DEBT SERVICE AMOUNTS	1,124,235	747,738	643,036	2,419,139	2,831,824	2,831,824
TOTAL	\$ 23,498,427	\$ 23,981,012	\$ 24,290,423	\$ 26,305,603	\$ 27,494,624	\$ 27,437,330
OPERATING BUDGET FUNDING IMPACT	\$ 1,055,952	\$ 859,082	\$ 414,113	\$ 239,077	\$ 776,336	\$ 719,042
BALANCE					\$ 0	\$ 0

## CCRSD FY2015 Budget

DESCRIPTION	FY15 SC Planning Budget	FY15 SC = GL Budget
<b>MAJOR ESCALATION/COST DRIVERS</b>		
	<b>INCREASED COSTS</b>	<b>INCREASED COSTS</b>
STEPS	\$ 217,740	\$ 217,740
LANES	\$ 60,000	\$ 60,000
SCALE %	\$ 106,289	\$ 106,289
OPEB (\$350,000 Reserve - \$273,046 Net Increase)	\$ 273,046	\$ 273,046
TUITIONS	\$ 328,152	\$ 328,152
TRANSPORTATION	\$ 61,249	\$ 61,249
<b>MAJOR OFFSETS/REDUCTIONS</b>		
	<b>DECREASED COSTS</b>	<b>DECREASED COSTS</b>
COMPUTER HARDWARE	\$ (50,000)	\$ (50,000)
UTILITIES	\$ (27,345)	\$ (27,345)
LEGAL	\$ (50,000)	\$ (50,000)
CAPITAL OUTLAY, MAINTENANCE	\$ (62,500)	\$ (62,500)
INSURANCE (EAP & UE)	\$ (20,500)	\$ (20,500)
OTHER NET REDUCTIONS	\$ (59,795)	\$ (59,795)

ADDITIONAL REDUCTION to MEET FINCOM GUIDELINE		
-- Reduce 1.0 Ripley Administrative Assistant (60/40 Position)		\$ (25,000)
-- Reduce Art New Equipment		\$ (1,500)
-- Reduce Professional Development		\$ (1,500)
-- Reduce Foreign Language Textbooks		\$ (1,500)
-- Reduce Music Supplies & Materials		\$ (1,500)
-- Reduce Science Textbooks & Equipment		\$ (7,794)
-- Reduce Social Studies Textbooks		\$ (1,500)
-- Reduce Guidance Contractual Services		\$ (1,500)
-- Reduce English Textbooks		\$ (1,500)
-- Reduce Special Education Supplies & Materials		\$ (1,500)
-- Reduce Athletics Officials & Coaches Salaries Budget		\$ (12,500)
<b>Subtotal FINCOM Reductions</b>		<b>\$ (57,294)</b>
<b>TOTAL</b>	<b>\$ 776,336</b>	<b>\$ 719,042</b>

## CCRSB FY2014 Budget

**Concord**

Operating Assessment Required at SC/GL Level	\$15,856,221
Debt Assessment	\$1,858,841
Total Assessment	\$17,715,062

**Carlisle**

Operating Assessment Required at SC/GL Level	\$5,834,916
Debt Assessment	\$684,033
Total Assessment	\$6,518,949

The recommended FY2015 CCRSD operating budget assessment to the School Committee is a match to the Concord Finance Committee Guideline

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## **SECTION III: Enrollment & NESDEC Projections**

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[www.concordpublicschools.net](http://www.concordpublicschools.net)

**Concord Public Schools  
Concord-Carlisle Regional School District  
2013-2014 School Year**

**Monthly Enrollments  
10/01/2013 to 06/01/2014**

Oct. 1, 2012 Enrollment with Current K-5 Ratios	K-5 Ratios 2012-2013	Oct. 1 2012	Oct. 1 2013	Nov. 1 2013	Dec. 1 2013	Jan. 1 2014	Feb. 1 2014	Mar. 1 2014	Apr. 1 2014	May 1 2014	June 1 2014	K-5 Ratios 2013 - 2014	
<b>CCHS</b>													
9		309	317	317	318	317							
10		295	312	312	312	311							
11		302	293	293	293	293							
12		310	306	306	304	304							
<b>TOTAL CCHS:</b>		1216	1228	1228	1227	1225	0	0	0	0	0		
<b>Peabody &amp; Sanborn</b>													
6		243	212	213	213	213							
7		234	235	237	237	237							
8		222	243	243	243	243							
<b>TOTAL PEABODY &amp; SANBORN:</b>		699	690	693	693	693	0	0	0	0	0		
<b>Alcott</b>	<b>2012-2013 Sections</b>	<b>10/01/12 Ratio</b>										<b>2013-2014 Sections</b>	<b>01/01/14 Ratio</b>
K	3	22.0	66	71	72	72	72					4	18.0
1	3	20.7	62	81	81	82	82					4	20.5
2	4	18.3	73	64	64	64	64					4	16.0
3	4	20.0	80	75	74	74	74					4	18.5
4	4	22.3	89	83	83	83	83					4	20.8
5	4	20.3	81	88	88	88	88					4	22.0
<b>TOTAL ALCOTT:</b>	22		451	462	462	463	463	0	0	0	0	24	
<b>Thoreau</b>	<b>2012-2013 Sections</b>	<b>10/01/12 Ratio</b>										<b>2013-2014 Sections</b>	<b>01/01/14 Ratio</b>
K	4	21.0	84	80	81	81	82					4	20.5
1	4	19.3	77	82	82	82	82					4	20.5
2	4	20.0	80	87	87	88	88					4	22.0
3	4	19.0	76	84	84	84	84					4	21.0
4	5	18.4	92	74	75	76	74					4	18.5
5	3	21.3	64	93	92	92	92					4	23.0
<b>TOTAL THOREAU:</b>	24		473	500	501	503	502	0	0	0	0	24	
<b>Willard</b>	<b>2012-2013 Sections</b>	<b>10/01/12 Ratio</b>										<b>2013-2014 Sections</b>	<b>01/01/14 Ratio</b>
K	4	19.0	76	82	82	81	80					4	20.0
1	4	19.3	77	72	73	73	73					4	18.3
2	5	20.6	103	84	84	84	84					4	21.0
3	4	22.3	89	107	107	107	107					5	21.4
4	4	15.5	62	90	91	91	91					4	22.8
5	3	24.0	72	65	66	66	66					3	22.0
<b>TOTAL WILLARD:</b>	24		479	500	503	502	501	0	0	0	0	24	

## Monthly Enrollments

### 10/01/2013 to 06/01/2014

Oct. 1, 2012 Enrollment with Current K-5 Ratios	K-5 Ratios 2012-2013	Oct. 1 2012	Oct. 1 2013	Nov. 1 2013	Dec. 1 2013	Jan. 1 2014	Feb. 1 2014	Mar. 1 2014	Apr. 1 2014	May 1 2014	June 1 2014	K-5 Ratios 2013 - 2014
<b>TOTAL K-12</b>												
Elementary - Grades K-5		1403	1462	1466	1468	1466	0	0	0	0	0	
Elementary - Grades 1-5		1177	1229	1231	1234	1232	0	0	0	0	0	
Middle - Grades 6-8		699	690	693	693	693	0	0	0	0	0	
CPS - Grades K-8		2102	2152	2159	2161	2159	0	0	0	0	0	
CCHS - Grades 9-12		1216	1228	1228	1227	1225	0	0	0	0	0	
<b>TOTAL K-12: (Not including OOD SPED)</b>		<b>3318</b>	<b>3380</b>	<b>3387</b>	<b>3388</b>	<b>3384</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Worksheet</b>												
Kindergarten		226	233	235	234	234						
1		216	235	236	237	237						
2		256	235	235	236	236						
3		245	266	265	265	265						
4		243	247	249	250	248						
5		217	246	246	246	246						
<b>TOTAL Grades K-5:</b>		<b>1403</b>	<b>1462</b>	<b>1466</b>	<b>1468</b>	<b>1466</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Grade 6		243	212	213	213	213						
Grade 7		234	235	237	237	237						
Grade 8		222	243	243	243	243						
<b>TOTAL Grades 6-8:</b>		<b>699</b>	<b>690</b>	<b>693</b>	<b>693</b>	<b>693</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL Grades K-8:</b>		<b>2102</b>	<b>2152</b>	<b>2159</b>	<b>2161</b>	<b>2159</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Grade 9		309	317	317	318	317						
Grade 10		295	312	312	312	311						
Grade 11		302	293	293	293	293						
Grade 12		310	306	306	304	304						
<b>TOTAL Grades 9-12:</b>		<b>1216</b>	<b>1228</b>	<b>1228</b>	<b>1227</b>	<b>1225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL K-12: (Not including OOD SPED)</b>		<b>3318</b>	<b>3380</b>	<b>3387</b>	<b>3388</b>	<b>3384</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

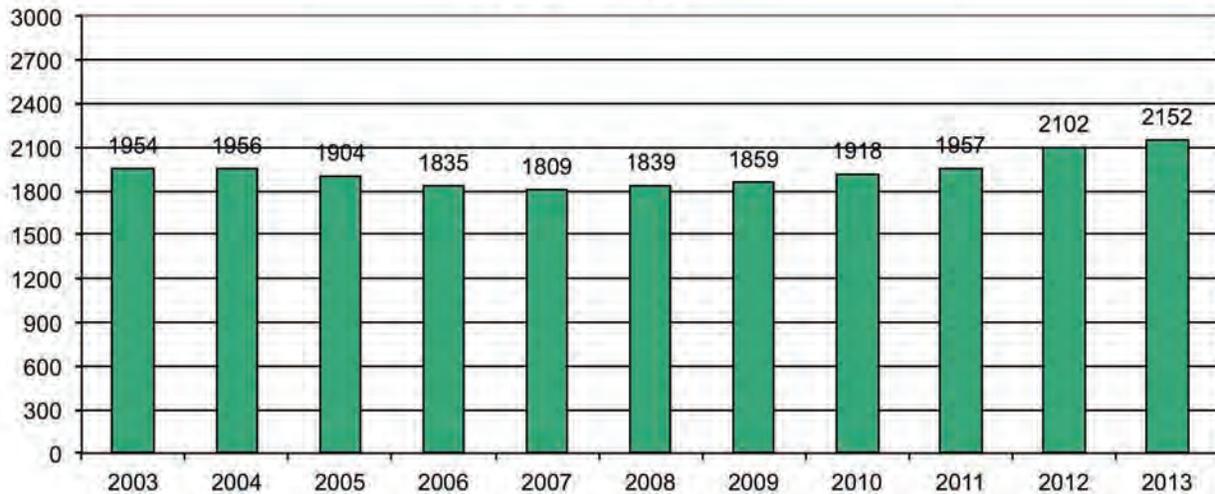
Oct. 1, 2012 Enrollment with Current K-5 Ratios	K-5 Ratios 2012-2013	Oct. 1 2012	Oct. 1 2013	Nov. 1 2013	Dec. 1 2013	Jan. 1 2014	Feb. 1 2014	Mar. 1 2014	Apr. 1 2014	May 1 2014	June 1 2014	K-5 Ratios 2013 - 2014
<b>Worksheet</b>												
<b>SPECIAL EDUCATION OOD</b>												
CPS OOD K-8		33	34	35	35	35						
CCHS OOD		40	45	45	44	44						
<b>TOTAL K-12 OOD: (Not in K-12 Total)</b>		<b>73</b>	<b>79</b>	<b>80</b>	<b>79</b>	<b>79</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Pre-School OOD: (Not in K-12 Total)</b>												
		2	1	1	1	1	0	0	0	0	0	
<b>METCO STUDENTS</b>												
CCHS		64	61	61	61	61						
Middle School		26	25	25	25	25						
Alcott		29	29	29	29	29						
Thoreau		24	24	24	24	24						
Willard		22	22	22	21	21						
<b>TOTAL K-12: METCO Students:</b>		<b>165</b>	<b>161</b>	<b>161</b>	<b>160</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>NON-TUITION-OUT OF TOWN Students</b>												
CCHS---Carlisle Students		310	311	309	307	307						
CCHS---Staff Students		10	11	11	9	9						
<b>TOTAL CCHS-Out of Town Students:</b>		<b>320</b>	<b>322</b>	<b>320</b>	<b>316</b>	<b>316</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Middle School-Staff Students		7	11	10	9	9						
Alcott-Staff Students		7	8	8	8	8						
Thoreau-Staff Students		5	4	4	4	4						
Willard-Staff Students		14	15	14	14	14						
<b>TOTAL K-8 - Out of Town Students:</b>		<b>33</b>	<b>38</b>	<b>36</b>	<b>35</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>CONCORD STUDENTS</b>												
CCHS		832	845	847	850	848						
Peabody & Sanborn		666	654	658	659	659						
Alcott		415	425	425	426	426						
Thoreau		444	472	473	475	474						
Willard		443	463	467	467	466						
<b>TOTAL CONCORD Students:</b>		<b>2800</b>	<b>2859</b>	<b>2870</b>	<b>2877</b>	<b>2873</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-8	PK-8
1998	161	2003-04	0	223	217	212	214	189	233	232	230	204	0	0	0	0	0	1954	1954
1999	158	2004-05	0	206	229	223	206	198	190	230	233	241	0	0	0	0	0	1956	1956
2000	176	2005-06	0	209	212	231	223	197	187	188	224	233	0	0	0	0	0	1904	1904
2001	161	2006-07	0	187	207	214	228	201	198	188	190	222	0	0	0	0	0	1835	1835
2002	149	2007-08	0	181	201	212	217	218	199	203	188	190	0	0	0	0	0	1809	1809
2003	127	2008-09	0	205	179	202	226	206	215	203	211	192	0	0	0	0	0	1839	1839
2004	156	2009-10	0	203	216	184	215	211	204	207	203	216	0	0	0	0	0	1859	1859
2005	106	2010-11	0	231	215	229	200	214	215	205	206	203	0	0	0	0	0	1918	1918
2006	124	2011-12	0	200	231	236	233	201	223	218	209	206	0	0	0	0	0	1957	1957
2007	94	2012-13	0	226	216	256	245	243	217	243	234	222	0	0	0	0	0	2102	2102
2008	103	2013-14	0	233	235	235	266	247	246	212	235	243	0	0	0	0	0	2152	2152

Historical Enrollment in Grade Combinations									
Year	K-4	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2003-04	1055	1288	1520	1954	899	866	434	434	0
2004-05	1062	1252	1482	1956	894	704	474	474	0
2005-06	1072	1259	1447	1904	832	645	457	457	0
2006-07	1037	1235	1423	1835	798	600	412	412	0
2007-08	1029	1228	1431	1809	780	581	378	378	0
2008-09	1018	1233	1436	1839	821	606	403	403	0
2009-10	1029	1233	1440	1859	830	625	419	419	0
2010-11	1089	1304	1509	1918	829	614	409	409	0
2011-12	1101	1324	1542	1957	856	633	415	415	0
2012-13	1186	1403	1646	2102	916	699	456	456	0
2013-14	1216	1462	1674	2152	936	690	478	478	0

Historical Percentage Changes			
Year	K-8	Diff.	%
2003-04	1954	0	0.0%
2004-05	1956	-2	0.1%
2005-06	1904	-52	-2.7%
2006-07	1835	-69	-3.6%
2007-08	1809	-26	-1.4%
2008-09	1839	30	1.7%
2009-10	1859	20	1.1%
2010-11	1918	59	3.2%
2011-12	1957	39	2.0%
2012-13	2102	145	7.4%
2013-14	2152	50	2.4%
Change		198	10.1%

### PK-8, 2003-2013



# Concord, MA Projected Enrollment

School District: Concord, MA

10/10/13

Enrollment Projections By Grade*																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-8	PK-8
2008	103	2013-14	0	233	235	235	266	247	246	212	235	243	0	0	0	0	0	2152	2152
2009	126	2014-15	0	264	242	258	242	271	257	252	216	243	0	0	0	0	0	2245	2245
2010	109	2015-16	0	228	275	266	266	247	282	263	257	223	0	0	0	0	0	2307	2307
2011	101	2016-17	0	211	237	302	274	271	257	288	268	266	0	0	0	0	0	2374	2374
2012	107 (est.)	2017-18	0	223	219	260	312	279	282	263	294	277	0	0	0	0	0	2409	2409
2013	109 (est.)	2018-19	0	228	232	240	268	318	290	288	268	304	0	0	0	0	0	2436	2436
2014	110 (est.)	2019-20	0	231	237	255	248	273	331	297	294	277	0	0	0	0	0	2443	2443
2015	107 (est.)	2020-21	0	224	240	260	263	253	284	338	303	304	0	0	0	0	0	2469	2469
2016	107 (est.)	2021-22	0	224	233	264	268	268	263	290	345	313	0	0	0	0	0	2468	2468
2017	108 (est.)	2022-23	0	226	233	256	272	273	279	269	296	357	0	0	0	0	0	2461	2461
2018	108 (est.)	2023-24	0	227	235	256	264	277	284	285	274	306	0	0	0	0	0	2408	2408

\*Projections should be updated on an annual basis.

Based on an estimate of births

Based on children already born

Based on students already enrolled

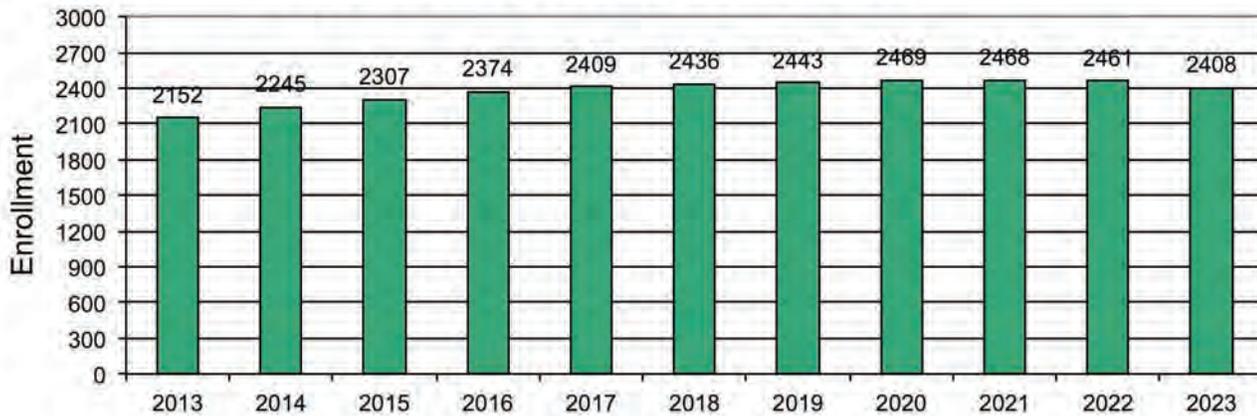
Projected Enrollment in Grade Combinations*									
Year	K-4	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2013-14	1216	1462	1674	2152	936	690	475	478	0
2014-15	1277	1534	1786	2245	968	711	459	459	0
2015-16	1282	1564	1827	2307	1025	743	480	480	0
2016-17	1295	1552	1840	2374	1079	822	534	534	0
2017-18	1293	1575	1838	2409	1116	834	571	571	0
2018-19	1286	1576	1864	2436	1150	860	572	572	0
2019-20	1244	1575	1872	2443	1199	868	571	571	0
2020-21	1240	1524	1862	2469	1229	945	607	607	0
2021-22	1257	1520	1810	2468	1211	948	658	658	0
2022-23	1260	1539	1808	2461	1201	922	653	653	0
2023-24	1259	1543	1828	2408	1149	865	580	580	0

Projected Percentage Changes			
Year	K-8	Diff.	%
2013-14	2152	0	0.0%
2014-15	2245	93	4.3%
2015-16	2307	62	2.8%
2016-17	2374	67	2.9%
2017-18	2409	35	1.5%
2018-19	2436	27	1.1%
2019-20	2443	7	0.3%
2020-21	2469	26	1.1%
2021-22	2468	-1	0.0%
2022-23	2461	-7	-0.3%
2023-24	2408	-53	-2.2%
<b>Change</b>	<b>256</b>	<b>11.9%</b>	

See "Reliability of Enrollment Projections" section of accompanying letter.  
Projections are more reliable for Years #1-5 in the future than for Years #6 and beyond.

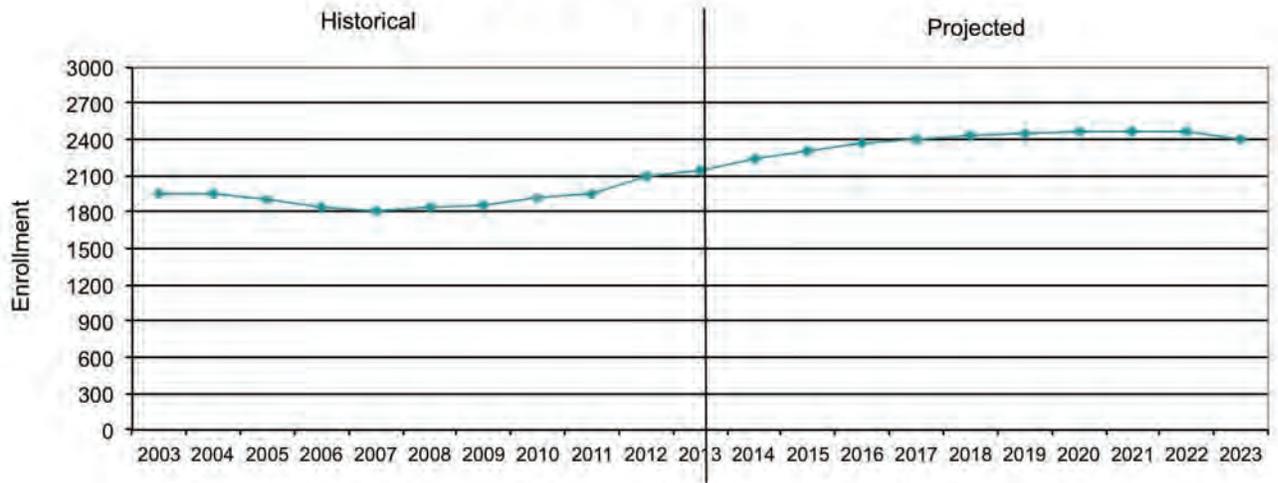
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PK-8 TO 2023 Based On Data Through School Year 2013-14

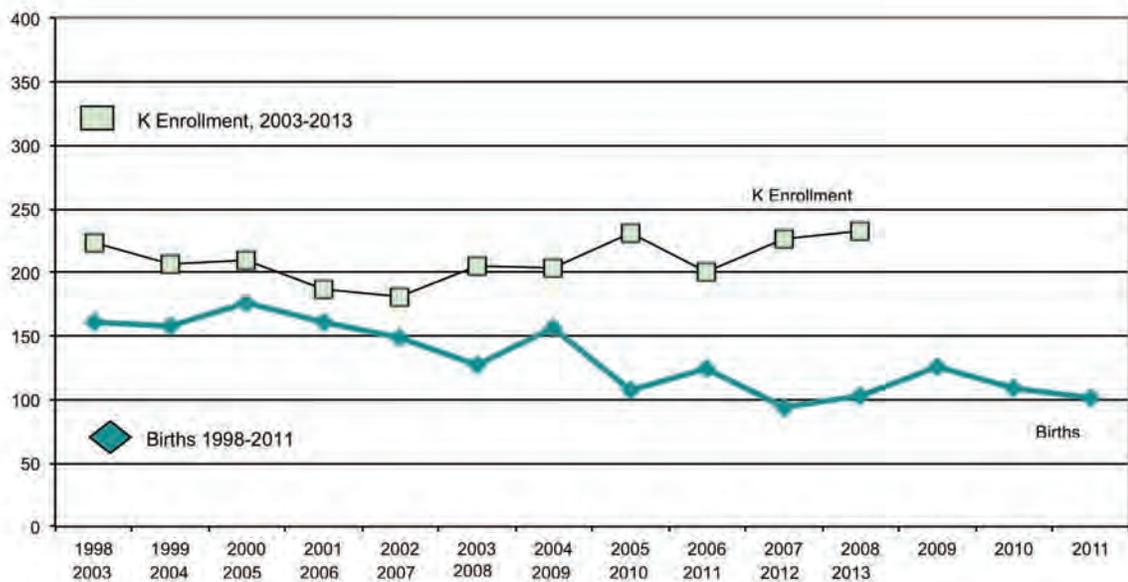


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**PK-8, 2003-2023**



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Building Permits Issued		
Year	Single-Family	Multi-Units
2005	18	6
2009	26	6
2010	78	308
2011	35	132
2012	35	102
2013	26 to Aug 31	84 to Aug 31

Source: HUD and Building Department

Enrollment History		
Year	Voc-Tech 9-12 Total	Non-Public K-12 Total
2005-06	23	n/a
2009-10	n/a	368
2010-11	n/a	340
2011-12	n/a	337
2012-13	n/a	324
2013-14	n/a	303 K-8 only

Residents in Non-Public Independent and Parochial Schools (Regular Education)														
Enrollments as of Oct. 1	K	1	2	3	4	5	6	7	8	9	10	11	12	K-12 TOTAL
	5	14	20	20	31	45	46	63	58	n/a	n/a	n/a	n/a	302 K-8

K-12 Home-Schooled Students	
2013	10

K-12 Residents "Choiced-out" or in Charter or Magnet Schools	
2013	4

K-12 SpEd Outplaced Students	
2013	35

K-12 Choiced-In, Tuitioned-In, & Other Non-Residents	
2013	138*

\* 100 METCO + 38 Out of Town

The above data were used to assist in the preparation of the enrollment projections. If additional demographic work is needed, please contact our office.

**CONCORD, MA ELEMENTARY SCHOOLS: SCHOOL-BY-SCHOOL PROJECTIONS**

SCHOOL: **ALCOTT SCHOOL, CONCORD, MA**  
 DATE: **10/20/13**  
 HISTORICAL AND PROJECTED ENROLLMENTS

BIRTH YEAR	BIRTHS		SCHOOL YEAR	K	1	2	3	4	5	K-5 TOTAL
2003	127		2008-09	73	61	64	81	77	74	430
2004	156		2009-10	56	75	66	65	76	74	412
2005	108		2010-11	58	65	79	76	59	76	413
2006	124		2011-12	53	62	74	83	79	63	414
2007	94		2012-13	66	62	73	80	89	81	451
2008	103		2013-14	71	81	64	75	83	88	462
2009	126		2014-15	76	74	88	65	76	85	464
2010	109		2015-16	66	79	82	91	67	80	465
2011	101		2016-17	61	69	88	85	93	70	466
2012	107	(est.)	2017-18	64	64	76	91	87	97	479
2013	109	(est.)	2018-19	65	67	71	79	93	91	466
2013	110	(est.)	2019-20	66	68	74	74	81	97	460
2014	107	(est.)	2020-21	64	69	75	77	76	85	446
2015	107	(est.)	2021-22	64	67	77	78	79	79	444
2016	108	(est.)	2022-23	65	67	74	80	80	83	449
2017	108	(est.)	2023-24	65	68	74	77	82	84	450

**NESDEC School-By-School**

SCHOOL: **THOREAU SCHOOL, CONCORD, MA**  
 DATE: **10/20/13**  
 HISTORICAL AND PROJECTED ENROLLMENTS

BIRTH YEAR	BIRTHS		SCHOOL YEAR	K	1	2	3	4	5	K-5 TOTAL
2003	127		2008-09	74	54	74	76	79	71	428
2004	156		2009-10	72	78	55	80	76	78	439
2005	108		2010-11	77	70	87	55	80	75	444
2006	124		2011-12	73	75	75	85	55	85	448
2007	94		2012-13	84	77	80	76	92	64	473
2008	103		2013-14	80	82	87	84	74	93	500
2009	126		2014-15	95	83	90	90	86	77	521
2010	109		2015-16	82	99	91	93	92	90	547
2011	101		2016-17	76	85	108	94	95	95	553
2012	107	(est.)	2017-18	80	79	93	112	96	99	559
2013	109	(est.)	2018-19	82	83	86	96	114	100	561
2013	110	(est.)	2019-20	83	85	91	89	98	118	564
2014	107	(est.)	2020-21	81	86	93	94	91	102	547
2015	107	(est.)	2021-22	81	84	94	96	96	94	545
2016	108	(est.)	2022-23	81	84	92	97	98	100	552
2017	108	(est.)	2023-24	82	84	92	95	99	102	554

**NESDEC School-By-School**

SCHOOL: **WILLARD SCHOOL, CONCORD, MA**  
 DATE: **10/20/13**  
 HISTORICAL AND PROJECTED ENROLLMENTS

BIRTH YEAR	BIRTHS		SCHOOL YEAR	K	1	2	3	4	5	K-5 TOTAL
2003	127		2008-09	58	64	64	69	50	70	375
2004	156		2009-10	75	63	63	70	59	52	382
2005	108		2010-11	96	80	63	69	75	64	447
2006	124		2011-12	74	94	87	65	67	75	462
2007	94		2012-13	76	77	103	89	62	72	479
2008	103		2013-14	82	72	84	107	90	65	500
2009	126		2014-15	93	85	80	87	109	95	549
2010	109		2015-16	80	97	93	82	88	112	552
2011	101		2016-17	74	83	106	95	83	92	533
2012	107	(est.)	2017-18	79	76	91	109	96	86	537
2013	109	(est.)	2018-19	81	82	83	93	111	99	549
2013	110	(est.)	2019-20	82	84	90	85	94	116	551
2014	107	(est.)	2020-21	79	85	92	92	86	97	531
2015	107	(est.)	2021-22	79	82	93	94	93	90	531
2016	108	(est.)	2022-23	80	82	90	95	95	96	538
2017	108	(est.)	2023-24	80	83	90	92	96	98	539

Notes: All projections are more reliable for Years #1-5; District projections are more reliable than school-by-school projections, due to the larger numbers; Any differences between Concord's District projections and the sum of these school-by-school projections are due to rounding of fractional numbers; these projections assume that there will be no changes in catchment areas or the method of assigning students to the schools.

# Concord-Carlisle Historical Enrollment

School District: Concord-Carlisle, MA

10/10/13

Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
1998	213	2003-04	0	0	0	0	0	0	0	0	0	0	301	325	303	275	0	1204	1204
1999	222	2004-05	0	0	0	0	0	0	0	0	0	0	311	311	316	304	0	1242	1242
2000	223	2005-06	0	0	0	0	0	0	0	0	0	0	321	304	305	314	0	1244	1244
2001	207	2006-07	0	0	0	0	0	0	0	0	0	0	337	321	299	300	0	1257	1257
2002	198	2007-08	0	0	0	0	0	0	0	0	0	0	304	331	326	298	0	1259	1259
2003	162	2008-09	0	0	0	0	0	0	0	0	0	0	312	297	329	330	0	1268	1268
2004	205	2009-10	0	0	0	0	0	0	0	0	0	0	302	312	297	334	0	1245	1245
2005	131	2010-11	0	0	0	0	0	0	0	0	0	0	297	310	313	301	0	1221	1221
2006	154	2011-12	0	0	0	0	0	0	0	0	0	0	284	300	306	309	0	1209	1209
2007	129	2012-13	0	0	0	0	0	0	0	0	0	0	309	295	302	310	0	1216	1216
2008	136	2013-14	0	0	0	0	0	0	0	0	0	0	317	312	293	306	0	1228	1228

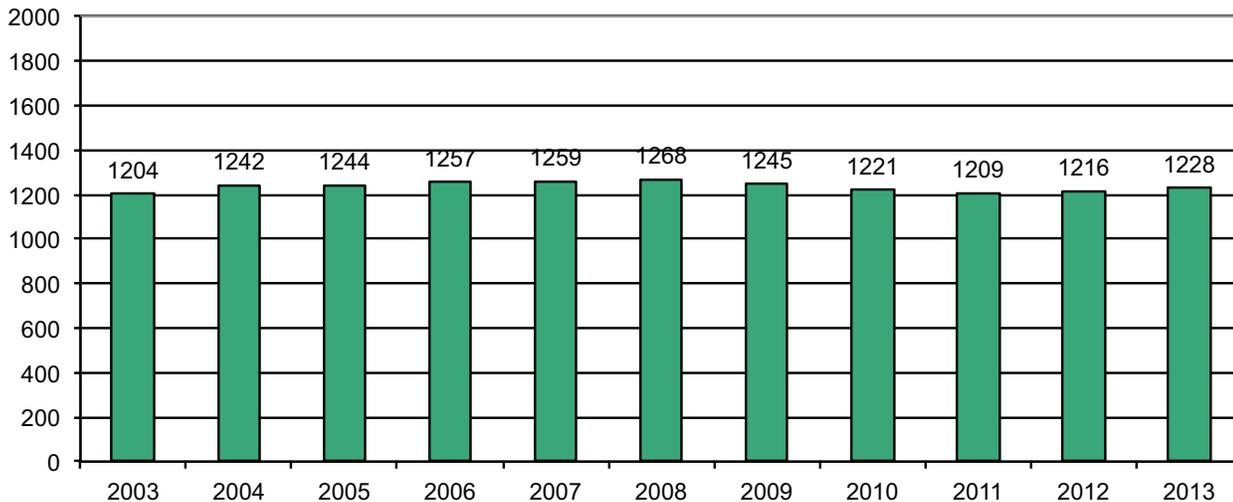
Historical Enrollment in Grade Combinations									
Year	K-4	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2003-04	0	0	0	0	0	0	0	1204	1204
2004-05	0	0	0	0	0	0	0	1242	1242
2005-06	0	0	0	0	0	0	0	1244	1244
2006-07	0	0	0	0	0	0	0	1257	1257
2007-08	0	0	0	0	0	0	0	1259	1259
2008-09	0	0	0	0	0	0	0	1268	1268
2009-10	0	0	0	0	0	0	0	1245	1245
2010-11	0	0	0	0	0	0	0	1221	1221
2011-12	0	0	0	0	0	0	0	1209	1209
2012-13	0	0	0	0	0	0	0	1216	1216
2013-14	0	0	0	0	0	0	0	1228	1228

Historical Percentage Changes			
Year	K-12	Diff.	%
2003-04	1204	0	0.0%
2004-05	1242	38	3.2%
2005-06	1244	2	0.2%
2006-07	1257	13	1.0%
2007-08	1259	2	0.2%
2008-09	1268	9	0.7%
2009-10	1245	-23	-1.8%
2010-11	1221	-24	-1.9%
2011-12	1209	-12	-1.0%
2012-13	1216	7	0.6%
2013-14	1228	12	1.0%
<b>Change</b>		<b>24</b>	<b>2.0%</b>

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# Concord-Carlisle Historical Enrollment

Grades 9-12, 2003-2013



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# Concord-Carlisle Projected Enrollment

School District: Concord-Carlisle, MA

10/10/13

Enrollment Projections By Grade*																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2008	136	2013-14	0	0	0	0	0	0	0	0	0	0	317	312	293	306	0	1228	1228
2009	148	2014-15	0	0	0	0	0	0	0	0	0	0	322	319	311	297	0	1249	1249
2010	142	2015-16	0	0	0	0	0	0	0	0	0	0	340	324	318	315	0	1297	1297
2011	127	2016-17	0	0	0	0	0	0	0	0	0	0	311	343	323	322	0	1299	1299
2012	136	(est.) 2017-18	0	0	0	0	0	0	0	0	0	0	346	313	342	327	0	1328	1328
2013	138	(est.) 2018-19	0	0	0	0	0	0	0	0	0	0	370	349	312	347	0	1378	1378
2014	138	(est.) 2019-20	0	0	0	0	0	0	0	0	0	0	379	373	347	316	0	1415	1415
2015	136	(est.) 2020-21	0	0	0	0	0	0	0	0	0	0	359	382	371	352	0	1464	1464
2016	135	(est.) 2021-22	0	0	0	0	0	0	0	0	0	0	383	362	380	376	0	1501	1501
2017	137	(est.) 2022-23	0	0	0	0	0	0	0	0	0	0	418	386	360	385	0	1549	1549
2018	137	(est.) 2023-24	0	0	0	0	0	0	0	0	0	0	450	421	384	365	0	1620	1620

\*Projections should be updated on an annual basis.

Based on an estimate of births

Based on children already born

Based on students already enrolled

Projected Enrollment in Grade Combinations*									
Year	K-4	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2013-14	0	0	0	0	0	0	0	1228	1228
2014-15	0	0	0	0	0	0	0	1249	1249
2015-16	0	0	0	0	0	0	0	1297	1297
2016-17	0	0	0	0	0	0	0	1299	1299
2017-18	0	0	0	0	0	0	0	1328	1328
2018-19	0	0	0	0	0	0	0	1378	1378
2019-20	0	0	0	0	0	0	0	1415	1415
2020-21	0	0	0	0	0	0	0	1464	1464
2021-22	0	0	0	0	0	0	0	1501	1501
2022-23	0	0	0	0	0	0	0	1549	1549
2023-24	0	0	0	0	0	0	0	1620	1620

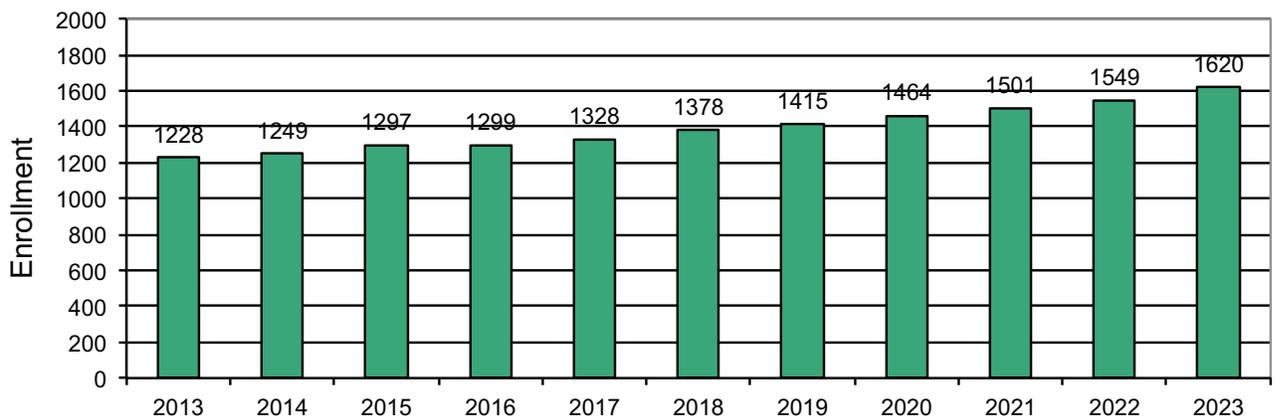
Projected Percentage Changes			
Year	K-12	Diff.	%
2013-14	1228	0	0.0%
2014-15	1249	21	1.7%
2015-16	1297	48	3.8%
2016-17	1299	2	0.2%
2017-18	1328	29	2.2%
2018-19	1378	50	3.8%
2019-20	1415	37	2.7%
2020-21	1464	49	3.5%
2021-22	1501	37	2.5%
2022-23	1549	48	3.2%
2023-24	1620	71	4.6%
<b>Change</b>		<b>392</b>	<b>31.9%</b>

See "Reliability of Enrollment Projections" section of accompanying letter. Projections are more reliable for Years #1-5 in the future than for Years #6 and beyond.

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# Concord-Carlisle Projected Enrollment

Grades 9-12 TO 2023 Based On Data Through School Year 2013-14



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**Projected Distribution of Concord and Carlisle Residents at CCHS  
Based upon NESDEC Projections of October 21, 2013**

School Year	Gr. 9-12 Enrollment	Resident Enrollment	Concord Residents	Concord %	Carlisle Residents	Carlisle %
2013-14	1228	1156	845	73.1%	311	26.9%
2014-15	1249	1176	875	74.4%	301	25.6%
2015-16	1297	1225	917	74.9%	308	25.1%
2016-17	1299	1220	919	75.3%	301	24.7%
2017-18	1328	1247	970	77.8%	277	22.2%
2018-19	1378	1293	1005	77.7%	288	22.3%
2019-20	1415	1336	1068	79.9%	268	20.1%
2020-21	1464	1386	1124	81.1%	262	18.9%
2021-22	1501	1424	1164	81.7%	260	18.3%
2022-23	1549	1471	1201	81.6%	270	18.4%
2023-24	1620	1539	1255	81.5%	284	18.5%

New England School Development Council DGK

December 23, 2013

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## **SECTION IV: Concord Public Schools**

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[www.concordpublicschools.net](http://www.concordpublicschools.net)

CPS STAFFING

CPS Personnel Table		
Personnel Numbers	FY2013	FY2014
Teaching Faculty - Full/Part Time	196.80	204.70
% of Faculty at Highest Step	32.90%	34.60%
Administrative Staff - Full/Part Time	10.21	10.21
Staff - Full/Part Time	71.47	71.47
Total Salaries	FY2013	FY2014
Teaching Faculty - Full/Part Time	15,683,738	16,702,769
Administrative Staff - Full/Part Time	1,251,827	1,409,427
Staff - Full/Part Time	3,901,767	4,169,487
Total Non-Salary Payments (stipends, longevity)	FY2013	FY2014
Teaching Faculty - Full/Part Time	318,408	331,477
Administrative Staff - Full/Part Time	-	-
Staff - Full/Part Time	41,172	56,662

CONCORD PUBLIC SCHOOLS  
 FY2015 PLANNING BUDGET  
 CONCORD SCHOOL COMMITTEE  
 8-Oct-13

DESCRIPTION	FY10 Budget	FY11 Budget	FY12 Budget	FY13 Budget	FY14 Budget	FY15 Planning Budget
SALARIES	\$ 21,571,349	\$ 22,123,734	\$ 22,949,270	\$ 23,575,871	\$ 24,686,846	\$ 25,628,943
NON - SALARIES	\$ 6,127,851	5,575,466	5,524,930	6,179,667	6,453,692	6,914,097
<b>TOTALS</b>	<b>\$ 27,699,200</b>	<b>\$ 27,699,200</b>	<b>\$ 28,474,200</b>	<b>\$ 29,755,538</b>	<b>\$ 31,140,538</b>	<b>\$ 32,543,040</b>
CHANGE	1.81%	0.00%	2.80%	4.50%	4.65%	4.50%
<i>5 Year Operating Average Increase</i>					2.75%	3.29%
SALARIES	21,571,349	22,123,734	22,949,270	23,575,871	24,686,846	25,724,098
NON-SALARIES	6,127,851	5,575,466	5,524,930	6,179,667	6,453,692	6,716,441
FUNDING IMPACT		\$ -	\$ 775,000	\$ 1,281,338	\$ 1,385,000	\$ 1,402,502
MAJOR ESCALATION/COST DRIVERS						\$ 1,602,502
OFFSETTING REDUCTIONS						\$ (200,000)
BALANCE						<u>\$ 0</u>

**CONCORD PUBLIC SCHOOLS**  
**FY2015 PLANNING BUDGET**  
**CONCORD SCHOOL COMMITTEE**  
 October 8, 2013

DESCRIPTION	FY15 Planning Budget
<b><u>ESCALATION/COST DRIVERS</u></b>	
STEPS	\$ 370,237
LANES	60,000
SCALE %	301,941
CBU SALARY ESCALATION (BSW, Maintenance, Bus Drivers, Secretarial)	110,000
NON CBU SALARY ESCALATION	35,483
CMS STAFFING - .5 School Psychologist ( <i>Enrollment Increases</i> )	39,078
CURRICULUM MATERIALS ( <i>Enrollment Increases</i> )	109,830
PROFESSIONAL DEVELOPMENT	23,575
TECHNOLOGY - Classroom (CMS & Willard)	365,000
BUILDING MAINTENANCE	135,000
UTILITIES	52,358
<b>TOTAL INCREASES</b>	<b>1,602,502</b>
<b><u>OFFSETTING REDUCTIONS</u></b>	
SPECIAL EDUCATION OOD TUITIONS	(200,000)
<b>TOTAL DECREASES</b>	<b>(200,000)</b>

CONCORD PUBLIC SCHOOLS  
 FY2015 PLANNING BUDGET  
 CONCORD SCHOOL COMMITTEE  
 October 8, 2013

DESCRIPTION	FY13 Budget	FY14 Budget	FY15 Planning Budget
<b><u>GENERAL FUND</u></b>			
<b>OPERATING BUDGET LEVELS</b>	<b>\$ 29,424,200</b>	<b>\$ 31,140,538</b>	<b>\$ 32,543,040</b>
<b><u>EXTERNAL FUNDS</u></b>			
FEDERAL GRANTS	472,911	643,566	643,567
STATE GRANTS-METCO	460,137	460,137	460,137
<b>EXTERNAL FUNDS TOTAL</b>	<b>934,048</b>	<b>1,103,703</b>	<b>1,103,704</b>
<b>ALL FUNDS TOTAL</b>	<b>30,358,248</b>	<b>32,244,241</b>	<b>33,646,744</b>
<b>EXTERNAL FUNDS AS % OF GRAND TOTAL</b>	<b>3.08%</b>	<b>3.42%</b>	<b>3.28%</b>

CONCORD PUBLIC SCHOOLS  
 FY2015 SC ADOPTED BUDGET  
 CONCORD SCHOOL COMMITTEE

PROGRAM AREA:	December 10, 2013			FY2014 Adopted Budget	FY2015 Planning Budget	Difference FY15-FY14
	FY2013 Budget	FY2013 Expenses	FY2013 Balance			
REGULAR EDUCATION	15,647,480	16,355,743	(708,263)	16,554,621	17,773,788	7.36%
SPECIAL EDUCATION	7,795,828	7,117,417	678,411	8,410,279	8,287,906	-1.46%
OPERATIONS	4,213,614	4,108,122	105,492	4,085,535	4,239,644	3.77%
ADMINISTRATION	2,033,670	2,111,267	(77,597)	2,041,803	2,082,092	1.97%
FIXED COSTS	64,946	55,446	9,500	48,300	57,109	18.24%
<b>TOTAL</b>	<b>29,755,538</b>	<b>29,747,995</b>	<b>7,543</b>	<b>31,140,538</b>	<b>32,440,539</b>	<b>4.17%</b>

CONCORD PUBLIC SCHOOLS  
 FY2015 SC ADOPTED BUDGET  
 CONCORD SCHOOL COMMITTEE  
 December 10, 2013

PROGRAM AREA:	FY2013 Budget	FY2013 Actuals	FY2013 Balance	FY2014 Adopted Budget	FY2015 Planning Budget	% Difference FY15 / FY14
PROGRAM AREA 1010: ART	439,063	480,406	(41,343)	499,394	513,675	2.86%
PROGRAM AREA 1020: COMPUTER INSTRUCTION	611,117	1,143,575	(532,458)	596,684	1,011,372	69.50%
PROGRAM AREA 1030: CURRICULUM CENTER	225,901	255,532	(29,631)	214,279	239,617	11.82%
PROGRAM AREA 1041: ALCOTT SCHOOL	1,936,113	2,080,373	(144,260)	2,249,932	2,346,543	4.29%
PROGRAM AREA 1042: THOREAU SCHOOL	2,271,558	2,336,417	(64,859)	2,405,058	2,508,421	4.30%
PROGRAM AREA 1043: WILLARD SCHOOL	2,206,000	2,431,838	(225,838)	2,548,832	2,723,317	6.85%
PROGRAM AREA 1050: ENGLISH	667,870	699,207	(31,337)	732,326	768,392	4.92%
PROGRAM AREA 1060: EPIC/DIMENSIONS OF LEARNING	2,707	708	1,999	-	708	0.00%
PROGRAM AREA 1070: ELL	127,301	117,990	9,311	137,998	154,978	12.30%
PROGRAM AREA 1080: FOREIGN LANGUAGES	484,894	478,955	5,939	509,876	510,018	0.03%
PROGRAM AREA 1090: GUIDANCE	594,547	629,408	(34,861)	640,272	670,848	4.78%
PROGRAM AREA 1100: HEALTH EDUCATION	4,500	4,774	(274)	4,250	4,774	12.34%
PROGRAM AREA 1110: LIBRARY/MEDIA SERVICES	488,803	446,228	42,575	451,425	478,947	6.10%
PROGRAM AREA 1120: INTERDEPARTMENTAL INSTR.	112,107	90,543	21,564	80,454	93,538	16.26%
PROGRAM AREA 1130: MATHEMATICS	653,629	683,968	(30,339)	715,424	750,995	4.97%
PROGRAM AREA 1140: MUSIC	623,257	595,554	27,703	669,049	704,546	5.31%
PROGRAM AREA 1150: PHYSICAL EDUCATION	608,282	636,501	(28,219)	664,090	701,538	5.64%
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT	339,757	325,014	14,743	306,904	306,444	-0.15%
PROGRAM AREA 1170: READING	313,858	314,459	(601)	315,559	333,995	5.84%
PROGRAM AREA 1180: SCIENCE	491,877	526,685	(34,808)	597,102	618,313	3.55%
PROGRAM AREA 1190: SOCIAL STUDIES	490,881	528,663	(37,782)	548,171	577,160	5.29%
PROGRAM AREA 1200: SPECIAL EDUCATION/ELEMENTARY	4,804,300	4,423,660	380,640	5,173,424	5,241,659	1.32%
PROGRAM AREA 1201: SPECIAL EDUCATION/MIDDLE SCHOOL	2,558,924	2,279,115	279,809	2,716,855	2,690,421	-0.97%
PROGRAM AREA 1210: SUBSTITUTES	148,255	171,543	(23,288)	196,425	209,130	6.47%
PROGRAM AREA 1220: TECH. ED./APPLIED TECHNOLOGY	90,791	67,044	23,747	62,000	71,803	15.81%
PROGRAM AREA 1230: TECH ED./FAMILY/CONSUMER SCI.	61,564	59,563	2,001	61,723	64,252	4.10%
PROGRAM AREA 1240: CURRICULUM LEADERSHIP	62,211	30,877	31,334	52,717	31,572	-40.11%
PROGRAM AREA 1250: INTEGRATED PRE-SCHOOL	207,985	275,077	(67,092)	234,285	257,874	10.07%
PROGRAM AREA 2310: ATHLETICS	71,626	91,520	(19,894)	74,249	95,210	28.23%
PROGRAM AREA 2320: CENTRAL SUPPLY	18,974	(2,329)	21,303	13,974	-	-100.00%
PROGRAM AREA 2330: CO-CURRICULAR	22,757	64,921	(42,164)	39,332	39,333	0.00%
PROGRAM AREA 2340: CONTINGENCY	560,645	66,729	493,916	245,729	236,729	-3.66%
PROGRAM AREA 2350: COPY SERVICE	82,999	64,950	18,049	64,447	63,747	-1.09%
PROGRAM AREA 2360: EQUIPMENT	16,057	34,746	(18,689)	9,030	10,000	10.74%
PROGRAM AREA 2370: FIELD TRIPS	18,500	13,111	5,389	18,500	18,500	0.00%
PROGRAM AREA 2390: HEALTH SERVICES	481,767	513,130	(31,363)	519,235	561,291	8.10%
PROGRAM AREA 2400: PARAPROFESSIONALS	100,747	73,018	27,729	69,600	71,166	2.25%
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL	4,967	3,311	1,656	2,296	3,311	44.22%
PROGRAM AREA 2420: STUDENT ACTIVITY	803	21,731	(20,928)	-	21,731	0.00%
PROGRAM AREA 2430: TESTING	2,810	-	2,810	4,000	-	-100.00%
PROGRAM AREA 3510: ADMINISTRATION	960,331	1,035,591	(75,260)	944,013	951,259	0.77%
PROGRAM AREA 3520: PRINCIPALS	1,065,014	1,071,837	(6,823)	1,090,167	1,122,083	2.93%
PROGRAM AREA 3530: SCHOOL COMMITTEE	8,325	3,839	4,486	7,623	8,750	14.78%
PROGRAM AREA 4610: CAPITAL OUTLAY	115,000	57,884	57,116	50,000	40,000	-20.00%
PROGRAM AREA 4620: CUSTODIAL SERVICES	901,711	844,582	57,129	857,971	872,259	1.67%
PROGRAM AREA 4630: INFORMATION TECHNOLOGY SERVICES	576,089	583,936	(7,847)	600,646	600,612	-0.01%
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS	523,566	632,635	(109,069)	473,481	588,119	24.21%
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES	33,500	24,724	8,776	26,000	26,000	0.00%
PROGRAM AREA 4660: REGULAR TRANSPORTATION	986,293	1,047,705	(61,412)	1,181,897	1,164,755	-1.45%
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION	432,604	414,643	17,961	520,000	355,826	-31.57%
PROGRAM AREA 4680: UTILITIES/HEATING	378,606	292,302	86,304	263,460	296,159	12.41%
PROGRAM AREA 4690: UTILITIES/OTHER	698,849	624,354	74,495	632,080	651,739	3.11%
PROGRAM AREA 5810: INSURANCE	49,946	46,084	3,862	40,800	47,467	16.34%
PROGRAM AREA 5830: ASSESSMENTS	-	-	-	-	-	0.00%
PROGRAM AREA 5840: OTHER FIXED COSTS	15,000	9,362	5,638	7,500	9,643	28.57%
<b>GRAND TOTAL</b>	<b>29,755,538</b>	<b>29,747,995</b>	<b>7,543</b>	<b>31,140,538</b>	<b>32,440,538</b>	<b>4.17%</b>

Concord Public Schools  
 FY14 Year to Date Financial Report  
 October 1, 2013

	FY2013 Adopted Budget	FY2013 Actual Expenditures	FY13 Budget to FY14 Budget Change	FY2014 Adopted Budget	YTD Actual	Encumb	YTD Balance
<b>Regular Instruction</b>	15,647,480	16,355,743	5.80%	16,554,621	1,760,868	14,516,182	277,572
<b>Special Education</b>	7,795,828	7,117,417	7.88%	8,410,279	1,244,141	6,505,716	660,423
<b>Operations</b>	4,213,614	4,108,122	-3.04%	4,085,535	726,933	2,857,845	500,757
<b>Administration</b>	2,033,670	2,111,267	0.40%	2,041,803	437,748	1,446,532	157,523
<b>Fixed Costs</b>	64,946	55,446	-25.63%	48,300	44,928	131	3,241
<b>Grand Total</b>	<b>29,755,538</b>	<b>29,747,995</b>	<b>4.65%</b>	<b>31,140,538</b>	<b>4,214,617</b>	<b>25,326,406</b>	<b>1,599,515</b>

## ELEMENTARY ART

All students in grades 1-5 take art once a week. Classes are one hour. Kindergarten students take art twice a week. Each class is thirty minutes long. At the middle school, students in grade six, seven and eight have art twice a week. The K8 Art teachers have developed the Concord Public Schools' Art Curriculum. The Curriculum is aligned with the Massachusetts Curriculum Frameworks for Visual and Performing Arts. The Concord Public Schools' Curriculum Maps can be viewed at: [concordpublicschools-public.rubiconatlas.org/Atlas/Public/View/Default](http://concordpublicschools-public.rubiconatlas.org/Atlas/Public/View/Default)

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1010: ART</b>	<b>438,809</b>	<b>480,406</b>	<b>499,394</b>	<b>5.70</b>	<b>513,675</b>	<b>5.70</b>	<b>2.86%</b>
Alcott Art Teaching Salary	85,153	94,366	98,473	1.00	102,759	1.00	4.35%
Thoreau Art Teaching Salary	73,474	77,942	81,334	1.00	84,874	1.00	4.35%
Willard Art Teaching Salary	69,889	74,140	77,367	1.00	80,734	1.00	4.35%
Middle Sch. Art Tch. Salary	164,115	209,040	215,428	2.70	224,803	2.70	4.35%
Elem. Art Clerical Salary	-	-	-	-	-	-	0.00%
Middle Sch. Art Clerical Salary	-	-	-	-	-	-	0.00%
Elem. Art Dept. Chair Salary	17,490	-	1,252	-	1,306	-	4.35%
M.S. Art Dept. Chair Salary	-	-	-	-	-	-	0.00%
Elem. Art Longevity	1,000	1,000	1,044	-	1,089	-	4.35%
M.S. Art Longevity	1,000	1,000	1,044	-	1,089	-	4.35%
	<b>412,121</b>	<b>457,488</b>	<b>475,942</b>	<b>5.70</b>	<b>496,655</b>	<b>5.70</b>	<b>4.35%</b>
Common Art Tch. S/M	-	-	-	-	-	-	0.00%
Alcott Art Teaching S/M	5,765	1,517	4,394	-	2,250	-	-48.79%
Thoreau Art Teaching S/M	3,752	3,938	4,394	-	2,250	-	-48.79%
Willard Art Teaching S/M	5,125	3,571	4,394	-	2,250	-	-48.79%
Middle Sch. Art Tch. S/M	10,768	10,023	8,785	-	8,785	-	0.00%
Art Maintenance Contracts	223	-	245	-	245	-	0.00%
Art Textbooks	419	481	490	-	490	-	0.00%
Art New Equipment	-	640	-	-	-	-	0.00%
Art Replacement Equipment	635	2,749	750	-	750	-	0.00%
	<b>26,687</b>	<b>22,919</b>	<b>23,452</b>	<b>-</b>	<b>17,020</b>	<b>-</b>	<b>-27.43%</b>
<b>Total Program</b>	<b>438,809</b>	<b>480,406</b>	<b>499,394</b>	<b>6</b>	<b>513,675</b>	<b>5.70</b>	<b>2.86%</b>

## CURRICULUM CENTER

This Program Area covers the cost of the .5 FTE Science Curriculum Specialist and .2 FTE for the Social Students Consultant for K5. It also covers the cost of supplies and materials for Science and Social Studies as well as district-wide field trips for Science and Social Studies.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1030: CURRICULUM CENTER</b>	<b>219,817</b>	<b>255,532</b>	<b>214,279</b>	<b>1.49</b>	<b>239,617</b>	<b>1.49</b>	<b>11.82%</b>
Curr. Center Specialist Salary	37,443	40,688	42,459	0.5	44,307	0.49	4.35%
Curr. Center Paraprofessional Salary	-	-	-		-		0.00%
Curr. Center Field Trips Salary	8,346	8,789	8,709		9,088		4.35%
Curr. Center Clerical Salary	50,291	51,098	52,247	1.0	53,423	1.00	2.25%
Curr. Ctr. Longevity	-	-	-		-		0.00%
	<b>96,080</b>	<b>100,574</b>	<b>103,415</b>	<b>1.5</b>	<b>106,817</b>	<b>1.49</b>	<b>3.29%</b>
Curr. Center Teaching S/M	8,816	11,453	8,816		10,500		19.10%
Alcott Science S/M	2,705	3,072	2,983		4,750		59.24%
Thoreau Science S/M	5,446	6,425	2,983		4,750		59.24%
Willard Science S/M	4,860	4,769	2,983		4,750		59.24%
Alcott Math S/M	14,593	25,065	4,055		15,000		269.91%
Thoreau Math S/M	18,614	21,678	4,055		15,000		269.91%
Willard Math S/M	21,421	20,836	4,055		15,000		269.91%
Alcott Social Studies S/M	1,782	3,845	2,728		1,800		-34.02%
Thoreau Social Studies S/M	1,820	630	2,728		1,800		-34.02%
Willard Social Studies S/M	2,161	857	2,728		1,800		-34.02%
Field Trip Admission Fees	31,484	40,477	65,000		45,000		-30.77%
Curriculum Center Textbooks	3,915	9,710	3,250		6,500		100.00%
Alcott Science Equipment	1,441	1,310	1,500		2,050		36.67%
Thoreau Science Equipment	1,687	3,099	1,500		2,050		36.67%
Willard Science Equipment	2,990	1,731	1,500		2,050		36.67%
	<b>123,737</b>	<b>154,959</b>	<b>110,864</b>	<b>-</b>	<b>132,800</b>	<b>-</b>	<b>19.79%</b>
<b>Total Program</b>	<b>219,817</b>	<b>255,532</b>	<b>214,279</b>	<b>1.49</b>	<b>239,617</b>	<b>1.49</b>	<b>11.82%</b>

## COMPUTER INSTRUCTION

The primary tasks of the elementary Instructional Technology Specialists are to guide and support teachers in using technology and to help them to effectively integrate technology into curriculum and instructional practices. They provide both instructional support and technical support in a building of 80+ staff and 460+ active, technology-using students.

The three K-5 schools, all built within the last ten years, are filled with modern teaching equipment. Each classroom teacher has a laptop, interactive whiteboard and data projector, infrared Lightspeed sound amplification system, and student access to a variety of technologies within the classroom. Grade 3-5 classrooms have a 2:1 model, each have their own cart of twelve laptops as well as desktops. Grades 1-2 have two carts of twelve laptops they share among the grade level as well as wired desktops for faster web connections. Kindergarten classrooms have access to a combination of desktops and iPads for their learning activities. This combines to over 350 computers per building. Students and teachers also have access to scanners, digital cameras, digital video cameras, document cameras, usb probes and microscopes, and specialized recording equipment. Auditoriums, cafeterias, and gymnasiums are equipped with customized sound and lighting systems. All of this equipment, as well as the people who need to use it, are supported by the elementary Instructional Technology Specialists in terms of how to use the equipment effectively in a teaching-learning environment, and the proper care and technical maintenance of the equipment.

The movement toward 21st century learning, the 4 C's (creativity, collaboration, communication, critical thinking), STEAM, RTI, the Common Core Standards, and online assessments has led us to new and emerging tools and resources to support teachers. Instructional Technology Specialists coach, guide, and support these educational shifts introducing and supporting the use of software such as Lexia Core5, Track My Progress, iReady, Dreambox, Fastmath, Type to Learn, Study Island, SAM Animation, Baseline Edge, Aspen, Atlas Rubicon, Destiny, Kidblog, Google Drive, Brainpop, Discovery Education, RAZ Kids, iMovie, Garage Band, and numerous other apps.

Since the ITS' were hired 17 years ago, we have seen an exponential increase in the amount of technology they support, and the complexity of technologies and technology-users they support. Technology is a fast-moving, growing field and we are appreciative of how our Instructional Technology Specialists support and guide our teachers and students toward achieving excellence in this field.

For more information, log on to the district website at [www.concordpublicschools.net](http://www.concordpublicschools.net).

## COMPUTER INSTRUCTION

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1020: COMPUTER INSTRUCTION</b>	<b>1,124,508</b>	<b>1,143,575</b>	<b>596,684</b>	<b>5.00</b>	<b>1,011,372</b>	<b>5.00</b>	<b>69.50%</b>
Alcott Instr. Tech. Specialist	90,201	92,005	96,009	1.00	100,187	1.00	4.35%
Thoreau Instr. Tech. Specialist	99,454	101,443	105,858	1.00	110,465	1.00	4.35%
Willard Instr. Tech. Specialist	42,373	85,300	89,012	1.00	92,886	1.00	4.35%
Middle Sch. Instr. Tech. Specialist	183,167	191,255	199,578	2.00	208,264	2.00	4.35%
Elem. Comp. Instr. Longevity	2,500	3,000	3,000		3,131		4.35%
M.S. Comp. Instr. Longevity	1,000	1,000	1,044		1,089		4.35%
	<b>418,695</b>	<b>474,003</b>	<b>494,501</b>	<b>5.00</b>	<b>516,022</b>	<b>5.00</b>	<b>4.35%</b>
Alcott Computer S/M	86,322	9,797	3,934		4,500		14.39%
Thoreau Computer S/M	70,268	9,990	3,934		4,500		14.39%
Willard Computer S/M	38,107	9,092	3,934		4,500		14.39%
Middle Sch. Computer S/M	150,546	24,383	5,901		7,500		27.10%
Alcott Computer Software	15,418	13,950	7,333		5,500		-25.00%
Thoreau Computer Software	12,136	8,736	7,333		5,500		-25.00%
Willard Computer Software	10,946	20,411	7,333		5,500		-25.00%
Middle Sch. Computer Software	12,609	16,675	8,548		7,500		-12.26%
Alcott Computer Hardware	5,926	106,831	10,000		25,000		150.00%
Thoreau Computer Hardware	12,135	186,167	10,000		25,000		150.00%
Willard Computer Hardware	2,379	98,350	10,000		275,000		2650.00%
Middle Sch. Computer Hardware	285,929	155,308	20,000		120,000		500.00%
Alcott Comp. Accessory Equip.	779	912	684		1,000		46.20%
Thoreau Comp. Accessory Equip.	467	3,247	912		1,000		9.65%
Willard Comp. Accessory Equip.	1,561	1,896	912		1,000		9.65%
Middle Sch. Comp. Accessory Equip.	-	3,432	1,140		1,850		62.28%
Instr. Computer Equipment	285	392	285		500		75.44%
	<b>705,813</b>	<b>669,572</b>	<b>102,183</b>	<b>-</b>	<b>495,350</b>	<b>-</b>	<b>384.77%</b>
<b>Total Program</b>	<b>1,124,508</b>	<b>1,143,575</b>	<b>596,684</b>	<b>5.0</b>	<b>1,011,372</b>	<b>5.00</b>	<b>69.50%</b>

## ALCOTT SCHOOL

Alcott serves 462 students in grades K-5 with 24 classroom teachers, 4 sections at each grade level, and average class size is 19 students. Each Kindergarten has a full-time classroom assistant, and there are 5 part-time reading tutors. For more information log on to Alcott's website at [www.concordpublicschools.net](http://www.concordpublicschools.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1041: ALCOTT SCHOOL</b>	<b>1,983,445</b>	<b>2,080,373</b>	<b>2,249,932</b>	<b>28.60</b>	<b>2,346,543</b>	<b>28.60</b>	<b>4.29%</b>
Alcott Kindergarten Tch. Salary	237,137	236,592	245,845	4.0	256,544	4.00	4.35%
Alcott Kindergarten Aides Salary	82,714	125,712	95,550	1.0	99,708	1.00	4.35%
Alcott Elem. Teaching Salary	1,430,537	1,516,335	1,695,783	21.0	1,769,583	21.00	4.35%
Alcott Elem. Aides Salary	11,835	20,245	21,659	0.1	22,602	0.10	4.35%
Alcott Reg. Ed. Tutor Salary	143,494	146,047	148,715	2.5	155,187	2.50	4.35%
Alcott K Longevity	2,000	3,000	2,087		2,178		4.35%
Alcott Elem. Longevity	11,000	10,000	10,200		10,644		4.35%
Alcott K Registration	90	-	93		97		4.35%
	<b>1,918,806</b>	<b>2,057,930</b>	<b>2,219,932</b>	<b>28.6</b>	<b>2,316,543</b>	<b>28.60</b>	<b>4.35%</b>
Alcott Kindergarten S/M	-	-	4,500		4,500		0.00%
Alcott Elem. Teaching S/M	52,989	8,522	10,000		10,000		0.00%
Alcott Principal S/M	1,112	155	3,500		3,500		0.00%
Alcott Copier Maintenance	8,392	7,966	6,500		6,500		0.00%
Alcott Elementary Textbooks	2,146	5,800	5,500		5,500		0.00%
	<b>64,639</b>	<b>22,443</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program</b>	<b>1,983,445</b>	<b>2,080,373</b>	<b>2,249,932</b>	<b>28.60</b>	<b>2,346,543</b>	<b>28.60</b>	<b>4.29%</b>

**THOREAU SCHOOL**

Thoreau serves 500 students in grades K-5 with 24 classroom teachers, 4 sections at each grade level, and average class size is 20 students. Each Kindergarten has a full-time assistant, and there are 5 part-time reading tutors. For more information log on to Thoreau’s website at [www.concordpublicschools.net](http://www.concordpublicschools.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1042: THOREAU SCHOOL</b>	<b>2,315,364</b>	<b>2,336,417</b>	<b>2,405,058</b>	<b>30.50</b>	<b>2,508,421</b>	<b>30.50</b>	<b>4.30%</b>
Thoreau Kindergarten Tch. Salary	328,197	315,747	329,488	4.0	343,827	4.00	4.35%
Thoreau Kindergarten Aides Salary	88,965	121,822	125,731	2.0	131,203	2.00	4.35%
Thoreau Elem. Teaching Salary	1,697,711	1,729,145	1,787,033	22.0	1,864,805	22.00	4.35%
Thoreau Elem. Aides Salary	1,431	-	1,494		1,559		4.35%
Thoreau Reg. Ed. Tutor Sal.	140,322	110,820	108,261	2.5	112,973	2.50	4.35%
Thoreau K Longevity	1,500	1,500	1,565		1,633		4.35%
Thoreau Elem. Longevity	21,450	20,950	21,486		22,421		4.35%
Thoreau K Registration	-	-	-		-		0.00%
	<b>2,279,575</b>	<b>2,299,985</b>	<b>2,375,058</b>	<b>30.50</b>	<b>2,478,421</b>	<b>30.50</b>	<b>4.35%</b>
Thoreau Kindergarten S/M	5,056	3,250	4,500		4,500		0.00%
Thoreau Elem. Teaching S/M	18,766	14,309	10,000		10,000		0.00%
Thoreau Principal S/M	6,210	6,394	3,500		3,500		0.00%
Thoreau Copier Maintenance	73	4,431	6,500		6,500		0.00%
Thoreau Elementary Textbooks	5,684	8,049	5,500		5,500		0.00%
	<b>35,788</b>	<b>36,433</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program</b>	<b>2,315,364</b>	<b>2,336,417</b>	<b>2,405,058</b>	<b>30.5</b>	<b>2,508,421</b>	<b>30.5</b>	<b>4.30%</b>

## WILLARD SCHOOL

Willard serves 500 students in grades K-5 with 24 classroom teachers, 4 sections at grades K,1,2,4; 5 sections at grade 3; and 3 sections at grade 5, and average class size is 20 students. Each Kindergarten has a full-time assistant, and there are 5 part-time reading tutors. For more information log on to Willard's website at [www.concordpublicschools.net](http://www.concordpublicschools.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1043: WILLARD SCHOOL</b>	<b>2,307,553</b>	<b>2,431,838</b>	<b>2,548,832</b>	<b>33.25</b>	<b>2,723,317</b>	<b>33.25</b>	<b>6.85%</b>
Willard Kindergarten Salary	364,213	382,274	398,911	5.0	416,272	5.00	4.35%
Willard Kindergarten Aides Salary	99,446	94,425	94,043	3.0	98,136	3.00	4.35%
Willard Elem. Teaching Salary	1,555,775	1,668,019	1,787,033	20.5	1,929,670	20.50	7.98%
Willard Elem. Aides Salary	5,853	12,018	12,699	-	13,252	-	4.35%
Willard Reg. Ed. Tutor Sal.	211,963	205,020	199,681	4.7	208,371	4.75	4.35%
Willard K Longevity	6,100	6,100	6,365		6,642		4.35%
Willard Elem. Longevity	16,500	20,100	20,100		20,975		4.35%
Willard K Registration	-	-	-		-		0.00%
	<b>2,259,849</b>	<b>2,387,956</b>	<b>2,518,832</b>	<b>33.25</b>	<b>2,693,317</b>	<b>33.25</b>	<b>6.93%</b>
Willard Kindergarten S/M	2,932	2,199	4,500		4,500		0.00%
Willard Elem. Teaching S/M	23,313	24,625	10,000		10,000		0.00%
Willard Principal S/M	1,192	1,680	3,500		3,500		0.00%
Willard Copier Maintenance	1,763	3,652	6,500		6,500		0.00%
Willard Elem. Textbooks	18,505	11,726	5,500		5,500		0.00%
	<b>47,704</b>	<b>43,882</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program</b>	<b>2,307,553</b>	<b>2,431,838</b>	<b>2,548,832</b>	<b>33.2</b>	<b>2,723,317</b>	<b>33.25</b>	<b>6.85%</b>

## ENGLISH

In their English classes at Concord Middle School, students are taught to use the writing process as they acquire, extend, and refine their expository, descriptive, analytical, and narrative composition skills. They are also taught close reading strategies and critical thinking skills in order to comprehend literal text, infer meaning and make claims grounded in text. Finally, students study language, including vocabulary and grammar, with the goal of applying their understanding to effective written and verbal communication. For more information, log on to the CMS website at [www.concordpublicschools.net](http://www.concordpublicschools.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1050: ENGLISH</b>	<b>638,929</b>	<b>699,207</b>	<b>732,326</b>	<b>8.30</b>	<b>768,392</b>	<b>8.30</b>	<b>4.92%</b>
English Teaching Salary	583,357	633,336	671,156	8	700,365	7.90	4.35%
English Dept. Chair Salary	42,128	44,594	46,535	0	46,750	0.40	0.46%
English Longevity	8,100	9,100	9,100		9,100		0.00%
	<b>633,585</b>	<b>687,029</b>	<b>726,791</b>	<b>8.30</b>	<b>756,215</b>	<b>8.30</b>	<b>4.05%</b>
English Teaching S/M	3,035	5,459	2,535		5,459		115.35%
English Textbooks	2,309	6,719	3,000		6,719		123.95%
	<b>5,344</b>	<b>12,178</b>	<b>5,535</b>	<b>-</b>	<b>12,178</b>	<b>-</b>	<b>120.01%</b>
<b>Total Program</b>	<b>638,929</b>	<b>699,207</b>	<b>732,326</b>	<b>8.30</b>	<b>768,392</b>	<b>8.30</b>	<b>4.92%</b>

## ELL

This Program Area covers the cost of the 1.5 FTE ELL Teacher and 1.5 FTE ELL Tutors, K8. It also covers the cost of ELL supplies and materials.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1070: ELL</b>	<b>111,977</b>	<b>117,990</b>	<b>137,998</b>	<b>4.70</b>	<b>154,978</b>	<b>4.70</b>	<b>12.30%</b>
Alcott ELL Tch. Salary	78,940	62,513	76,073	3.20	68,072	3.20	-10.52%
Thoreau ELL Tch. Salary	-	20,776	-	0.50	21,721	0.50	0.00%
Willard ELL Tch. Salary	-	-	-		-		0.00%
Middle Sch. ELL Tutor Salary	31,901	33,372	60,789	1.00	63,435	1.00	4.35%
	<b>110,840</b>	<b>116,660</b>	<b>136,862</b>	<b>4.70</b>	<b>153,228</b>	<b>4.70</b>	<b>11.96%</b>
Elem. ELL S/M	1,136	1,303	1,136		750		-33.98%
Middle Sch. ELL S/M	-	27	-		1,000		0.00%
	<b>1,136</b>	<b>1,330</b>	<b>1,136</b>	<b>-</b>	<b>1,750</b>	<b>-</b>	<b>54.05%</b>
<b>Total Program</b>	<b>111,977</b>	<b>117,990</b>	<b>137,998</b>	<b>4.70</b>	<b>154,978</b>	<b>4.70</b>	<b>12.30%</b>

## EPIC/DIMENSIONS OF LEARNING

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1060: EPIC/DIMENSIONS OF LEARNING</b>	-	708	-	-	708	-	0.00%
DOL Curriculum Development	0	-	0		-		0.00%
	0	0	0	0	-	-	0.00%
DOL Teaching S/M	-	-	-		-		0.00%
DOL Workshops	-	708	-		708		0.00%
DOL Staff Development	-	-	-		-		0.00%
	-	708	-	-	708	-	0.00%
<b>Total Program</b>	-	708	-	-	708	-	0.00%

## FOREIGN LANGUAGES

The Foreign Language program at the Concord Middle School consists of courses in French, Mandarin and Spanish. Students begin their sequential study of language in the sixth grade and continue with the same language in the seventh and eighth grades. The foreign languages program seeks to develop proficiency in listening, speaking, reading, and writing. A major goal of the program is to help students develop communicative skills in a cultural context at a novice level of proficiency. For more information, log on to CMS website at [www.concordpublicschools.net](http://www.concordpublicschools.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1080: FOREIGN LANGUAGES</b>	467,151	478,955	509,876	4.90	510,018	4.90	0.03%
For. Lang. Elem. Teaching Salary	-	-	-		-		0.00%
For. Lang. Middle Sch. Tch. Salary	411,075	423,999	452,548	4.50	452,548	4.50	0.00%
For. Languages Dept. Chair Sal.	43,481	44,444	46,378	0.40	46,466	0.40	0.19%
Elem. For. Lang. Longevity	-	-	-		-		0.00%
M.S. For. Lang. Longevity	8,900	8,900	9,000		9,392		4.35%
	463,456	477,343	507,926	4.90	508,406	4.90	0.09%
For. Lang. Elem. Teaching S/M	-	-	-		-		0.00%
For. Lang. Middle Sch. Tch. S/M	2,992	767	1,200		767		-36.08%
For. Lang. Elementary Textbooks	-	-	-		-		0.00%
For. Lang. Middle Sch. Textbooks	703	845	750		845		12.70%
	3,695	1,612	1,950	-	1,612	-	-17.32%
<b>Total Program</b>	467,151	478,955	509,876	5	510,018	4.90	0.03%

## GUIDANCE

Most of the funds in this Program area are used to support the following staffing: 3.0 FTE Social Workers at Alcott, Thoreau and Willard; 3.0 FTE Guidance counselors at CMS and 2.0 FTE Guidance Secretaries at CMS. Guidance department supplies and material have been eliminated K5 and at CMS they have been reduced. Elementary and Middle School Contractual is used for consultation services.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1090: GUIDANCE</b>	<b>594,586</b>	<b>629,408</b>	<b>640,272</b>	<b>8.00</b>	<b>670,848</b>	<b>8.00</b>	<b>4.78%</b>
Alcott Social Worker Salary	78,982	83,786	87,432	1.00	88,250	1.00	0.94%
Thoreau Social Worker Salary	88,432	92,005	96,009	1.00	100,187	1.00	4.35%
Willard Social Worker Salary	94,829	96,725	100,934	1.00	105,327	1.00	4.35%
Middle Sch. Guidance Salary	262,735	275,482	286,603	3.00	299,076	3.00	4.35%
M. S. Guid.Home Tutor Salary	5,250	4,425	2,000		2,087		4.35%
M. S Guidance Cl. Salary	55,531	58,062	59,194	2.00	61,770	2.00	4.35%
Elem. Guid. Longevity	-	-	-		-		0.00%
M.S. Guid. Longevity	3,500	4,000	4,100		4,278		4.35%
Elem. Guid. Home Tutor Salary	1,259	5,050	-		-		0.00%
	<b>590,517</b>	<b>619,535</b>	<b>636,272</b>	<b>8.00</b>	<b>660,976</b>	<b>8.00</b>	<b>3.88%</b>
Alcott Social Wkr. S/M	-	67	-		67		0.00%
Thoreau Soc. Wkr. S/M	-	192	-		192		0.00%
Willard Soc. Wkr. S/M	-	166	-		166		0.00%
Middle Sch. Guidance S/M	2,157	3,774	1,750		3,774		115.64%
Guidance Publications	-	-	-		-		0.00%
Elem. Guidance Contractual	1,912	1,835	1,750		1,835		4.88%
M.S. Guidance Contractual	-	3,839	500		3,839		667.81%
	<b>4,069</b>	<b>9,873</b>	<b>4,000</b>	<b>-</b>	<b>9,873</b>	<b>-</b>	<b>146.82%</b>
<b>Total Program</b>	<b>594,586</b>	<b>629,408</b>	<b>640,272</b>	<b>8.00</b>	<b>670,848</b>	<b>8.00</b>	<b>4.78%</b>

## HEALTH EDUCATION

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1100: HEALTH EDUCATION</b>	<b>4,146</b>	<b>4,774</b>	<b>4,250</b>	<b>-</b>	<b>4,774</b>	<b>-</b>	<b>12.34%</b>
Health Ed. Curriculum Specialist	-	-	-	-	-	-	0.00%
Health Ed. Longevity	-	-	-	-	-	-	0.00%
Health Ed. Clerical	-	-	-	-	-	-	0.00%
	-	-	-	-	-	-	
Health Ed. S/M	4,146	4,774	4,250	-	4,774	-	12.34%
	4,146	4,774	4,250	-	4,774	-	12.34%
<b>Total Program</b>	<b>4,146</b>	<b>4,774</b>	<b>4,250</b>	<b>-</b>	<b>4,774</b>	<b>-</b>	<b>12.34%</b>

## LIBRARY/MEDIA SERVICES

Each elementary school has a full-time library/media specialist and part-time assistant. At CMS, there is a full-time library/media specialist and assistant.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1110: LIBRARY/MEDIA SERVICES</b>	<b>415,709</b>	<b>446,228</b>	<b>451,425</b>	<b>7.00</b>	<b>478,947</b>	<b>7.00</b>	<b>6.10%</b>
Library/Media Coordinator	-	-	-	-	-	-	0.00%
Alcott Media Specialist Salary	47,216	50,085	52,265	1.00	54,540	1.00	4.35%
Alcott Library Aide Salary	21,459	22,068	22,267	0.50	22,768	0.50	2.25%
Thoreau Media Specialist Salary	88,432	92,005	96,009	1.00	100,187	1.00	4.35%
Thoreau Library Aide Salary	23,366	23,725	24,177	1.00	24,721	1.00	2.25%
Willard Media Specialist Salary	51,067	54,171	56,529	1.00	58,989	1.00	4.35%
Willard Library Aide Salary	15,978	17,563	18,626	0.50	19,045	0.50	2.25%
M.S. Media Specialist Salary	58,068	61,597	64,278	1.00	67,075	1.00	4.35%
Middle Sch. Library Aide Salary	59,447	64,277	69,193	1.00	70,750	1.00	2.25%
Elementary Clerical Salary	-	-	-	-	-	-	0.00%
Library/Media Admin. Clerical Salary	-	-	-	-	-	-	0.00%
Media Tech. Salary	-	-	-	-	-	-	0.00%
Media Repair Tech. Salary	-	-	-	-	-	-	0.00%
Library/Media Longevity	1,500	1,500	1,565	-	1,633	-	4.35%
Library/Media Addtl. Comp.	-	-	-	-	-	-	0.00%
	<b>366,534</b>	<b>386,990</b>	<b>404,909</b>	<b>7.00</b>	<b>419,708</b>	<b>7.00</b>	<b>3.66%</b>
Library/Media S/M	2,486	3,940	2,486	-	3,940	-	58.51%
Library/Media Software S/M	-	-	-	-	-	-	0.00%
Media Elem. AV S/M	302	591	302	-	591	-	95.84%
Media Middle Sch. AV S/M	-	2,558	-	-	2,558	-	0.00%
Media Common AV S/M	-	-	-	-	-	-	0.00%
Media Repair S/M	3,491	1,504	1,659	-	1,504	-	-9.34%
Alcott Library Books	4,240	3,536	3,537	-	3,536	-	-0.02%
Thoreau Library Books	4,263	-	3,537	-	-	-	-100.00%
Willard Library Books	2,667	3,789	3,790	-	3,789	-	-0.02%
Middle Sch. Library Books	4,692	11,626	4,500	-	11,626	-	158.36%
Library/Media Periodicals	236	163	197	-	163	-	-17.39%
Library/Media M.S. On-Line Search	19,833	22,031	19,833	-	22,031	-	11.08%
Media AV Maint. Contracts	1,683	-	1,750	-	-	-	-100.00%
Film Rental	-	-	-	-	-	-	0.00%
Library/Media New Equipment	-	-	-	-	-	-	0.00%
Library/Media Replacement Equip.	-	-	-	-	-	-	0.00%
Thoreau Lib/Med Office S/M	1,143	3,973	1,143	-	3,973	-	247.55%
Willard Lib/Med Office S/M	279	1,094	279	-	1,094	-	292.05%
Middle Sch. Lib/Med Office S/M	2,658	2,954	2,300	-	2,954	-	28.44%
Thoreau Media Elem AV S/M	722	602	722	-	602	-	-16.60%
Willard Media Elem AV S/M	245	365	245	-	365	-	49.07%
Thoreau Lib/Med Office Periodicals	-	202	-	-	202	-	0.00%
Willard Lib/Med Office Periodicals	236	196	236	-	196	-	-17.00%
Middle Sch. Lib/Med Office Periodicals	-	112	-	-	112	-	0.00%
	<b>49,176</b>	<b>59,238</b>	<b>46,516</b>	<b>-</b>	<b>59,238</b>	<b>-</b>	<b>27.35%</b>
<b>Total Program</b>	<b>415,709</b>	<b>446,228</b>	<b>451,425</b>	<b>7.00</b>	<b>478,947</b>	<b>7.00</b>	<b>6.10%</b>

## INTERDEPARTMENTAL INSTRUCTION

Funds from this Program Area are used to support a four-week summer school program that serves over 150 students K5. The Summer School program offers intensive remediation for students performing below grade level. Funding for this program covers one director, sixteen teachers and five classroom tutors working half days the last two weeks of June and the first two weeks of July. Summer School supplies and materials are also covered under this Program Area.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1120: INTERDEPARTMENTAL INSTR.</b>	<b>86,973</b>	<b>90,543</b>	<b>80,454</b>	-	<b>93,538</b>	-	<b>16.26%</b>
Summer School Director	14,230	14,230	14,230		14,230		0.00%
MCAS Remedial Instr.	63,974	70,005	56,224	-	73,000	-	29.84%
	<b>78,204</b>	<b>84,235</b>	<b>70,454</b>	-	<b>87,230</b>	-	<b>23.81%</b>
							<b>0.00%</b>
Summer School S/M	8,769	6,247	10,000		6,247		-37.53%
MCAS Remedial S/M	-	61	-		61		0.00%
	<b>8,769</b>	<b>6,308</b>	<b>10,000</b>	-	<b>6,308</b>	-	<b>-36.92%</b>
<b>Total Program</b>	<b>86,973</b>	<b>90,543</b>	<b>80,454</b>	-	<b>93,538</b>	-	<b>16.26%</b>

**MATHEMATICS**

The Concord Middle School Math Program is based on the Standards found in the Massachusetts Curriculum Framework for Mathematics, which incorporates the Common Core State Standards. The program over grades 6-8 guides students through a progression of concepts related to Ratios and Proportional Relationships; The Number System; Expressions, Equations and Functions; Geometry; Statistics and Probability; and Algebra. There are three levels of instruction in the regular education program, providing appropriate levels of instruction and practice, Directed, Guided, and Independent, in addition to an intensive math course providing special education in math. For more information, log on to the CMS website at [www.concordpublicschools.net](http://www.concordpublicschools.net).

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY14</b>	<b>FY2015</b>	<b>FY15</b>	<b>% Difference</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>FTE</b>	<b>SC Adopted</b>	<b>FTE</b>	<b>FY14 / FY13</b>
<b>PROGRAM AREA 1130: MATHEMATICS</b>	<b>641,975</b>	<b>683,968</b>	<b>715,424</b>	<b>8.00</b>	<b>750,995</b>	<b>8.00</b>	<b>4.97%</b>
Mathematics Teaching Salary	576,773	622,754	659,724	7.60	688,435	7.60	4.35%
Math. Shuttle Salary	1,046	2,843	1,091		1,138		4.35%
Math Dept. Chair Salary	40,885	43,064	44,938	0.40	46,894	0.40	4.35%
Math Longevity	8,100	9,600	8,453		8,821		4.35%
Math Reg. Ed. Tutor	13,953	-	-		-		0.00%
	<b>640,757</b>	<b>678,261</b>	<b>714,206</b>	<b>8.00</b>	<b>745,288</b>	<b>8.00</b>	<b>4.35%</b>
Math. Teaching S/M	550	3,358	550		3,358		510.51%
Math Textbooks	668	2,349	668		2,349		251.57%
	<b>1,218</b>	<b>5,706</b>	<b>1,218</b>	<b>-</b>	<b>5,706</b>	<b>-</b>	<b>368.50%</b>
<b>Total Program</b>	<b>641,975</b>	<b>683,968</b>	<b>715,424</b>	<b>8.00</b>	<b>750,995</b>	<b>8.00</b>	<b>4.97%</b>

## MUSIC

The Music program includes 3.0 FTE General Music Teachers at Alcott, Thoreau and Willard; 2.0 FTE General music/Chorus Teachers at CMS and 2.0 FTE Band teachers who serve students in grades 5-8. There is also a 1.0 FTE Orchestra teacher who serves students in grades 4-8. K5 students have general music once a week for a forty-five minute period, and at the middle school general music is twice a week in grades six and seven. Band and Orchestra are electives.

Supplies and materials for both general and instrumental music are included in this Program Area, as well as maintenance contracts for pianos. For more information, log on to the CMS website at [www.concordpublicschools.net](http://www.concordpublicschools.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1140: MUSIC</b>	<b>571,432</b>	<b>595,554</b>	<b>669,049</b>	<b>8.00</b>	<b>704,546</b>	<b>8.00</b>	<b>5.31%</b>
Alcott Music Teaching Salary	124,926	130,099	135,761	1.58	141,669	1.58	4.35%
Thoreau Music Tch. Salary	109,330	115,121	120,131	1.55	125,359	1.55	4.35%
Willard Music Tch. Salary	127,741	127,608	133,162	1.55	138,957	1.55	4.35%
Middle Sch. Music Tch. Salary	195,375	203,050	266,887	3.32	278,502	3.32	4.35%
Music Shuttle Salary	47	-	49		51		4.35%
Elem. Music Clerical Salary	-	-	-		-		0.00%
Middle Sch. Music Clerical Salary	-	-	-		-		0.00%
Elem. Music Dept. Chair Salary	-	-	-		-		0.00%
M.S. Music Dept. Chair Salary	-	-	-		-		0.00%
Elem. Music Longevity	4,600	5,200	5,300		5,531		4.35%
M.S. Music Longevity	411	-	-		-		0.00%
	<b>562,430</b>	<b>581,077</b>	<b>661,290</b>	<b>8.00</b>	<b>690,069</b>	<b>8.00</b>	<b>4.35%</b>
Elementary Music Tch. S/M	702	1,702	702		1,702		142.47%
Middle Sch. Music Tch. S/M	789	1,922	789		1,922		143.57%
Music Registration Fees	300	570	300		570		90.00%
Music Maintenance Contracts	3,166	2,984	3,250		2,984		-8.18%
Music Staff Development	-	-	-		-		0.00%
Music Accompanist	1,218	1,008	1,218		1,008		-17.28%
Alcott Sheet Music	1,406	679	400		679		69.75%
Thoreau Sheet Music	118	96	400		96		-76.00%
Willard Sheet Music	217	249	400		249		-37.81%
Middle Sch. Sheet Music	570	2,578	150		2,578		1618.53%
Music Replacement Equip.	516	2,066	150		2,066		1277.36%
Elem. Music New Equip.	-	624	-		624		0.00%
Middle Sch. Music New Equip.	-	-	-		-		0.00%
Music Equip. Repair	-	-	-		-		0.00%
Music Contracted Services	-	-	-		-		0.00%
	<b>9,002</b>	<b>14,477</b>	<b>7,759</b>	<b>-</b>	<b>14,477</b>	<b>-</b>	<b>86.58%</b>
<b>Total Program</b>	<b>571,432</b>	<b>595,554</b>	<b>669,049</b>	<b>8.00</b>	<b>704,546</b>	<b>8.00</b>	<b>5.31%</b>

**PHYSICAL EDUCATION**

This Program area includes Physical Education and Health Educations. At the K5 level, there are 3.9 FTE Physical Education Teachers and at CMS there is 3.2 Physical Education/Health Teachers. All students in grades 1-5 take PE once a week. Classes are one hour. Kindergarten students take PE twice a week. Each class is thirty minutes long. At the middle school, students in grades six, seven and eight have PE twice a week. Grade six students have health once a week and grade eight students have Health twice a week. Funding in this area also covers supplies and materials for PE and Health. For more information, log on to the CMS website at [www.concordpublicschools.net](http://www.concordpublicschools.net)

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1150: PHYSICAL EDUCATION</b>	<b>612,940</b>	<b>636,501</b>	<b>664,090</b>	<b>7.25</b>	<b>701,538</b>	<b>7.25</b>	<b>5.64%</b>
Alcott P.E. Teaching Salary	93,353	94,366	98,473	1.15	102,759	1.15	4.35%
Thoreau P.E. Tch. Salary	110,987	99,454	103,782	1.15	108,299	1.15	4.35%
Willard P.E. Tch. Salary	91,676	93,870	97,955	1.15	102,218	1.15	4.35%
Middle Sch. P.E. Tch. Salary	303,840	327,751	351,430	3.80	366,724	3.80	4.35%
Elem. P.E.Longevity	3,000	3,000	3,100		3,235		4.35%
M.S. P.E. Longevity	5,100	5,600	5,600		5,844		4.35%
	<b>607,956</b>	<b>624,041</b>	<b>660,340</b>	<b>7.25</b>	<b>689,078</b>	<b>7.25</b>	<b>4.35%</b>
Alcott P.E. S/M	161	1,761	500		1,761		252.14%
Thoreau P.E. S/M	-	1,597	500		1,597		219.34%
Willard P.E. S/M	2,429	1,968	500		1,968		293.68%
Middle Sch. P.E. S/M	1,837	2,689	1,000		2,689		168.87%
Alcott P.E. Equipment	-	-	250		-		-100.00%
Thoreau P.E. Equipment	-	2,730	250		2,730		992.06%
Willard P.E. Equipment	-	1,099	250		1,099		339.60%
Middle Sch. P.E. Equipment	558	616	500		616		23.30%
	<b>4,985</b>	<b>12,460</b>	<b>3,750</b>	<b>-</b>	<b>12,460</b>	<b>-</b>	<b>232.27%</b>
<b>Total Program</b>	<b>612,940</b>	<b>636,501</b>	<b>664,090</b>	<b>7.25</b>	<b>701,538</b>	<b>7.25</b>	<b>5.64%</b>

## PROFESSIONAL DEVELOPMENT

Funding from this Program Area is used to support professional development opportunities for teachers that include Open Circle and Primary Source. Additionally, this Program Area supports the district's mentoring program for new teachers and memberships for professional development providers such as EDCO. Other workshops and conferences that teachers choose to support their professional growth goals and work toward meeting district and school goals are paid for from this Program Area. Also, stipends for summer curriculum development work are paid for from this Program area as well as tuition reimbursement for university coursework.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT</b>	<b>259,743</b>	<b>325,014</b>	<b>306,904</b>	<b>0.51</b>	<b>306,444</b>	<b>0.51</b>	<b>-0.15%</b>
Prof. Dev. Coordinator	-	-	-		-		0.00%
Curr. Dev. Workshops	57,414	66,097	59,912		61,260		2.25%
Curr. Ctr. Prof. Dev. Providers	38,971	42,348	40,667	0.51	41,582	0.51	2.25%
Sabbatical Teaching Salary	-	-	-		-		0.00%
Staff Dev. Professional Salary	5,550	15,441	5,792		5,922		2.25%
Staff Dev. Tuition Reimbursement	14,277	13,403	14,898		15,233		2.25%
Staff Dev. Mentoring	23,830	23,160	24,867		25,427		2.25%
Alcott Prof. Dev.	7,065	-	7,372		7,538		2.25%
Thoreau Prof. Dev.	5,400	-	5,635		5,762		2.25%
Willard Prof. Dev.	6,300	-	6,574		6,722		2.25%
M.S. Prof. Dev.	-	-	-		-		0.00%
Curr. Dev. Summer Clerical Sal.	-	-	-		-		0.00%
Alcott Prof. Dev. Substitute Sal.	1,650	2,100	1,722		1,761		2.25%
Thoreau Prof. Dev. Substitute Salary	2,200	5,100	2,296		2,348		2.25%
Willard Prof. Dev. Substitute Salary	950	1,900	991		1,013		2.25%
M.S. Prof. Dev. Substitute Salary	2,050	2,200	2,139		2,187		2.25%
	<b>165,657</b>	<b>171,750</b>	<b>172,865</b>	<b>0.51</b>	<b>176,754</b>	<b>0.51</b>	<b>2.25%</b>
Curriculum Development S/M	2,756	310	2,756		310		-88.76%
Staff Development S/M	99	3,643	200		3,643		1721.74%
Staff Dev. Contracted Services	69,525	108,575	85,000		85,000		0.00%
Alcott Conference Reimbursement	2,230	2,640	4,200		2,640		-37.13%
Thoreau Conference Reimbursement	1,095	5,831	4,200		5,831		38.83%
Willard Conference Reimbursement	900	4,233	4,200		4,233		0.80%
Middle Sch. Conference Reimbursement	1,216	2,346	4,500		2,346		-47.87%
Ripley Conference Reimbursement	1,175	4,292	6,500		4,292		-33.97%
SPED Conference Reimbursement	-	8,934	-		8,934		0.00%
SPED Prof. Dev. Memberships	483	-	483		-		-100.00%
District Prof. Dev. Memberships	14,572	12,259	12,000		12,259		2.16%
District Memberships	35	201	10,000		201		-97.99%
	<b>94,086</b>	<b>153,264</b>	<b>134,039</b>	<b>-</b>	<b>129,690</b>	<b>-</b>	<b>-3.24%</b>
<b>Total Program</b>	<b>259,743</b>	<b>325,014</b>	<b>306,904</b>	<b>0.51</b>	<b>306,444</b>	<b>0.51</b>	<b>-0.15%</b>

## READING

This Program Area supports 3.0 FTE Reading Specialists at Alcott, Thoreau and Willard and also funds reading materials and supplies. Reading Specialists support classroom teachers in reading instruction and assessment and provide remediation services for students whose reading skills are below grade level.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1170: READING</b>	<b>299,914</b>	<b>314,459</b>	<b>315,559</b>	<b>3.00</b>	<b>333,995</b>	<b>3.00</b>	<b>5.84%</b>
Alcott Reading Tch. Salary	101,940	103,978	108,503	1.00	110,944	1.00	2.25%
Middle Sch. Reading Tch. Salary	3,600	-	-		-		0.00%
Elem. Reading Longevity	2,000	2,600	2,600		2,659		2.25%
M.S. Reading Longevity	-	-	-		-		0.00%
Thoreau Reading Tch. Salary	83,708	87,672	91,487	1.00	93,545	1.00	2.25%
Willard Reading Tch. Salary	95,740	99,080	103,392	1.00	105,718	1.00	2.25%
	<b>286,988</b>	<b>293,330</b>	<b>305,982</b>	<b>3.00</b>	<b>312,867</b>	<b>3.00</b>	<b>2.25%</b>
Elem. Reading S/M	9,119	17,517	5,942		17,517		194.80%
Middle Sch. Reading S/M	3,806	3,611	3,635		3,611		-0.65%
	<b>12,925</b>	<b>21,129</b>	<b>9,577</b>	<b>-</b>	<b>21,129</b>	<b>-</b>	<b>120.62%</b>
<b>Total Program</b>	<b>299,914</b>	<b>314,459</b>	<b>315,559</b>	<b>3.00</b>	<b>333,995</b>	<b>3.00</b>	<b>5.84%</b>

## SCIENCE

The Concord Middle School Science program is based on the Standards found in the Massachusetts Curriculum Frameworks for Science and Technology, the Common Core State Standards, and the National Science Foundations Basic Skills of Inquiry. The science content for 6th grade is Earth Science; for 7th grade -- Life Science; and for 8th grade--Physical Science. The emphasis of the Science Department is on inquiry and problem solving through hands-on experiments. This is done by incorporating scientific skill building which emphasizes keen observation, qualitative and quantitative data collection and analytical problem solving. For more information, log on to the CMS website at [www.concordpublicschools.net](http://www.concordpublicschools.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1180: SCIENCE</b>	<b>497,253</b>	<b>526,685</b>	<b>597,102</b>	<b>6.80</b>	<b>618,313</b>	<b>6.80</b>	<b>3.55%</b>
Science Teaching Salary	436,393	470,851	536,069	6.40	559,399	6.40	4.35%
Science Dept. Chair Salary	42,558	44,444	45,333	0.40	47,306	0.40	4.35%
Sci. Longevity	3,500	5,000	5,000		5,218		4.35%
	<b>482,451</b>	<b>520,295</b>	<b>586,402</b>	<b>6.80</b>	<b>611,922</b>	<b>6.80</b>	<b>4.35%</b>
Science Teaching S/M	12,244	3,661	7,000		3,661		-47.70%
Science Textbooks	827	2,300	2,200		2,300		4.56%
Science Equipment	1,731	429	1,500		429		-71.41%
	<b>14,802</b>	<b>6,390</b>	<b>10,700</b>	<b>-</b>	<b>6,390</b>	<b>-</b>	<b>-40.28%</b>
<b>Total Program</b>	<b>497,253</b>	<b>526,685</b>	<b>597,102</b>	<b>6.80</b>	<b>618,313</b>	<b>6.80</b>	<b>3.55%</b>

**SOCIAL STUDIES**

The Social Studies program at Concord Middle School begins with a two year study of the foundations of civilization and the development of world cultures. In the 8th grade course, students apply these concepts and skills to a study of the United States with an emphasis on the theme of creating a “just society.” In all three grades, students learn to think like historians by interpreting and evaluating primary and secondary sources, and analyzing events from multiple perspectives. Lastly, all CMS Social Studies students participate in the full research process by developing their own research questions, extracting and paraphrasing information from a variety of print and electronic resources, and making connections to larger themes and concepts. For more information, log on to the CMS website at [www.concordpublicschools.net](http://www.concordpublicschools.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1190: SOCIAL STUDIES</b>	<b>460,955</b>	<b>528,663</b>	<b>548,171</b>	<b>6.60</b>	<b>577,160</b>	<b>6.60</b>	<b>5.29%</b>
Social Studies Teaching Salary	418,285	474,961	498,932	6.20	520,646	6.20	4.35%
Social Studies Dept. Chair Salary	38,492	41,592	42,424	0.40	44,270	0.40	4.35%
Soc. Studies Longevity	1,500	1,500	1,565		1,633		4.35%
	<b>458,277</b>	<b>518,052</b>	<b>542,921</b>	<b>6.60</b>	<b>566,549</b>	<b>6.60</b>	<b>4.35%</b>
Soc. Studies Teaching S/M	2,678	2,378	3,250		2,378		-26.82%
Social Studies Textbooks	-	8,232	2,000		8,232		311.61%
	<b>2,678</b>	<b>10,611</b>	<b>5,250</b>	<b>-</b>	<b>10,611</b>	<b>-</b>	<b>102.11%</b>
<b>Total Program</b>	<b>460,955</b>	<b>528,663</b>	<b>548,171</b>	<b>6.60</b>	<b>577,160</b>	<b>6.60</b>	<b>5.29%</b>

## SPECIAL EDUCATION/ELEMENTARY

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1200: SPECIAL EDUCATION/ELEMENTARY</b>	<b>4,606,731</b>	<b>4,423,660</b>	<b>5,173,424</b>	<b>43.98</b>	<b>5,241,659</b>	<b>43.98</b>	<b>1.32%</b>
SPED Elem. Administrator Salary	40,170	41,375	43,133	0.30	44,643	0.30	3.50%
Alcott SPED Teaching Salary	401,330	405,695	422,393	5.13	436,051	5.13	3.23%
Thoreau SPED Teaching Salary	410,539	459,872	430,332	5.13	494,282	5.13	14.86%
Willard SPED Teaching Salary	399,747	384,236	395,050	5.13	412,987	5.13	4.54%
Alcott SPED Tutor Salary	238,107	287,699	273,678	2.11	279,836	2.11	2.25%
Thoreau SPED Tutor Salary	310,898	330,176	317,018	5.34	324,151	5.34	2.25%
Willard SPED Tutor Salary	232,779	241,648	255,379	5.80	261,125	5.80	2.25%
Alcott SPED Aides Salary	37,569	45,897	46,879	-	47,934	-	2.25%
Thoreau SPED Aides Salary	70,102	51,086	49,711	1.00	50,829	1.00	2.25%
Willard SPED Aides Salary	72,361	91,060	121,640	1.00	124,377	1.00	2.25%
Alcott Psychologist Salary	59,483	77,819	70,677	1.15	83,642	1.15	18.34%
Thoreau Psychologist Salary	85,432	68,249	71,219	1.00	73,356	1.00	3.00%
Willard Psychologist Salary	76,414	59,229	61,807	1.00	63,661	1.00	3.00%
Alcott Occ. Therapist Salary	69,172	71,247	74,348	0.80	76,578	0.80	3.00%
Thoreau Occ. Therapist Salary	86,465	89,059	92,935	1.00	95,723	1.00	3.00%
Willard Occ. Therapist Salary	86,465	89,059	92,935	1.00	95,723	1.00	3.00%
Elem. SPED Clerical Salary	50,641	51,273	52,427	1.00	53,607	1.00	2.25%
Elem. Sped Home Tutor Salary	-	-	-	-	-	-	0.00%
Alcott S/L Pathologist	95,735	74,140	77,367	1.60	79,688	1.60	3.00%
Thoreau S/L Pathologist	99,682	106,742	111,387	1.50	114,728	1.50	3.00%
Willard S/L Pathologist	180,108	187,002	195,140	2.50	200,994	2.50	3.00%
Elem. SPED Longevity	7,431	6,289	6,500	-	6,759	-	3.99%
Elem. SPED Summer Teachers	68,853	55,913	45,315	-	60,096	-	32.62%
Elem. Team Chair Salary	49,727	50,722	52,929	0.50	54,517	0.50	3.00%
Elem. SPED Summer Aides	23,629	24,337	20,688	-	6,800	-	-67.13%
	<b>3,252,840</b>	<b>3,349,822</b>	<b>3,380,887</b>	<b>43.98</b>	<b>3,542,086</b>	<b>43.98</b>	<b>4.77%</b>
Elem. SPED Administrator S/M	1,396	4,518	1,000	-	4,518	-	351.80%
Alcott SPED Teaching S/M	2,769	696	2,769	-	2,769	-	0.02%
Thoreau SPED Teaching S/M	4,722	11,903	4,722	-	4,722	-	-0.00%
Willard SPED Teaching S/M	1,171	5,120	1,171	-	1,171	-	0.02%
Elem. SPED Testing S/M	10,925	10,637	10,925	-	10,925	-	-0.00%
Alcott SPED Contr. Services	120,935	68,486	130,000	-	130,000	-	0.00%
Thoreau SPED Contr. Services	129,246	81,313	130,000	-	130,000	-	0.00%
Willard SPED Contr. Services	166,840	43,335	170,000	-	170,000	-	0.00%
Elem. SPED Evaluation Services	9,889	17,540	12,500	-	12,500	-	0.00%
Elem. SPED Non-District Travel	-	-	-	-	-	-	0.00%
Elem. SPED New Equipment	6,179	11,636	5,004	-	5,004	-	0.00%
Elem. SPED Massachusetts Tuition	6,997	-	-	-	-	-	0.00%
Elem. SPED Out-of-State Tuition	-	-	-	-	-	-	0.00%
Elem. SPED Non-Public Tuition	385,835	581,891	600,000	-	500,000	-	-16.67%
Elem. SPED Collaborative Tuition	482,539	221,754	700,000	-	703,517	-	0.50%
Elem. SPED Consultant Contract	-	-	-	-	-	-	0.00%
Elem. SPED Legal Services	21,785	11,795	21,785	-	21,785	-	-0.00%
Elem. SPED Legal Settlements	-	-	-	-	-	-	0.00%
Elem. SPED Equip. Repair	1,661	2,214	1,661	-	1,661	-	0.03%
Elem. SPED Director Travel	1,000	1,000	1,000	-	1,000	-	0.00%
Elem. SPED Prepaid Tuition	-	-	-	-	-	-	0.00%
	<b>1,353,891</b>	<b>1,073,838</b>	<b>1,792,537</b>	<b>-</b>	<b>1,699,573</b>	<b>-</b>	<b>-5.19%</b>
<b>Total Program</b>	<b>4,606,731</b>	<b>4,423,660</b>	<b>5,173,424</b>	<b>43.98</b>	<b>5,241,659</b>	<b>43.98</b>	<b>1.32%</b>

## SPECIAL EDUCATION/MIDDLE SCHOOL

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1201: SPECIAL EDUCATION/MIDDLE SCHOOL</b>	<b>2,075,980</b>	<b>2,279,115</b>	<b>2,716,855</b>	<b>21.63</b>	<b>2,690,421</b>	<b>21.63</b>	<b>-0.97%</b>
SPED Middle Sch. Admin. Salary	40,170	41,375	43,133	0.30	44,643	0.30	3.50%
Middle Sch. SPED Teaching Salary	644,347	718,006	698,450	8.13	714,165	8.13	2.25%
Middle Sch. SPED Tutor Salary	371,757	384,196	387,936	10.00	396,665	10.00	2.25%
Middle Sch. SPED Aides Salary	22,981	-	12,000		12,270		2.25%
Middle Sch. SPED Home Tutor Sal.	-	-	-		-		0.00%
Middle Sch. Occ. Therapist Salary	-	-	-		-		0.00%
M. S. SPED Summer Teachers	19,044	13,050	9,861		14,026		42.24%
M. S. SPED Summer Aides	2,997	2,819	1,350		2,947		118.30%
Middle Sch. SPED Psychologist Salary	63,597	54,171	56,529	1.00	93,224	1.00	64.91%
Middle Sch. SPED Clerical Salary	54,303	57,518	58,812	1.00	60,135	1.00	2.25%
Middle School S/L Pathologist	88,432	92,005	96,009	1.20	98,889	1.20	3.00%
Special Ed. Dept. Chair Salary	-	-	-		-		0.00%
M.S. SPED Longevity	6,000	6,751	6,120		6,800		11.11%
	<b>1,313,630</b>	<b>1,369,891</b>	<b>1,370,200</b>	<b>21.63</b>	<b>1,443,765</b>	<b>21.63</b>	<b>5.37%</b>
Middle Sch. SPED Administrator S/M	-	1,046	-		-		0.00%
Middle Sch. SPED Teaching S/M	558	678	582		582		0.05%
Middle Sch. Testing S/M	1,537	4,061	1,604		1,604		0.03%
Middle Sch. SPED Contr. Services	64,212	192,751	70,000		70,000		0.00%
Middle Sch. SPED Evaluation Services	3,300	11,300	5,000		5,000		0.00%
Middle Sch. SPED Non-District Travel	-	-	-		-		0.00%
Middle Sch. SPED New Equipment	2,741	34,751	2,500		2,500		0.00%
M.S. SPED Massachusetts Tuition	51,894	15,428	55,000		55,000		0.00%
M.S. SPED Out-of-State Tuition	138,198	49,000	150,000		150,000		0.00%
M.S. SPED Non-Public Tuition	247,168	282,109	700,000		600,000		-14.29%
M.S. SPED Collaborative Tuition	240,773	304,872	350,000		350,000		0.00%
Middle Sch. SPED Consultant Contract	-	-	-		-		0.00%
Middle Sch. SPED Legal Services	11,300	12,039	11,300		11,300		0.00%
Middle Sch. SPED Legal Settlements	-	-	-		-		0.00%
M.S. Equip. Repair	502	1,189	502		502		0.02%
M.S. SPED Director Travel	167	-	167		167		0.00%
M.S. Sped Prepaid Tuition	-	-	-		-		0.00%
	<b>762,350</b>	<b>909,224</b>	<b>1,346,655</b>	<b>-</b>	<b>1,246,656</b>	<b>-</b>	<b>-7.43%</b>
<b>Total Program</b>	<b>2,075,980</b>	<b>2,279,115</b>	<b>2,716,855</b>	<b>21.63</b>	<b>2,690,421</b>	<b>21.63</b>	<b>-0.97%</b>

## SPECIAL EDUCATION

The major drivers of the Special Education budget are out of district tuitions, contracted services, adaptive equipment, transportation services, and in district staffing costs. Tuitions for OOD placements continue to rise based on the high level of need required by the special education students. In the FY14 school year, the cost of an OOD placement ranges from \$35,000 to \$103,000. While the percentage of special education students in K8 has decreased from 19% to 17% (which is the statewide average), and the OOD placements have also decreased from 44 placements in FY2010 to 38 placements in FY2014, the cost to meet the significant needs of our special education students has continued to rise.

## SUBSTITUTES

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1210: SUBSTITUTES</b>	<b>204,528</b>	<b>171,543</b>	<b>196,425</b>	-	<b>209,130</b>	-	<b>6.47%</b>
Elem. Substitute Caller Salary	-	-	-	-	-	-	0.00%
Middle Sch. Substitute Caller Salary	-	-	-	-	-	-	0.00%
Alcott Kindergarten Sub. Salary	1,150	1,800	1,200	-	1,176	-	-2.01%
Thoreau Kindergarten Sub. Salary	5,265	4,475	5,494	-	5,383	-	-2.01%
Willard Kindergarten Sub. Salary	4,725	3,600	4,931	-	4,831	-	-2.02%
Alcott Substitute Salary	54,790	27,550	35,000	-	56,023	-	60.07%
Thoreau Substitute Salary	32,339	29,941	35,000	-	33,067	-	-5.52%
Willard Substitute Salary	24,445	24,836	35,000	-	24,995	-	-28.59%
Middle Sch. Substitute Salary	49,091	49,378	50,000	-	50,196	-	0.39%
Alcott SPED Substitute Salary	6,110	5,150	7,500	-	6,247	-	-16.70%
Thoreau SPED Substitute Salary	10,205	6,725	7,500	-	10,435	-	39.13%
Willard SPED Substitute Salary	9,380	8,440	7,500	-	9,591	-	27.88%
Middle Sch. SPED Substitute Sal.	3,938	5,200	4,200	-	4,026	-	-4.14%
Integrated Preschool Sub. Sal	3,090	4,448	3,100	-	3,159	-	1.91%
	<b>204,528</b>	<b>171,543</b>	<b>196,425</b>	-	<b>209,130</b>	-	<b>6.47%</b>
<b>Total Program</b>	<b>204,528</b>	<b>171,543</b>	<b>196,425</b>	-	<b>209,130</b>	-	<b>6.47%</b>

## TECHNOLOGY EDUCATION/APPLIED TECHNOLOGY

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1220: TECH. ED./APPLIED TECHNOLOGY</b>	<b>88,118</b>	<b>67,044</b>	<b>62,000</b>	<b>0.90</b>	<b>71,803</b>	<b>0.90</b>	<b>15.81%</b>
Tech Ed: Applied Tech. Tch. Salary	79,563	63,608	55,000	0.90	68,367	0.90	24.30%
Appl. Tech Longevity	-	-	-	-	-	-	0.00%
	<b>79,563</b>	<b>63,608</b>	<b>55,000</b>	<b>0.90</b>	<b>68,367</b>	<b>0.90</b>	<b>24.30%</b>
Tech Ed: Applied Tech. Tch. S/M	8,554	3,420	7,000	-	3,420	-	-51.15%
Applied Tech. Equipment	-	16	-	-	16	-	0.00%
	<b>8,554</b>	<b>3,436</b>	<b>7,000</b>	<b>-</b>	<b>3,436</b>	<b>-</b>	<b>-50.91%</b>
<b>Total Program</b>	<b>88,118</b>	<b>67,044</b>	<b>62,000</b>	<b>0.90</b>	<b>71,803</b>	<b>0.90</b>	<b>15.81%</b>

## TECH ED/FAMILY/CONSUMER SCIENCE

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1230: TECH ED./FAMILY/CONSUMER SCI.</b>	<b>56,130</b>	<b>59,563</b>	<b>61,723</b>	<b>0.90</b>	<b>64,252</b>	<b>0.90</b>	<b>4.10%</b>
Tech Ed: Family & Consumer Tch. Salary	49,712.40	52,731	55,026.00	0.90	57,421	0.90	4.35%
F/C Sci. Longevity	-	-	-	-	-	-	0.00%
	<b>49,712</b>	<b>52,731</b>	<b>55,026</b>	<b>0.90</b>	<b>57,421</b>	<b>0.90</b>	<b>4.35%</b>
Tech Ed: Family & Cons. Tch. S/M	6,417	6,832	6,697	-	6,832	-	0.00%
Fam. & Cons. Sci. Equipment	-	-	-	-	-	-	0.00%
	<b>6,417</b>	<b>6,832</b>	<b>6,697</b>	<b>-</b>	<b>6,832</b>	<b>-</b>	<b>2.01%</b>
<b>Total Program</b>	<b>56,130</b>	<b>59,563</b>	<b>61,723</b>	<b>0.90</b>	<b>64,252</b>	<b>0.90</b>	<b>4.10%</b>

## CURRICULUM LEADERSHIP

This Program Area supports teacher leadership positions that include K5 English Language Arts and Math Curriculum Specialists and CMS House Leadership positions. Additionally, it supports stipends from district-wide grade level teacher leaders.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1240: CURRICULUM LEADERSHIP</b>	<b>50,300</b>	<b>30,877</b>	<b>52,717</b>	-	<b>31,572</b>	-	<b>-40.11%</b>
K Grade Level Chair	1,927	-	2,011	-	-	-	-100.00%
Gr. 1 Grade level Chair Salary	1,927	-	2,011	-	-	-	-100.00%
Gr. 2 Grade Level Chair Salary	-	-	-	-	-	-	0.00%
Gr 3 Grade level Chair Salary	964	-	1,005	-	-	-	-100.00%
Gr 4 Grade Level Chair Salary	964	-	1,005	-	-	-	-100.00%
Gr. 5 Grade Level Chair Salary	4,818	-	5,027	-	-	-	-100.00%
K-5 Science Curr. Chair Salary	4,240	4,411	4,425	-	4,510	-	1.93%
K-5 Math Curr. Chair Salary	12,720	13,233	13,500	-	13,531	-	0.23%
K-5 Social St. Curr. Chair Salary	-	-	-	-	-	-	0.00%
K-12 Curr. Chair Salary	1,927	2,005	2,011	-	2,050	-	1.94%
Alcott K-5 L/A Curr. Specialist	2,313	2,406	2,414	-	2,460	-	1.91%
Thoreau K-5 L/A Curr. Specialist	4,240	4,411	4,425	-	4,510	-	1.93%
Willard K-5 L/A Curr. Specialist	4,240	4,411	4,425	-	4,510	-	1.93%
K-12 Health Curr. Specialist	-	-	-	-	-	-	0.00%
K-12 Math Curr. Chair Salary	-	-	-	-	-	-	0.00%
K-8 P.E. Curr. Chair Salary	2,313	-	2,414	-	-	-	-100.00%
K-12 Science Curr. Chair Salary	-	-	-	-	-	-	0.00%
Spec. Interest Group 1	1,927	-	2,011	-	-	-	-100.00%
Spec. Interest Group 2	-	-	-	-	-	-	0.00%
Spec. Interest Group 3	-	-	-	-	-	-	0.00%
Spec. Interest Group 4	-	-	-	-	-	-	0.00%
Spec. Interest Group 5	-	-	-	-	-	-	0.00%
Spec. Interest Group 6	-	-	-	-	-	-	0.00%
M. S. Team Leader Salary	5,781	-	6,033	-	-	-	-100.00%
K-12 Info. Tech. Coordinator Salary	-	-	-	-	-	-	0.00%
K-12 Library/Media Curr. Chair	-	-	-	-	-	-	0.00%
	<b>50,300</b>	<b>30,877</b>	<b>52,717</b>	-	<b>31,572</b>	-	<b>-40.11%</b>
<b>Total Program</b>	<b>50,300</b>	<b>30,877</b>	<b>52,717</b>	-	<b>31,572</b>	-	<b>-40.11%</b>

**INTEGRATED PRE-SCHOOL**

The Concord Integrated Preschool opened an additional afternoon half- day session in September 2013. We have continued to see an increase in preschool special education students with medical, cognitive and social language disabilities which mirrors the statewide and national trends.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1250: INTEGRATED PRE-SCHOOL</b>	<b>235,841</b>	<b>275,077</b>	<b>234,285</b>	<b>4.05</b>	<b>257,874</b>	<b>4.05</b>	<b>10.07%</b>
Pre-School Teaching Salary	95,497	101,770	118,304	2.05	123,453	2.05	4.35%
Pre-School Aides	71,384	45,951	47,322	2.00	46,985	2.00	-0.71%
Summer Pre-School Tch. Sal.	4,920	6,300	5,165		5,390		4.35%
Summer Pre-School Aides Sal.	3,348	461	3,494		472		-86.50%
	<b>175,148</b>	<b>154,482</b>	<b>174,285</b>	<b>4.05</b>	<b>176,299</b>	<b>4.05</b>	<b>1.16%</b>
Pre-School S/M	27,623	14,803	25,000		30,000		20.00%
Pre-School Contracted Services	33,070	105,792	35,000		51,575		47.36%
	<b>60,693</b>	<b>120,595</b>	<b>60,000</b>	<b>-</b>	<b>81,575</b>	<b>-</b>	<b>35.96%</b>
<b>Total Program</b>	<b>235,841</b>	<b>275,077</b>	<b>234,285</b>	<b>4.05</b>	<b>257,874</b>	<b>4.05</b>	<b>10.07%</b>

## ATHLETICS

The CPS Athletics program budget is mainly for CMS activities and includes funding for coaching stipends and intramural sports activities, as well as a portion of the CCHS athletic director's salary. Transportation salaries for off-site athletics are also budgeted in this program area. The Athletics Contractual - Kindergarten line item is for payments to the Concord Recreation Department for the activities they provide to our students.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2310: ATHLETICS</b>	<b>70,286</b>	<b>91,520</b>	<b>74,249</b>	<b>0.10</b>	<b>95,210</b>	<b>0.10</b>	<b>28.23%</b>
Athletics Nurses Salary	-	-	-		-		0.00%
Coaches Salary	30,513	31,888	32,000		32,605		1.89%
Athletics Drivers Salary	3,168	3,101	3,306		3,171		-4.09%
Intramural Coaching Stipends	17,134	16,016	19,000		18,376		-3.28%
Faculty Athletic Manager	-	-	-		-		0.00%
Athletic Director	10,843	11,168	11,314	0.10	11,710	0.10	3.50%
	<b>61,658</b>	<b>62,173</b>	<b>65,620</b>	<b>0.10</b>	<b>65,862</b>	<b>0.10</b>	<b>0.37%</b>
Athletics S/M	612	899	612		899		46.95%
Trainer S/M	-	-	-		-		0.00%
Officials	5,016	4,622	5,016		4,622		-7.86%
Athletic Equipment Repair	905	-	905		-		-100.00%
Athletic Insurance	2,096	2,096	2,096		2,096		0.00%
Athletics Contractual - Kindergarten		21,731			21,731		
Contracted Service	-	-	-		-		0.00%
	<b>8,629</b>	<b>29,348</b>	<b>8,629</b>	<b>-</b>	<b>29,348</b>	<b>-</b>	<b>240.10%</b>
<b>Total Program</b>	<b>70,286</b>	<b>91,520</b>	<b>74,249</b>	<b>0.10</b>	<b>95,210</b>	<b>0.10</b>	<b>28.23%</b>

**CENTRAL SUPPLY**

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2320: CENTRAL SUPPLY</b>	<b>8,422</b>	<b>(2,329)</b>	<b>13,974</b>	-	-	-	<b>-100.00%</b>
Central Supply S/M	8,422	(2,329)	13,974				-100.00%
<b>Total Program</b>	<b>8,422</b>	<b>(2,329)</b>	<b>13,974</b>	-	-	-	<b>-100.00%</b>

**CO-CURRICULAR**

These accounts are supplemental teacher salaries for instructional leadership tasks such as Leadership Teams, House Leaders, Teacher Leaders, Principal Designees. Club advisors stipends for activities such as, Model UN and Student Council Advisors are also funded in this program area.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2330: CO-CURRICULAR</b>	<b>37,692</b>	<b>64,921</b>	<b>39,332</b>	-	<b>39,333</b>	-	<b>0.00%</b>
Co-Curricular Prof. Salary	37,385	64,921	39,012		39,012		0.00%
Co-Curricular Transportation	307	-	320		320		0.11%
<b>Total Program</b>	<b>37,692</b>	<b>64,921</b>	<b>39,332</b>	-	<b>39,333</b>	-	<b>0.00%</b>

## CONTINGENCY

The Contingency budget encompasses both known collective bargaining obligations such as Sick Leave Buyback for retirees as well as unknown financial obligations that may occur as a result of the collective bargaining process and other employee compensation requirements, or staffing needs created by enrollment or special staffing needs.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2340: CONTINGENCY</b>	<b>103,016</b>	<b>66,729</b>	<b>245,729</b>	-	<b>236,729</b>	-	<b>-3.66%</b>
Sick Leave - Instructional	103,016	66,729	66,729		66,729		0.00%
Professional Contingency	-	-	100,000		100,000		0.00%
Early Retirement Incentive	-	-	-		-		0.00%
Negotiation Funds - Contracts	-	-	45,000		40,000		-11.11%
Negotiation Funds - Non-Bargaining	-	-	34,000		30,000		-11.76%
<b>Total Program</b>	<b>103,016</b>	<b>66,729</b>	<b>245,729</b>	-	<b>236,729</b>	-	<b>-3.66%</b>

## COPY CENTER & MAIL COURIER SERVICE

The Copy Center located at the Ripley Administrative Building is a high efficiency reproduction center. The Center is able to format and reproduce documents for school staff most often on a same-day timeline. The department consists of two high speed multi-function copiers and a staff of one. In addition to reproduction services, the Copy Service Operator provides bulk ordering of district office supplies.

The district Mail Courier Service, also known as the Pony, is an inter-campus delivery service. The Mail Courier makes runs to each district building delivering mail, reproduced documents, and other inter-campus items to and from the Ripley central office daily throughout the school year.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2350: COPY SERVICE</b>	<b>62,691</b>	<b>64,950</b>	<b>64,447</b>	<b>1.20</b>	<b>63,747</b>	<b>1.20</b>	<b>-1.09%</b>
Copy Service Salary	27,618	27,908	28,869	0.60	28,869	0.60	0.00%
Copy Serv. Transportation Salary	16,486	17,413	17,578	0.60	17,578	0.60	0.00%
	<b>44,104</b>	<b>45,321</b>	<b>46,447</b>	<b>1.20</b>	<b>46,447</b>	<b>1.20</b>	<b>0.00%</b>
Copy Service S/M	7,765	8,295	6,000		5,966		-0.57%
Canon IR105 Copier Maint/Purch.	9,010	8,617	10,000		8,617		-13.83%
IR550 Copier Maintenance	1,812	2,718	2,000		2,718		35.90%
Canon IR5000 Copier Maintenance	-	-	-		-		0.00%
	<b>18,587</b>	<b>19,629</b>	<b>18,000</b>	-	<b>17,300</b>	-	<b>-3.89%</b>
<b>Total Program</b>	<b>62,691</b>	<b>64,950</b>	<b>64,447</b>	<b>1.20</b>	<b>63,747</b>	<b>1.20</b>	<b>-1.09%</b>

**EQUIPMENT**

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2360: EQUIPMENT</b>	<b>9,332</b>	<b>34,746</b>	<b>9,030</b>	-	<b>10,000</b>	-	<b>10.74%</b>
Alcott Replacement Equipment	-	4,117	1,606		1,500		-6.60%
Thoreau Replacement Equipment	422	1,243	1,606		1,500		-6.60%
Willard Replacement Equipment	2,926	8,820	1,606		1,500		-6.60%
Middle Sch. Replacement Equipment	5,985	20,566	3,212		4,000		24.53%
Ripley Replacement Equipment	-	-	1,000		1,500		50.00%
<b>Total Program</b>	<b>9,332</b>	<b>34,746</b>	<b>9,030</b>	-	<b>10,000</b>	-	<b>10.74%</b>

**FIELD TRIPS**

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2370: FIELD TRIPS</b>	<b>11,311</b>	<b>13,111</b>	<b>18,500</b>	-	<b>18,500</b>	-	<b>0.00%</b>
Middle Sch. Field Trips Salary	11,311	13,111	12,000		12,000		0.00%
Elem. Field Trips Salary	-	-	6,500		6,500		0.00%
<b>Total Program</b>	<b>11,311</b>	<b>13,111</b>	<b>18,500</b>	-	<b>18,500</b>	-	<b>0.00%</b>

## HEALTH SERVICES

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2390: HEALTH SERVICES</b>	<b>464,539</b>	<b>513,130</b>	<b>519,235</b>	<b>5.40</b>	<b>561,291</b>	<b>5.40</b>	<b>8.10%</b>
Elementary Nurses Salary	262,444	274,721	280,215	3.00	301,182	3.00	7.48%
Middle Sch. Nurses Salary	129,994	137,802	140,558	1.60	151,075	1.60	7.48%
Elem. Nurse Chair	-	-	-		-		0.00%
Middle Sch. Nurse Chair	32,704	34,692	35,386	0.40	38,034	0.40	7.48%
Nurse Longevity	3,500	4,000	4,080		4,385		7.48%
Pre-School Nurses Salary	27,614	47,868	48,908	0.40	52,568	0.40	7.48%
	<b>456,256</b>	<b>499,083</b>	<b>509,147</b>	<b>5.40</b>	<b>547,244</b>	<b>5.40</b>	<b>7.48%</b>
Health Services S/M	6,739	6,455	8,000		6,455		-19.31%
Hlth. Serv. Contr. Services	1,250	7,123	803		7,123		787.01%
Hlth. Serv. Equipment Maintenance	295	-	482		-		-100.00%
Hlth. Serv. Staff Development	-	469	803		469		-41.59%
	<b>8,284</b>	<b>14,047</b>	<b>10,088</b>	<b>-</b>	<b>14,047</b>	<b>-</b>	<b>39.25%</b>
<b>Total Program</b>	<b>464,539</b>	<b>513,130</b>	<b>519,235</b>	<b>5.40</b>	<b>561,291</b>	<b>5.40</b>	<b>8.10%</b>

## PARAPROFESSIONALS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2400: PARAPROFESSIONALS</b>	<b>75,296</b>	<b>73,018</b>	<b>69,600</b>	<b>2.25</b>	<b>71,166</b>	<b>2.25</b>	<b>2.25%</b>
Elem. Paraprofessional Salary	75,296	63,588	69,600	2.25	71,166	2.25	2.25%
Middle Sch. Paraprofessional Salary	-	9,429	-		-		0.00%
<b>Total Program</b>	<b>75,296</b>	<b>73,018</b>	<b>69,600</b>	<b>2.25</b>	<b>71,166</b>	<b>2.25</b>	<b>2.25%</b>

## SCHOOL DISTRICT TRAVEL

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL</b>	<b>2,200</b>	<b>3,311</b>	<b>2,296</b>	<b>-</b>	<b>3,311</b>	<b>-</b>	<b>44.22%</b>
School District Travel	2,200	3,311	2,296		3,311		44.22%
<b>Total Program</b>	<b>2,200</b>	<b>3,311</b>	<b>2,296</b>	<b>-</b>	<b>3,311</b>	<b>-</b>	<b>44.22%</b>

## STUDENT ACTIVITY

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2420: STUDENT ACTIVITY</b>	<b>-</b>	<b>21,731</b>	<b>-</b>	<b>-</b>	<b>21,731</b>	<b>-</b>	<b>0.00%</b>
Student Activities S/M	-	-	-		-		0.00%
Student Activities Contractual - Kindergarten		21,731			21,731		0.00%
<b>Total Program</b>	<b>-</b>	<b>21,731</b>	<b>-</b>	<b>-</b>	<b>21,731</b>	<b>-</b>	<b>0.00%</b>

## TESTING

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2430: TESTING</b>	<b>-</b>	<b>-</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>
Testing S/M	-	-	4,000		-		-100.00%
<b>Total Program</b>	<b>-</b>	<b>-</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>

## ADMINISTRATION

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 3510: ADMINISTRATION</b>	<b>795,780</b>	<b>1,035,591</b>	<b>944,013</b>	<b>8.30</b>	<b>951,259</b>	<b>8.30</b>	<b>0.77%</b>
Superintendent's Salary	120,000	128,095	128,853	0.60	133,363	0.60	3.50%
Superintendent Support Staff	43,620	45,432	46,827	0.60	48,466	0.60	3.50%
Asst. Superintendent Salary	-	-	-	-	-	-	0.00%
Director of Teaching & Learning	83,400	87,600	91,323	0.60	94,519	0.60	3.50%
Teaching & Learning Support Staff	37,613	60,914	39,597	0.60	40,983	0.60	3.50%
Asst. to Supt./Grants	-	-	-	-	-	-	0.00%
Dir. of Finance & Oper. Sal.	-	-	-	-	-	-	0.00%
Deputy Superintendent	86,594	86,361	83,574	0.50	86,499	0.50	3.50%
Financial Serv. Staff	156,067	206,316	212,312	3.60	219,743	3.60	3.50%
Director of Human Resources	81,340	86,194	88,831	0.60	91,940	0.60	3.50%
Human Resources Staff	55,669	68,585	78,538	1.20	81,287	1.20	3.50%
	<b>664,303</b>	<b>769,497</b>	<b>769,855</b>	<b>8.30</b>	<b>796,800</b>	<b>8.30</b>	<b>3.50%</b>
Supt. Office S/M	608	18,216	608	-	18,216	-	2896.05%
Supt. Consultant Contract	-	17,800	-	-	17,800	-	0.00%
Admin. Contracted Services	-	-	-	-	-	-	0.00%
Supt. Memberships	-	-	1,805	-	-	-	-100.00%
Supt. Insurance	-	-	-	-	-	-	0.00%
Supt. Prof. Development	57	1,244	57	-	1,244	-	2081.58%
Annual School Census	1,480	1,538	1,480	-	1,538	-	3.91%
Admin. Annuity	-	-	-	-	-	-	0.00%
Dir Teaching & Learning Office S/M	1,345	632	1,345	-	632	-	-53.01%
Dir Teaching & Learning Contr. Service	-	-	-	-	-	-	0.00%
Dir Teaching & Learning Memberships	342	264	342	-	264	-	-22.81%
Dir Teaching & Learning Prof. Development	494	1,788	494	-	1,788	-	261.86%
Dir Teaching & Learning Superintendent Travel	545	-	545	-	-	-	-100.00%
Bus. Office S/M	2,033	1,450	2,033	-	1,450	-	-28.68%
Bus. Office Contr. Services	22,079	23,501	15,000	-	15,000	-	0.00%
Bus. Office Legal Adv.	391	599	1,500	-	599	-	-60.07%
Bus. Office Memberships	854	179	854	-	179	-	-79.10%
Bus. Office Prof. Development	909	2,310	910	-	2,310	-	153.79%
Finance Director Travel	-	-	-	-	-	-	0.00%
Human Resources Office S/M	2,145	2,359	2,145	-	2,359	-	9.98%
Human Resources Contr. Services	11,694	1,423	10,000	-	1,423	-	-85.77%
Human Resources Legal Adv.	-	-	25,000	-	-	-	-100.00%
Human Resources Memberships	1,836	5,160	7,500	-	5,160	-	-31.20%
Human Resources Prof. Development	540	4,325	540	-	2,500	-	362.96%
Human Resources Recruiting	7,332	11,696	12,000	-	12,000	-	0.00%
Legal Services	70,045	171,613	50,000	-	40,000	-	-20.00%
Legal Settlements	6,748	-	40,000	-	30,000	-	-25.00%
	<b>131,477</b>	<b>266,094</b>	<b>174,158</b>	<b>-</b>	<b>154,459</b>	<b>-</b>	<b>-11.31%</b>
<b>Total Program</b>	<b>795,780</b>	<b>1,035,591</b>	<b>944,013</b>	<b>8.30</b>	<b>951,259</b>	<b>8.30</b>	<b>0.77%</b>

## PRINCIPALS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 3520: PRINCIPALS</b>	<b>1,040,294</b>	<b>1,071,837</b>	<b>1,090,167</b>	<b>14.00</b>	<b>1,122,083</b>	<b>14.00</b>	<b>2.93%</b>
Alcott Principal Salary	129,670	133,543	139,219	1.00	144,092	1.00	3.50%
Thoreau Principal Salary	128,281	137,609	136,037	1.00	140,798	1.00	3.50%
Willard Principal Salary	137,122	137,719	143,572	1.00	148,597	1.00	3.50%
Middle Sch. Principal Salary	180,724	134,120	139,820	1.00	144,714	1.00	3.50%
Middle Sch. Asst. Prin. Salary	56,330	104,000	108,420	1.00	112,215	1.00	3.50%
Alcott Prin. Clerical Salary	81,803	91,218	87,121	2.00	89,081	2.00	2.25%
Thoreau Prin. Clerical Salary	83,473	88,978	90,115	2.00	92,143	2.00	2.25%
Willard Prin. Clerical Salary	80,915	85,649	87,576	2.00	89,546	2.00	2.25%
Middle Sch. Prin. Clerical Salary	137,921	133,367	132,287	3.00	135,263	3.00	2.25%
	<b>1,016,239</b>	<b>1,046,203</b>	<b>1,064,167</b>	<b>14.00</b>	<b>1,096,449</b>	<b>14.00</b>	<b>3.03%</b>
Middle Sch. Principals S/M	5,840	3,916	5,000		3,916		-21.68%
Elem. Prin. Prof. Development	2,345	4,628	4,500		4,628		2.84%
Middle Sch. Prin. Prof. Development	900	2,247	1,500		2,247		49.80%
Middle Sch. Copier Maintenance	14,969	14,844	15,000		14,844		-1.04%
	<b>24,055</b>	<b>25,634</b>	<b>26,000</b>	<b>-</b>	<b>25,634</b>	<b>-</b>	<b>-1.41%</b>
<b>Total Program</b>	<b>1,040,294</b>	<b>1,071,837</b>	<b>1,090,167</b>	<b>14.00</b>	<b>1,122,083</b>	<b>14.00</b>	<b>2.93%</b>

## SCHOOL COMMITTEE

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 3530: SCHOOL COMMITTEE</b>	<b>1,960</b>	<b>3,839</b>	<b>7,623</b>	<b>1.00</b>	<b>8,750</b>	<b>1.00</b>	<b>14.78%</b>
School Comm. Clerical Salary	1,960	3,701	2,623	1.00	3,750	1.00	42.97%
	<b>1,960</b>	<b>3,701</b>	<b>2,623</b>	<b>1.00</b>	<b>3,750</b>	<b>1.00</b>	<b>42.97%</b>
School Comm. S/M		- 138	500		500		0.00%
School Comm. Dues		-	2,500		2,500		0.00%
School Comm. Conferences		-	500		500		0.00%
School Comm. Contr. Services		-	1,500		1,500		0.00%
		<b>- 138</b>	<b>5,000</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program</b>	<b>1,960</b>	<b>3,839</b>	<b>7,623</b>	<b>1.00</b>	<b>8,750</b>	<b>1.00</b>	<b>14.78%</b>

## CAPITAL OUTLAY

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4610: CAPITAL OUTLAY</b>	<b>111,939</b>	<b>57,884</b>	<b>50,000</b>	-	<b>40,000</b>	-	<b>-20.00%</b>
Capital Outlay - Grounds	-	-	10,000		10,000		0.00%
Capital Outlay - Buildings	91,539	6,408	20,000		10,000		-50.00%
Capital Outlay - Designers	20,400	51,476	10,000		10,000		0.00%
Capital Outlay - Equipment	-	-	10,000		10,000		0.00%
<b>Total Program</b>	<b>111,939</b>	<b>57,884</b>	<b>50,000</b>	-	<b>40,000</b>	-	<b>-20.00%</b>

## CUSTODIAL SERVICES

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4620: CUSTODIAL SERVICES</b>	<b>821,460</b>	<b>844,582</b>	<b>857,971</b>	<b>14.60</b>	<b>872,259</b>	<b>14.60</b>	<b>1.67%</b>
Elem. Bldg. Serv. Wkr. Sal.	425,276	438,903	454,062	9.00	464,278	9.00	2.25%
Elem. Bldg. Serv. Wkr. Overtime	55,169	55,069	56,824		58,103		2.25%
Middle Sch. Bldg. Serv. Wkr. Sal.	259,369	268,428	257,533	5.00	263,327	5.00	2.25%
M.S. Bldg. Serv. Wkr. Overtime	38,190	38,673	39,336		40,221		2.25%
Ripley Bldg. Serv. Wkr. Sal.	34,275	34,871	35,743	0.60	36,547	0.60	2.25%
Ripley Bldg. Serv. Wkr. Overtime	3,178	2,204	3,273		3,347		2.25%
Receptionist Salary	-	-	-		-		0.00%
	<b>815,457</b>	<b>838,147</b>	<b>846,771</b>	<b>14.60</b>	<b>865,823</b>	<b>14.60</b>	<b>2.25%</b>
Bld. Serv. Wkr. S/M	853	-	3,000		-		-100.00%
Ripley Bldg. Serv. Wkr. S/M	38	683	1,000		683		-31.71%
Bldg. Serv. Wkr. Uniforms	4,080	5,413	4,200		5,413		28.88%
Bldg. Serv. Wkr. Fees	-	-	500		-		-100.00%
Bldg. Serv. Wkr. Equipment	1,033	340	2,500		340		-86.42%
	<b>6,004</b>	<b>6,435</b>	<b>11,200</b>	-	<b>6,435</b>	-	<b>-42.54%</b>
<b>Total Program</b>	<b>821,460</b>	<b>844,582</b>	<b>857,971</b>	<b>14.60</b>	<b>872,259</b>	<b>14.60</b>	<b>1.67%</b>

## INFORMATION TECHNOLOGY SERVICES

The Information Technology department is responsible for the components and infrastructure that comprise the district network. All seven buildings are connected via 3 pairs of fiber, 2 pairs of which are active with 2 GB connectivity between district buildings. Our network includes more than 100 switches, 88 Xirrus Wifi Access points, 44 Servers and close to 4000 workstations, all centrally managed using tools like Casper, Procurve Manager, and Xirrus XMS Server. For more information, please log on to [www.concordpublicschools.net/technology](http://www.concordpublicschools.net/technology).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4630: INFORMATION TECHNOLOGY SERVICES</b>	<b>561,882</b>	<b>583,936</b>	<b>600,646</b>	<b>3.95</b>	<b>600,612</b>	<b>3.95</b>	<b>-0.01%</b>
Info. Tech. Director Salary	61,302	67,175	67,423	0.51	69,783	0.51	3.50%
I.T. Unit Leader Salary	125,479	129,238	134,731	1.53	139,447	1.53	3.50%
I.T. Sr. Support Analyst Salary	63,482	76,624	68,153	1.53	70,538	1.53	3.50%
I.T. Services Clerical Salary	20,613	21,847	22,339	0.38	23,121	0.38	3.50%
	<b>270,876</b>	<b>294,884</b>	<b>292,646</b>	<b>3.95</b>	<b>302,889</b>	<b>3.95</b>	<b>3.50%</b>
I. T. Services Office S/M	1,223	5,378	1,500		5,539		269.28%
I. T. Serv. Micro Repair S/M	3,200	450	3,500		464		-86.76%
Contr. Services - Web Page	7,000	7,000	7,500		7,210		-3.87%
Server Maintenance Support	16,464	1,028	17,500		1,058		-93.95%
I. T. Serv. New Equipment	85,494	100,265	85,000		103,273		21.50%
I. T. Serv. Networking	73,258	51,250	75,000		52,788		-29.62%
I. T. Serv. Software Development	-	14,664	5,000		15,104		202.08%
M.S. PC Migration	-	-	-		-		0.00%
Admin. Software Support	46,087	88,505	47,500		91,160		91.92%
Software Maint. - Financials	37,243	-	40,000		-		-100.00%
Software Maint. - Students	18,107	16,311	20,000		16,800		-16.00%
I.T. Vehicle Maint.	344	349	2,500		359		-85.62%
I.T. Gasoline	1,580	2,580	1,500		2,657		77.14%
I.T. Vehicle Insurance	1,006	1,273	1,500		1,311		-12.57%
	<b>291,006</b>	<b>289,052</b>	<b>308,000</b>	<b>-</b>	<b>297,724</b>	<b>-</b>	<b>-3.34%</b>
<b>Total Program</b>	<b>561,882</b>	<b>583,936</b>	<b>600,646</b>	<b>3.95</b>	<b>600,612</b>	<b>3.95</b>	<b>-0.01%</b>

## MAINTENANCE/BUILDINGS & GROUNDS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&amp;GROUNDS</b>	<b>658,745</b>	<b>632,635</b>	<b>473,481</b>	<b>3.13</b>	<b>588,119</b>	<b>3.13</b>	<b>24.21%</b>
Maintenance Manager Salary	60,120	50,039	64,553	0.60	62,000	0.60	-3.95%
Maintenance Salary	179,854	144,166	147,891	2.40	151,219	2.40	2.25%
Maintenance Overtime	15,324	20,980	20,000		20,000		0.00%
Supplemental Labor Salary	10,688	15,729	12,000		12,000		0.00%
Maintenance Clerical Salary	6,877	7,219	7,500	0.13	7,500	0.13	0.00%
	<b>272,862</b>	<b>238,133</b>	<b>251,944</b>	<b>3.13</b>	<b>252,719</b>	<b>3.13</b>	<b>0.31%</b>
Maintenance S/M - Grounds	12,705	9,306	14,000		9,000		-35.71%
Maintenance S/M - Buildings	159,541	133,856	50,337		105,000		108.59%
Maint. Contr. Serv. - Grounds	23,510	21,141	25,000		20,000		-20.00%
Maint. Contr. Serv. - Buildings	188,057	228,591	120,500		200,000		65.98%
Maint. Contr. Serv. - Snow Plow	702	-	5,000		-		-100.00%
Maintenance Uniforms	1,368	1,468	2,000		1,250		-37.50%
Maintenance Fees	-	139	200		150		-25.00%
Maint. Replacement Equipment	-	-	4,500		-		-100.00%
	<b>385,882</b>	<b>394,502</b>	<b>221,537</b>	<b>-</b>	<b>335,400</b>	<b>-</b>	<b>51.40%</b>
<b>Total Program</b>	<b>658,745</b>	<b>632,635</b>	<b>473,481</b>	<b>3.13</b>	<b>588,119</b>	<b>3.13</b>	<b>24.21%</b>

## MAINTENANCE/EQUIPMENT & VEHICLES

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&amp;VEHICLES</b>	<b>19,632</b>	<b>24,724</b>	<b>26,000</b>	-	<b>26,000</b>	-	<b>0.00%</b>
Maint. S/M - Vehicles	4,554	7,486	8,000		8,000		0.00%
Maint. S/M - Equipment	1,040	411	5,500		5,500		0.00%
Maint. Contr. Serv. - Equipment	7,573	2,833	7,500		7,500		0.00%
Maintenance Gasoline	3,949	10,811	5,000		5,000		0.00%
Maint. Vehicle Insurance	2,516	3,183	-		-		0.00%
Maint. Replacement Vehicle	-	-	-		-		0.00%
<b>Total Program</b>	<b>19,632</b>	<b>24,724</b>	<b>26,000</b>	-	<b>26,000</b>	-	<b>0.00%</b>

## REGULAR TRANSPORTATION

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4660: REGULAR TRANSPORTATION</b>	<b>936,622</b>	<b>1,047,705</b>	<b>1,181,897</b>	<b>22.00</b>	<b>1,164,755</b>	<b>22.00</b>	<b>-1.45%</b>
Trans. Manager Salary	40,233	41,428	43,133	0.60	44,643	0.60	3.50%
Trans. Drivers Salary - Acton		51,150	-		53,608		0.00%
Trans. Drivers Salary	448,518	505,518	458,610	19.00	523,104	19.00	14.06%
Trans. Drivers Overtime	2,350	1,680	108,767		1,761		-98.38%
Private School Trans. Salary	66,540	64,019	69,368		67,095		-3.28%
Trans. Mechanics Salary	104,227	94,423	118,669	1.80	98,961	1.80	-16.61%
Trans. Mechanics Overtime	3,671	15,751	6,000		16,508		175.13%
Trans. Coordinator Salary	58,044	51,518	58,283	0.60	60,323	0.60	3.50%
	<b>723,582</b>	<b>825,486</b>	<b>862,830</b>	<b>22.00</b>	<b>866,004</b>	<b>22.00</b>	<b>0.37%</b>
Transportation S/M	56,455	53,866	60,000		60,000		0.00%
Trans. Accident Repairs	500	-	500		500		0.00%
Trans. Gasoline/Diesel Fuel	132,856	77,070	142,294		120,000		-15.67%
Trans. Vehicle Insurance	6,733	6,366	6,733		7,000		3.97%
Trans. Computer Equipment	1,650	1,115	1,750		1,750		0.00%
Trans. Drug & Alcohol Testing	2,232	1,805	2,500		2,500		0.00%
Trans. Staff Development	4,367	5,256	5,000		5,000		0.00%
Transportation Fees	3,038	2,152	1,250		2,500		100.00%
Trans. Vehicle Replacement	-	-	-				0.00%
Trans. Contracted Services	4,485	19,352	25,000		22,500		-10.00%
Trans. Leases	723	55,237	74,040		77,002		4.00%
	<b>213,039</b>	<b>222,219</b>	<b>319,067</b>	<b>-</b>	<b>298,752</b>	<b>-</b>	<b>-6.37%</b>
<b>Total Program</b>	<b>936,622</b>	<b>1,047,705</b>	<b>1,181,897</b>	<b>22.00</b>	<b>1,164,755</b>	<b>22.00</b>	<b>-1.45%</b>

**SPECIAL EDUCATION TRANSPORTATION**

Special Education transportation costs reflect the transportation for students attending out-of-district special education placements as well as students in district requiring specialized transportation. Transportation is a related service for students with special needs, and specialized vehicles and other accommodations are often required in order to allow the students’ access to their school programs. Students are transported to various school settings in eastern Massachusetts in order to receive the services they require on their Individualized Education Plans. Concord Area of Special Education (CASE) provides the special education transportation.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION</b>	<b>401,234</b>	<b>414,643</b>	<b>520,000</b>	-	<b>355,826</b>	-	<b>-31.57%</b>
SPED Trans. Aide Salary	-	-	-	-	-	-	0.00%
	-	-	-	-	-	-	0.00%
SPED Trans. Contracted Services	401,234	414,643	520,000		355,826		-31.57%
	<b>401,234</b>	<b>414,643</b>	<b>520,000</b>	-	<b>355,826</b>	-	<b>-31.57%</b>
<b>Total Program</b>	<b>401,234</b>	<b>414,643</b>	<b>520,000</b>	-	<b>355,826</b>	-	<b>-31.57%</b>

## UTILITES/HEATING

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4680: UTILITIES/HEATING</b>	<b>244,789</b>	<b>292,302</b>	<b>263,460</b>	-	<b>296,159</b>	-	<b>12.41%</b>
Alcott Heating	42,379	45,202	45,000		46,106		2.46%
Thoreau Heating	35,105	40,025	37,500		40,825		8.87%
Willard Heating	24,355	24,183	26,000		24,666		-5.13%
Peabody Heating	40,660	50,921	42,500		51,940		22.21%
Sanborn Heating	74,681	91,699	82,500		93,533		13.37%
Ripley Heating	23,431	31,690	25,000		32,324		29.29%
Trans. Repair Heating	4,171	1,949	-				0.00%
Maint. Storage Heating	-	-	-		-		0.00%
Contracted Serv. - Burners	-	5,512	4,000		5,622		40.56%
Contr. Serv. - Ripley Burners	-	1,120	-		1,142		0.00%
Contr. Services - Controls	6	-	960		-		-100.00%
<b>Total Program</b>	<b>244,789</b>	<b>292,302</b>	<b>263,460</b>	-	<b>296,159</b>	-	<b>12.41%</b>

## UTILITES/OTHER

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4690: UTILITIES/OTHER</b>	<b>611,557</b>	<b>624,354</b>	<b>632,080</b>	-	<b>651,739</b>	-	<b>3.11%</b>
Alcott Electricity	97,824	97,866	101,500		102,759		1.24%
Thoreau Electricity	101,376	105,001	104,000		110,251		6.01%
Willard Electricity	91,725	90,336	95,000		94,852		-0.16%
Peabody Electricity	46,842	46,368	49,233		48,686		-1.11%
Sanborn Electricity	63,708	69,385	68,500		72,854		6.36%
Ripley Electricity	32,276	33,378	35,000		35,047		0.14%
Systemwide Electricity	503	573	1,000		601		-39.87%
Trans. Repair Electricity	3,482	3,650	2,100				-100.00%
Water/Sewer	34,404	26,183	37,500		27,492		-26.69%
Ripley Water/Sewer	1,467	1,354	747		1,421		90.27%
Telephone	100,331	112,199	100,000		117,809		17.81%
Trash Pickup & Recycling	37,621	38,062	37,500		39,965		6.57%
<b>Total Program</b>	<b>611,557</b>	<b>624,354</b>	<b>632,080</b>	-	<b>651,739</b>	-	<b>3.11%</b>

## INSURANCE

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 5810: INSURANCE</b>	<b>45,669</b>	<b>46,084</b>	<b>40,800</b>	-	<b>47,467</b>	-	<b>16.34%</b>
Workers' Compensation	-	-	-	-	-	-	0.00%
Employee Assistance Program	7,124	-	-	-	-	-	0.00%
Public Liability Insurance	33,036	37,083	35,000	-	38,195	-	9.13%
Sch. Comm. Prof. Liability	4,771	8,231	5,000	-	8,478	-	69.56%
Nurses Liability Insurance	738	770	800	-	793	-	-0.86%
<b>Total Program</b>	<b>45,669</b>	<b>46,084</b>	<b>40,800</b>	-	<b>47,467</b>	-	<b>16.34%</b>

## ASSESSMENTS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 5830: ASSESSMENTS</b>	-	-	-	-	-	-	<b>0.00%</b>
School Choice Assessment	-	-	-	-	-	-	0.00%
Charter School Assessment	-	-	-	-	-	-	0.00%
<b>Total Program</b>	-	-	-	-	-	-	<b>0.00%</b>

## OTHER FIXED COSTS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 5840: OTHER FIXED COSTS</b>	<b>5,896</b>	<b>9,362</b>	<b>7,500</b>	-	<b>9,643</b>	-	<b>28.57%</b>
Postage	5,896	9,362	7,500	-	9,643	-	28.57%
<b>Total Program</b>	<b>5,896</b>	<b>9,362</b>	<b>7,500</b>	-	<b>9,643</b>	-	<b>28.57%</b>
<b>GRAND TOTAL</b>	<b>28,473,052</b>	<b>29,747,995</b>	<b>31,140,538</b>	<b>324.98</b>	<b>32,440,538</b>	<b>324.98</b>	<b>4.17%</b>

## Town of Concord Budget's Support of CPS

Concord Public Schools receives funding from the Town of Concord for insurance, pension and school capital project debt service expenses as well as Social Security and Medicare taxes. Total FY14 support of CPS by the Town of Concord was \$8.7 million.

<b>Town of Concord Budget's Support of CPS</b>	<b>FY14 Budget</b>
Police Crossing Guards	\$54,480
Group Insurance for CPS Employees	\$1,894,129
Health Reimbursement Account	\$32,870
OPEB Funding	\$263,770
Retirement (Pension) for CPS Employees (non-teaching)	\$783,355
Unemployment and Workers' Compensation	\$100,000
Social Security + Medicare Tax	\$395,000
Debt Service for school capital projects - within levy limit	\$810,895
Debt Service for school capital projects - excluded debt	<u>\$4,412,170</u>
<b>TOTALS</b>	<b>\$8,746,669</b>

**Concord Public Schools Stabilization Funds:**

CPS Technology Stabilization Fund	Balance as of December 31, 2013	\$75,474.76
CPS Capital Needs	Balance as of December 31, 2013	\$960,459.86

**Concord-Carlisle Regional School District Stabilization Funds:**

CCRS Technology Stabilization Fund	Balance as of December 31, 2013	\$1,040,159.29
CCCRSD Stabilization Fund	Balance as of December 31, 2013	\$333,160.31

**What is the purpose of a Stabilization Fund?**

A stabilization fund allows the Town or Regional School District to set aside money that can be used for a specific purpose. It provides slightly more flexibility with investment options than if it were in the general fund.

**Why is it necessary?**

It is a vehicle that allows the Town or Regional School District to set aside funds for use in the future to address extraordinary expenses.

**How does it work?**

In the event that there is money left over from a fiscal year's budget or from the sale of property, the town can vote (by a 2/3's majority) to put some of that money into a stabilization fund. It takes 2/3 majority to take money out of the fund.

For Regional School Districts a 2/3's vote of the Regional School Committee is required.

**Concord Public Schools  
FY15 - FY19  
Preliminary Capital Needs**

Project Description	FY15	FY16	FY17	FY18	FY19	Comments / Building Total
<b>Alicott</b>						
Classroom flooring replacement	50,000	25,000	50,000	250,000	100,000	
Parking Area Sealing & Relining					20,000	
New lead condensing boiler and controls					175,000	Per 2013 National Grid Energy Audit
New lighting improvements			75,000			Per 2013 National Grid Energy Audit
<b>Total Alicott</b>	<b>50,000</b>	<b>25,000</b>	<b>125,000</b>	<b>250,000</b>	<b>295,000</b>	<b>\$745,000</b>
<b>Thoreau</b>						
Classroom & Hall Painting		25,000	50,000	25,000		
Parking Area Sealing & Relining					25,000	
New lead condensing boiler and controls		95,000				
New lighting improvements				65,000		
<b>Total Thoreau</b>	<b>0</b>	<b>120,000</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>\$220,000</b>
<b>Peabody Building</b>						
Boiler Replacement Project	400,000					Boiler Replacement- Controls upgrade hvac equipment
Replacement of HVAC controls and unit ventilator throughout school-design phase followed by construction		650,000				HVAC systems starting to fail due to age of equipment.
Electrical upgrade/Main Switch		50,000				
Domestic water piping replacement				450,000		Replacement due to age of piping in crawl spaces.
General flooring replacement				250,000		Wear and tear of flooring
Electrical power upgrade for technology					150,000	Lack of electrical power for increased demand for power.
Partitions for Classrooms		350,000				Replace due to age of equipment.
Master clock system		20,000				
Exterior paint removal under canopies			120,000			sand blasting is required non lead / non mercury paint
Exterior repairs, caulking masonry repairs			125,000			Repainting waterproofing recaulking
Energy improvements lighting			70,000			
Upgrade to addressable fire alarm				150,000		
Roof Replacement					900,000	
<b>Total Peabody</b>	<b>\$400,000</b>	<b>\$1,070,000</b>	<b>\$315,000</b>	<b>\$850,000</b>	<b>\$1,050,000</b>	<b>\$3,685,000</b>
<b>Sanborn Building</b>						
Asbestos abatement / classrooms		250,000				This request for is for all classrooms where asbestos tile is covered by degraded carpets and any remaining VAT.
Master clock system			20,000			Install new wireless clock system for facility
Walkway repairs			28,000			Public Safety
Electrical upgrade			50,000			
Fire alarm detection				150,000		Upgrade to an addressable fire alarm system
Domestic water piping replacement		390,000	250,000			Replacement of old piping
Boilers		575,000				Boilers and HVAC equipment replacement
HVAC equipment replacement		1,025,000				
Roof replacement			1,500,000			
Energy improvements lighting			120,000			
Upgrade portable buildings					1,400,000	
<b>Total Sanborn</b>	<b>\$0</b>	<b>\$2,240,000</b>	<b>\$1,968,000</b>	<b>\$150,000</b>	<b>\$1,400,000</b>	<b>\$5,758,000</b>
<b>Transportation Facility (Landfill Site)</b>						
Paving & Road & Yard Infrastructure						
Vehicle Repair Building						Escalated 2008 Quote
Fuel Tanks & Associated Equipment						
Administration Building (Move/Replace)						Mod Space Quotations
<b>Total Sanborn</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Knox Trail Acquisition</b>						
	\$ 350,000					
Repair exterior walkways				115,000		Replace damaged walkways to ensure public safety and ADA compliance
ADA updates				22,000		Lockset replacement project ADA Compliance
Exterior door replacement				21,000		Preschool and CCC
Paving Parking lot				64,350		
Domestic water piping replacement		450,000				Antiquated 1950's and early 60's piping
Boiler and HVAC equipment replacement		750,000				Antiquated 1950's and early 60's equipment
Exterior door replacement Admin			57,600			
Replace flooring throughout			320,000			Removal of and replacement of Vinyl Asbestos Flooring
Exterior repairs, painting repointing				75,000		
Lighting improvements				60,000		Energy audit
Window replacement Insulation				75,000		Energy audit
<b>Total Ripley</b>	<b>\$350,000</b>	<b>\$1,200,000</b>	<b>\$377,600</b>	<b>\$432,350</b>	<b>\$0</b>	<b>\$2,359,950</b>
<b>Yearly Totals</b>	<b>\$800,000</b>	<b>\$4,655,000</b>	<b>\$2,835,600</b>	<b>\$1,707,350</b>	<b>\$2,770,000</b>	<b>\$12,767,950</b>
	<b>\$800,000</b>	800,000.00	800,000.00	800,000.00		Tony's Future Profile
	795000	800000	800000	800000		Tony's Future Profile

**Please note: The HVAC Systems and Domestic Water Piping projects are planned together for coordination purposes**

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## **SECTION V: Concord-Carlisle Regional School District**

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[www.concordpublicschools.net](http://www.concordpublicschools.net)

CCRSD STAFFING

CCRSD Personnel Table		
Personnel Numbers	FY2013	FY2014
Teaching Faculty - Full/Part Time	119.5	118.25
% of Faculty at Highest Step	39.50%	36.96%
Administrative Staff - Full/Part Time	6.49	6.49
Staff - Full/Part Time	75.23	66.73
Total Salaries	FY2013	FY2014
Teaching Faculty - Full/Part Time	9,817,247	10,291,263
Administrative Staff - Full/Part Time	864,199	893,375
Staff - Full/Part Time	3,700,324	3,438,006
Total Non-Salary Payments (stipends, longevity)	FY2013	FY2014
Teaching Faculty - Full/Part Time	665,568	606,014
Administrative Staff - Full/Part Time	14,939	13,978
Staff - Full/Part Time	74,944	88,923

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
 FY2015 PLANNING BUDGET  
 CONCORD-CARLISLE SCHOOL COMMITTEE  
 October 8, 2013

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Budget	FY14 TM Budget	FY15 SC Preliminary Budget
NET OPERATING BUDGET	\$ 21,318,240	\$ 22,374,192	\$ 23,233,274	\$ 23,647,387	\$ 23,886,464	\$ 24,662,800
OPERATING BUDGET % INCREASE <i>5 Year Operating Average Increase</i>	5.53%	4.95%	3.84%	1.78%	1.01%	3.25%
					3.42%	2.97%
SALARIES	\$ 13,228,658	\$ 13,844,285	\$ 14,380,781	\$ 15,071,039	\$ 15,833,348	\$ 16,124,599
NON - SALARIES	8,089,582	8,529,907	8,852,493	8,576,348	8,053,116	8,538,201
DEBT SERVICE AMOUNTS	1,038,831	1,124,235	747,738	643,036	2,419,139	2,681,824
TOTAL	<u>\$ 22,357,071</u>	<u>\$ 23,498,427</u>	<u>\$ 23,981,012</u>	<u>\$ 24,290,423</u>	<u>\$ 26,305,603</u>	<u>\$ 27,344,624</u>
OPERATING BUDGET FUNDING IMPACT		\$ 1,055,952	\$ 859,082	\$ 414,113	\$ 239,077	\$ 776,336
BALANCE						\$ 0

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
 FY2015 PLANNING BUDGET  
 CONCORD-CARLISLE SCHOOL COMMITTEE  
 October 8, 2013

DESCRIPTION	FY13 SC Budget	FY14 TM Budget	FY15 SC Preliminary Budget
<b>MAJOR ESCALATION/COST DRIVERS</b>			
			<b>INCREASED COSTS</b>
STEPS			\$ 217,740
LANES			\$ 60,000
SCALE %			\$ 106,289
OPEB (\$350,000 Reserve - \$273,046 Net Increase)			\$ 273,046
TUITIONS			\$ 328,152
TRANSPORTATION			\$ 61,249
<b>MAJOR OFFSETS/REDUCTIONS</b>			
			<b>DECREASED COSTS</b>
COMPUTER HARDWARE			\$ (50,000)
UTILITIES			\$ (27,345)
LEGAL			\$ (50,000)
CAPITAL OUTLAY, MAINTENANCE			\$ (62,500)
INSURANCE (EAP & UE)			\$ (20,500)
OTHER NET REDUCTIONS			\$ (59,795)
TOTAL		<u>\$ -</u>	<u>\$ 776,336</u>

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**  
**FY2015 PLANNING BUDGET**  
**CONCORD-CARLISLE SCHOOL COMMITTEE**  
 October 8, 2013

DESCRIPTION	FY15 SC Preliminary Budget
<b>SOURCES OF REVENUE</b>	
<b>LOCAL SOURCES</b>	
ASSESSMENTS	\$ 24,141,305
EXCESS & DEFICIENCY	580,000
INVESTMENT INCOME	15,000
MISCELLANEOUS INCOME	5,000
<b>STATE SOURCES (DOE)</b>	
CHAPTER 70	1,867,899
REGIONAL TRANSPORTATION AID	387,114
CHARTER TUITION REIMBURSEMENTS	59,356
<b>OTHER STATE SOURCES (MSBA)</b>	
SBAB REIMBURSEMENT	288,950
<b>TOTAL</b>	<b>\$ 27,344,624</b>
<b>PROJECTED USES OF REVENUE</b>	
SALARIES	\$ 16,124,599
NON-SALARIES	\$ 8,188,201
DEBT SERVICE	\$ 2,831,824
OPEB LIABILITY	\$ 350,000
<b>TOTAL</b>	<b>\$ 27,344,624</b>

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**  
**FY2015 PLANNING BUDGET**  
**CONCORD-CARLISLE SCHOOL COMMITTEE**  
 October 8, 2013

DESCRIPTION	FY13 SC Budget	FY14 TM Budget	FY15 SC Preliminary Budget
<b><u>GENERAL FUNDS</u></b>			
TOTAL GENERAL FUND BUDGET LEVELS	24,290,423	26,305,603	27,344,624
- less debt service	643,036	2,419,139	2,681,824
GENERAL FUND OPERATING BUDGET LEVELS	23,647,387	23,886,464	24,662,800
<b><u>EXTERNAL FUNDS</u></b>			
FEDERAL GRANTS	651,214	579,210	550,249
STATE GRANTS-METCO	460,137	460,137	460,137
COMMUNITY CHEST	15,000	15,000	15,000
EXTERNAL FUNDS TOTAL	1,126,351	1,054,347	1,025,386
ALL FUNDS TOTAL	25,416,774	27,359,950	28,370,010
EXTERNAL FUNDS AS % OF GRAND TOTAL	4.4%	3.9%	3.6%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
 FY15 PLANNING BUDGET  
 CONCORD-CARLISLE SCHOOL COMMITTEE  
 October 8, 2013**

	FY13 CCSC TM Adopted Budget	FY14 CCRS FinCom GL Budget	FY14 CCRS ToC TM Budget	FY15 CCRS Preliminary Budget	FY15 / FY14 % Change
<b>Concord-Carlisle Regional High School</b>					
Operations	\$ 23,647,387	23,934,508	23,886,464	24,662,800	3.25%
Excluded Debt Service	643,036 *	2,419,139	2,419,139	2,681,824	10.86%
<b>Total Budget</b>	<b>24,290,423</b>	<b>26,353,647</b>	<b>26,305,603</b>	<b>27,344,624</b>	<b>3.95%</b>
<b>Financing Sources</b>					
State Aid - Chapter 70	1,783,206	1,836,274	1,836,274	1,867,899	1.72%
State Aid - MSBA (Excluded Debt)	288,950	288,950	288,950	288,950	0.00%
State Aid -					
-- Regional Transportation	256,142	327,264	327,264	387,114	18.29%
-- Charter Tuition Reimbursement	15,673	43,693	43,693	59,356	35.85%
-- Charter Facility Reimbursement	0	0	0	0	
District Funds					
-- Excess & Deficiency	580,000	580,000	580,000	580,000	0.00%
-- Investment Income	15,000	15,000	15,000	15,000	0.00%
-- Miscellaneous Income	5,000	5,000	5,000	5,000	0.00%
	2,943,971	3,096,181	3,096,181	3,203,319	
Assessments to Member Towns	\$ 21,346,452	23,257,466	23,209,422	24,141,305	
<b>Total Financing Sources</b>	<b>24,290,423</b>	<b>26,353,647</b>	<b>26,305,603</b>	<b>27,344,624</b>	
<b>Assessments</b>					
<i>Concord</i>	71.77% **	72.85%	72.85%	73.10%	0.34%
Within the levy limit	\$ 15,066,221	15,391,221	15,356,221	15,898,103	3.53%
Excluded debt service	254,128	1,551,843	1,551,843	1,749,191	12.72%
	15,320,349	16,943,064	16,908,064	17,647,294	4.37%
<i>Carlisle</i>	28.23% **	27.15%	27.15%	26.90%	
Within the levy limit	5,926,145	5,736,056	5,723,012	5,850,328	2.22%
Excluded debt service	99,958	578,346	578,346	643,683	11.30%
	6,026,103	6,314,402	6,301,358	6,494,011	3.06%
<b>Total Assessments</b>	<b>\$ 21,346,452</b>	<b>23,257,466</b>	<b>23,209,422</b>	<b>24,141,305</b>	<b>4.02%</b>

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
 FY2015 SC ADOPTED BUDGET  
 CONCORD-CARLISLE SCHOOL COMMITTEE  
 December 10, 2013

PROGRAM AREA:	FY2013 BUDGET	FY2013 EXPENSES	FY2014 BUDGET	FY2015 SC ADOPTED BUDGET	FY15 - FY14 \$ CHANGE	FY 15 / FY 14 BUDGET	
PROGRAM AREA 1010:	ART	471,570	525,597	542,829	555,727	12,898	2.4%
PROGRAM AREA 1020:	COMPUTER INSTRUCTION	376,415	352,946	460,540	427,977	(32,563)	-7.1%
PROGRAM AREA 1050:	ENGLISH	1,223,369	1,388,037	1,447,406	1,469,204	21,798	1.5%
PROGRAM AREA 1070:	ELL	55,989	26,484	27,076	28,165	1,089	4.0%
PROGRAM AREA 1080:	FOREIGN LANGUAGES	1,095,295	974,721	1,009,619	1,031,518	21,899	2.2%
PROGRAM AREA 1090:	GUIDANCE	834,315	857,613	879,188	926,105	46,917	5.3%
PROGRAM AREA 1100:	HEALTH EDUCATION	3,000	4,323	3,000	4,453	1,453	48.4%
PROGRAM AREA 1110:	HEALTH & FITNESS	513,580	507,032	532,129	540,256	8,127	1.5%
PROGRAM AREA 1120:	LIBRARY & MEDIA SERVICES	186,967	194,662	212,648	204,910	(7,738)	-3.6%
PROGRAM AREA 1130:	INTERDEPARTMENTAL INSTRUCTION	127,712	118,347	132,878	113,273	(19,605)	-14.8%
PROGRAM AREA 1140:	MATHEMATICS	1,449,461	1,423,509	1,507,585	1,532,709	25,124	1.7%
PROGRAM AREA 1150:	MUSIC	232,194	236,887	245,171	250,597	5,426	2.2%
PROGRAM AREA 1160:	PROFESSIONAL DEVELOPMENT	187,448	179,196	195,013	208,756	13,743	7.0%
PROGRAM AREA 1180:	SCIENCE	1,415,890	1,540,844	1,550,526	1,636,685	86,159	5.6%
PROGRAM AREA 1190:	SOCIAL STUDIES	1,159,979	1,239,354	1,217,565	1,239,967	22,402	1.8%
PROGRAM AREA 1200:	SPECIAL EDUCATION	4,777,516	4,309,311	4,361,166	4,702,338	341,172	7.8%
PROGRAM AREA 1210:	SUBSTITUTES	106,638	76,690	105,000	85,000	(20,000)	-19.0%
PROGRAM AREA 1220:	TECH ED. - APPLIED TECHNOLOGY	8,989	8,869	9,304	9,304	-	0.0%
PROGRAM AREA 1240:	CURRICULUM LEADERSHIP	0	0	0	0	-	-
PROGRAM AREA 1250:	THEATRE ARTS	52,942	14,399	56,261	56,261	-	0.0%
PROGRAM AREA 2300:	ADULT & COMMUNITY EDUCATION	4	0	4	4	-	0.0%
PROGRAM AREA 2310:	ATHLETICS	631,908	607,763	633,711	624,446	(9,265)	-1.5%
PROGRAM AREA 2320:	CENTRAL SUPPLY	0	6,237	0	0	-	-
PROGRAM AREA 2330:	CO-CURRICULAR	268,705	268,450	252,050	259,731	7,681	3.0%
PROGRAM AREA 2340:	CONTINGENCY	307,750	103,393	274,881	281,853	6,972	2.5%
PROGRAM AREA 2350:	COPY SERVICE	89,572	48,765	91,363	65,564	(25,799)	-28.2%
PROGRAM AREA 2360:	EQUIPMENT	24,000	1,170	14,500	11,500	(3,000)	-20.7%
PROGRAM AREA 2370:	FIELD TRIPS	10,000	11,864	10,000	12,000	2,000	20.0%
PROGRAM AREA 2390:	HEALTH SERVICES	115,845	123,239	125,789	125,447	(342)	-0.3%
PROGRAM AREA 2400:	PARAPROFESSIONALS	110,000	92,301	116,674	118,508	1,834	1.6%
PROGRAM AREA 2410:	SCHOOL DISTRICT TRAVEL	7,500	12,329	7,500	15,000	7,500	100.0%
PROGRAM AREA 3510:	ADMINISTRATION	674,910	787,677	756,021	694,229	(61,792)	-8.2%
PROGRAM AREA 3520:	PRINCIPALS	648,968	698,094	666,295	691,267	24,972	3.7%
PROGRAM AREA 3530:	SCHOOL COMMITTEE	12,013	12,357	12,013	12,135	122	1.0%
PROGRAM AREA 4610:	CAPITAL OUTLAY	90,000	256,563	60,000	37,500	(22,500)	-37.5%
PROGRAM AREA 4620:	CUSTODIAL SERVICES	564,926	501,292	570,578	577,062	6,484	1.1%
PROGRAM AREA 4630:	INFO. TECH. SERVICES	652,143	1,173,539	788,274	804,124	15,850	2.0%
PROGRAM AREA 4640:	MAINTENANCE/BUILDINGS&GROUNDS	402,577	362,166	394,385	356,605	(37,780)	-9.6%
PROGRAM AREA 4650:	MAINTENANCE/EQUIPMENT&VEHICLES	31,975	47,547	23,456	24,874	1,418	6.0%
PROGRAM AREA 4660:	REGULAR TRANSPORTATION	537,576	586,612	731,270	748,590	17,320	2.4%
PROGRAM AREA 4670:	SPECIAL EDUCATION TRANSPORTATION	458,215	454,672	475,634	528,002	52,368	11.0%
PROGRAM AREA 4680:	UTILITIES/HEATING OF BUILDINGS	291,812	256,430	237,812	257,683	19,871	8.4%
PROGRAM AREA 4690:	UTILITIES/OTHER	565,852	509,010	568,852	541,507	(27,345)	-4.8%
PROGRAM AREA 5800:	DEBT SERVICE	646,636	640,060	2,422,739	2,835,424	412,685	17.0%
PROGRAM AREA 5810:	INSURANCE	2,266,909	2,147,179	1,887,954	2,142,052	254,098	13.5%
PROGRAM AREA 5820:	RETIREMENT	473,533	473,533	511,119	523,666	12,547	2.5%
PROGRAM AREA 5830:	ASSESSMENTS	40,000	49,906	95,000	51,403	(43,597)	-45.9%
PROGRAM AREA 5840:	OTHER FIXED COSTS	87,825	71,793	82,825	73,947	(8,878)	-10.7%
Grand Total		24,290,423	24,282,767	26,305,603	27,437,330	1,131,727	
-- less Debt Service		643,036	636,460	2,419,139	2,831,824		
Total Operating Budget		23,647,387	23,646,307	23,886,464	24,605,506	719,042	3.01%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**  
**FY2015 SC ADOPTED BUDGET**  
**CONCORD-CARLISLE SCHOOL COMMITTEE**  
**December 10, 2013**

	FY13 ADOPTED BUDGET	FY2013 EXPENSES	FY2013 BALANCE	FY14 ADOPTED BUDGET	FY15 PLANNING BUDGET	FY15 - FY14 \$ CHANGE	FY 15 / FY 14 BUDGET
REGULAR EDUCATION \$	11,067,037	\$ 10,945,024	\$ 122,013	\$ 11,660,210	\$ 11,834,920	174,710	1.50%
SPECIAL EDUCATION \$	5,235,731	\$ 4,763,983	\$ 471,748	\$ 4,836,800	\$ 5,230,340	393,540	8.14%
ADMINISTRATION \$	1,335,891	\$ 1,498,128	\$ (162,237)	\$ 1,434,329	\$ 1,397,631	(36,698)	-2.56%
OPERATIONS \$	3,136,861	\$ 3,693,160	\$ (556,299)	\$ 3,374,627	\$ 3,347,947	(26,680)	-0.79%
FIXED COSTS \$	3,514,903	\$ 3,382,471	\$ 132,432	\$ 4,999,637	\$ 5,626,492	626,855	12.54%
TOTAL BUDGET \$	24,290,423	\$ 24,282,767	\$ 7,656	\$ 26,305,603	\$ 27,437,330	1,131,727	4.30%
-- Less Debt Service \$	643,036	\$ 636,460	\$	\$ 2,419,139	\$ 2,831,824		17.06%
OPERATING BUDGET \$	23,647,387	\$ 23,646,307	\$	\$ 23,886,464	\$ 24,605,506	719,042	3.01%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**  
**FY14 Year To Date Financials**  
**December 31, 2013**

	FY2013 Adopted Budget	FY2013 Revised Budget	FY2013 Actual Expenditures	FY13 Budget to FY14 Budget Change	FY2014 Adopted Budget	Budget Adjust	FY2014 Revised Budget	YTD Actual	Encumb	YTD Balance
Regular Education	11,067,037	11,067,037	10,945,024	5.36%	11,660,210	-	11,660,210	4,008,791	6,780,570	870,849
Special Education	5,235,731	5,235,731	4,763,983	-7.62%	4,836,800	-	4,836,800	2,673,001	3,787,891	(1,624,091)
Operations	3,136,861	3,236,093	3,792,392	7.58%	3,374,627	-	3,374,627	1,344,859	1,282,003	747,765
Administration	1,335,891	1,335,891	1,498,128	7.37%	1,434,329	-	1,434,329	689,411	680,186	64,753
Fixed Costs less Debt Service	2,871,867	2,924,845	2,795,390	-10.15%	2,580,498	-	2,580,498	1,333,038	110,484	1,136,976
<b>Operating Budget Total</b>	<b>23,647,387</b>	<b>23,799,597</b>	<b>23,794,917</b>	<b>1.01%</b>	<b>23,886,464</b>	<b>-</b>	<b>23,886,464</b>	<b>10,049,100</b>	<b>12,641,112</b>	<b>1,196,251</b>
Debt Service	643,036	643,036	640,060		2,419,139	-	2,419,139	884,757	-	1,534,382
<b>Grand Total</b>	<b>24,290,423</b>	<b>24,442,633</b>	<b>24,434,977</b>		<b>26,305,603</b>	<b>-</b>	<b>26,305,603</b>	<b>10,933,857</b>	<b>12,641,112</b>	<b>2,730,633</b>

## ART & APPLIED TECHNOLOGY

Art offerings include introductory and advanced courses in Two-Dimensional Art (painting, drawing and design as well as AP Studio Art), Ceramics, Photography and Sculpture. Advanced courses may be taken for credit for more than one semester or year.

Applied Technology course offerings include courses utilizing the latest computer and video technology in addition to an architecture class involving traditional drawing and design materials. Technical courses are offered in computer programming and web design, digital imaging, digital photography and digital video courses. All courses stress content and the use of the computer as a creative tool. Students may choose from a variety of electives or focus on one area of interest; advanced level classes require successful completion of the introductory class. For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/art](http://www.concordcarlisle.net/departments-and-teachers/art).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1010: ART</b>	<b>447,691</b>	<b>525,597</b>	<b>542,829</b>	<b>5.75</b>	<b>555,727</b>	<b>5.75</b>	<b>2.4%</b>
Art Teaching Salary	415,543	488,262	510,953	5.75	518,617	5.75	1.5%
Art Clerical Salary	0	0	-		-		0.0%
Art Dept. Chair	0	0	-		-		0.0%
Art Longevity	7,314	6,352	6,495		6,697		3.1%
	<b>422,857</b>	<b>494,614</b>	<b>517,448</b>	<b>5.75</b>	<b>525,314</b>	<b>5.75</b>	<b>1.5%</b>
Art Teaching S/M	19,545	20,086	19,545		20,689		5.9%
Art Textbooks	126	797	190		820		331.8%
Art Maintenance Contracts	0	137	146		141		-3.2%
Art New Equipment	1,351	9,229	1,500		8,006		433.7%
Art Replacement Equipment	3,812	735	4,000		757		-81.1%
	<b>24,834</b>	<b>30,983</b>	<b>25,381</b>	<b>0.00</b>	<b>30,413</b>	<b>0.00</b>	<b>19.8%</b>
<b>Total Program</b>	<b>447,691</b>	<b>525,597</b>	<b>542,829</b>	<b>5.75</b>	<b>555,727</b>	<b>5.75</b>	<b>2.4%</b>

# COMPUTER INSTRUCTION

[www.concordcarlisle.net/departments-and-teachers/computer-technology](http://www.concordcarlisle.net/departments-and-teachers/computer-technology)

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1020: COMPUTER INSTRUCTION</b>	<b>878,921</b>	<b>352,946</b>	<b>460,540</b>	<b>1</b>	<b>427,977</b>	<b>1</b>	<b>-7%</b>
Instr. Tech. Spec. Salary	91,932	97,761	102,540	1	102,960	1	0%
Comp. Instr. Teaching Salary	0	0	-		-		0%
	<b>91,932</b>	<b>97,761</b>	<b>102,540</b>	<b>1</b>	<b>102,960</b>	<b>1</b>	<b>0%</b>
Computer Instr. S/M	27,942	25,994	22,000		26,774		22%
Computer Software	65,562	46,838	36,000		48,243		34%
Computer Hardware	693,485	182,353	300,000		250,000		-17%
	<b>786,989</b>	<b>255,185</b>	<b>358,000</b>	<b>0</b>	<b>325,017</b>	<b>0</b>	<b>-9%</b>
<b>Total Program</b>	<b>878,921</b>	<b>352,946</b>	<b>460,540</b>	<b>1</b>	<b>427,977</b>	<b>1</b>	<b>-7%</b>

**ENGLISH**

Successful completion of a four-year English program is a requirement of Concord-Carlisle High School. The freshman, sophomore, and junior courses must be scheduled during grades nine, ten, and eleven. Elective courses are available for seniors.

For the freshman, sophomore, and junior years, each student is recommended for a level, Honors or College Preparatory. During the junior year, English is separated into two semesters; Semester I is the literature-based Junior English, with a College Preparatory and an Honors section, and in Semester II juniors choose between two writing-based courses, Writing Workshop (College Preparatory) or Rhetoric (Honors.) Any senior who has successfully completed the freshman, sophomore, and junior English requirements may select courses from the senior electives. For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/english](http://www.concordcarlisle.net/departments-and-teachers/english).

	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY14 FTE	FY2015 SC Adopted	FY15 FTE	% Difference FY14 / FY13
<b>PROGRAM AREA 1050: ENGLISH</b>	<b>1,204,634</b>	<b>1,388,037</b>	<b>1,447,406</b>	<b>16.81</b>	<b>1,469,204</b>	<b>16.81</b>	<b>1.5%</b>
English Teaching Salary	1,118,107	1,305,598	1,360,886	16.31	1,381,300	16.31	1.5%
English Dept. Chair	60,209	54,385	55,609	0.50	56,443	0.50	1.5%
English Longevity	10,022	14,292	14,614		14,675		0.4%
	<b>1,188,338</b>	<b>1,374,275</b>	<b>1,431,109</b>	<b>16.81</b>	<b>1,452,418</b>	<b>16.81</b>	<b>1.5%</b>
English Teaching S/M	7,496	5,915	7,496		7,721		3.0%
English Textbooks	8,801	7,848	8,801		9,065		3.0%
	<b>16,297</b>	<b>13,763</b>	<b>16,297</b>	<b>0.00</b>	<b>16,786</b>	<b>0.00</b>	<b>3.0%</b>
<b>Total Program</b>	<b>1,204,634</b>	<b>1,388,037</b>	<b>1,447,406</b>	<b>16.81</b>	<b>1,469,204</b>	<b>16.81</b>	<b>1.5%</b>

## ENGLISH LANGUAGE LEARNERS

The English Language Development (ELD) Program at Concord-Carlisle Regional High School serves the needs of limited or non-English proficient (LEP) students. It is designed to provide for the linguistic and academic needs of students from a variety of language and cultural backgrounds. The program's goals are: the effective acquisition of English language skills for academic and social functions; a more comprehensive understanding of American culture and customs through classroom exercises, role playing, and both in-house and off-site field trips; and, the earliest possible full mainstreaming of LEP students into the standard curriculum.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1070: ELL</b>	<b>49,936</b>	<b>26,484</b>	<b>27,076</b>	<b>0</b>	<b>28,165</b>	<b>0</b>	<b>4%</b>
ELL Teaching Salary	49,718	25,605	26,857	0	27,259	0	1%
ELL Tutor Salary	0	0	-		-		0%
	<b>49,718</b>	<b>25,605</b>	<b>26,857</b>	<b>0</b>	<b>27,259</b>	<b>0</b>	<b>1%</b>
ELL S/M	219	880	219		906		314%
	<b>219</b>	<b>880</b>	<b>219</b>	<b>0</b>	<b>906</b>	<b>0</b>	<b>314%</b>
<b>Total Program</b>	<b>49,936</b>	<b>26,484</b>	<b>27,076</b>	<b>0</b>	<b>28,165</b>	<b>0</b>	<b>4%</b>

## FOREIGN LANGAUAGE

Four foreign languages are available to students, each one offering a sequence of study that can be followed through to senior year: Spanish, French, Latin and Chinese. Each language has two levels available (College Prep and Honors.) Spanish and French offer AP level classes as well. Travel programs and exchanges are arranged to French and Spanish speaking countries when there is sufficient interest. For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/foreign-language](http://www.concordcarlisle.net/departments-and-teachers/foreign-language).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1080: FOREIGN LANGUAGES</b>	<b>1,081,664</b>	<b>974,721</b>	<b>1,009,619</b>	<b>11.75</b>	<b>1,031,518</b>	<b>11.75</b>	<b>2.2%</b>
For. Language Teaching Salary	935,206	873,788	913,329	11.25	927,029	11.25	1.5%
Foreign Lang. Dept. Chair	54,897	57,162	59,956	0.50	60,855	0.50	1.5%
Foreign Lang. Longevity	7,708	6,352	6,495		6,592		1.5%
	<b>997,811</b>	<b>937,302</b>	<b>979,780</b>	<b>11.75</b>	<b>994,476</b>	<b>11.75</b>	<b>1.5%</b>
For. Language Teaching S/M	6,339	7,502	6,339		7,727		21.9%
Foreign Language Textbooks	69,533	21,937	15,000		21,095		40.6%
For. Language Maint. Contracts	7,980	7,980	8,500		8,219		-3.3%
	<b>83,853</b>	<b>37,419</b>	<b>29,839</b>	<b>0.00</b>	<b>37,042</b>	<b>0.00</b>	<b>24.1%</b>
<b>Total Program</b>	<b>1,081,664</b>	<b>974,721</b>	<b>1,009,619</b>	<b>11.75</b>	<b>1,031,518</b>	<b>11.75</b>	<b>2.2%</b>

## GUIDANCE

The Concord-Carlisle Guidance and Counseling Department provides a comprehensive school counseling program and services to all students and families. This developmental program is aimed at providing students with the knowledge and skills to achieve academic and personal success, weather the challenges of adolescence, make informed decisions, make use of the resources available to them, and set personal goals. Counselors also serve as an important resource to families: helping them to navigate the high school and serving as a source of information on issues related to adolescent development, parenting strategies, mental health, school and community resources, and post-secondary planning.

Each student is assigned to a school counselor and every effort is made to keep students with the same counselor throughout their high school experience. Counselors collaborate closely with teachers, administrators, special educators and other staff, as needed, on behalf of their students. Finally, counselors serve as a resource for administration and staff on a wide range of topics including crisis intervention, substance use/abuse, mental health, and trends in college admissions.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1090: GUIDANCE</b>	<b>809,366</b>	<b>857,613</b>	<b>879,188</b>	<b>10</b>	<b>926,105</b>	<b>11</b>	<b>5%</b>
Guidance Professional Salary	654,676	686,507	695,722	8	741,158	8	7%
Career Ed. Coordinator Salary	0	0	-		-		0%
Guidance Home Tutor Salary	14,366	16,121	12,000		12,000		0%
Career Ed. Assistant Salary	0	0	-		-		0%
Registrar Salary	0	0	-		-		0%
Guidance Clerical Salary	82,949	92,559	94,642	2	94,642	2	0%
Guidance Dept. Chair	42,961	48,908	50,008	1	50,758	1	1%
Guidance Longevity	4,624	4,764	4,871		4,944		1%
	<b>799,576</b>	<b>848,859</b>	<b>857,243</b>	<b>10</b>	<b>903,502</b>	<b>11</b>	<b>5%</b>
Guidance S/M	3,394	2,470	4,562		4,699		3%
Guidance Testing S/M	0	0	860		886		3%
Career Ed. S/M	1,098	159	1,200		1,236		3%
Guidance Publications	996	943	1,103		1,136		3%
Career Ed. Computer Software	1,466	1,775	1,500		1,545		3%
ELL Consultant	0	0	-		0		0%
Guidance College Visits	0	0	220		227		3%
Guidance Contractual	2,836	3,406	12,500		12,875		3%
	<b>9,789</b>	<b>8,754</b>	<b>21,945</b>	<b>0</b>	<b>22,603</b>	<b>0</b>	<b>3%</b>
<b>Total Program</b>	<b>809,366</b>	<b>857,613</b>	<b>879,188</b>	<b>10</b>	<b>926,105</b>	<b>11</b>	<b>5%</b>

**HEALTH EDUCATION**

CCHS Health Services are designed to support and enable student’s readiness to learn and academic achievement. The school nurse optimizes health and learning potential through access to care through the school day for students with acute and chronic illness or injury, developmental, or mental/behavioral health needs including medication administration. Preventative care and health maintenance is provided through the development and communication of wellness initiatives, emergency action plans, life threatening allergy program, health care plans for students with chronic illness, field trip support, AED program maintenance, head injury education, care and follow up, compliance of physicals, immunizations, and state mandated growth, vision, hearing and postural screenings. Staff of 1.4 nurses care for 1,236 students accommodating over 8,300 health office visits per school year in addition to the above programs. Health services advance district goals through promotion of health and wellbeing in collaboration and partnership with family and community.v For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/health-services](http://www.concordcarlisle.net/departments-and-teachers/health-services).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1100: HEALTH EDUCATION</b>	<b>2,311</b>	<b>4,323</b>	<b>3,000</b>	<b>0</b>	<b>4,453</b>	<b>0</b>	<b>48%</b>
Health Ed. Curriculum Specialist	0	0	-		-		0%
Health Ed. Longevity	0	0	-		-		0%
Health Ed. Clerical	0	0	-		-		0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Health Ed. S/M	2,311	4,323	3,000		4,453		48%
	<b>2,311</b>	<b>4,323</b>	<b>3,000</b>	<b>0</b>	<b>4,453</b>	<b>0</b>	<b>48%</b>
<b>Total Program</b>	<b>2,311</b>	<b>4,323</b>	<b>3,000</b>	<b>0</b>	<b>4,453</b>	<b>0</b>	<b>48%</b>

## HEALTH & FITNESS

The Health and Fitness Program is designed to build the skills, knowledge and confidence needed to maintain an active, healthy lifestyle. Health education and physical education are combined to make up the Health and Fitness Program. All classes are coeducational, and students are placed in groupings of freshman, sophomores, and Juniors/Seniors. At the freshman and junior levels Health Education is a separate course in addition to an activity-based Fitness Education course. The sophomore level program has Health Education topics integrated within the Health Fitness course. Seniors complete a Senior Wellness Project. For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/health-and-fitness](http://www.concordcarlisle.net/departments-and-teachers/health-and-fitness).

	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY14 FTE	FY2015 SC Adopted	FY15 FTE	% Difference FY14 / FY13
<b>PROGRAM AREA 1110: HEALTH &amp; FITNESS</b>	<b>484,619</b>	<b>507,032</b>	<b>532,129</b>	<b>5.50</b>	<b>540,256</b>	<b>5.50</b>	<b>1.5%</b>
Health & Fitness Teaching Salary	405,260	427,466	448,361	5.00	455,086	5.00	1.5%
Hlth. & Fitness Dept. Chair	56,655	58,354	59,667	0.50	60,562	0.50	1.5%
Hlth. & Fitness Longevity	12,334	13,498	13,802		14,000		1.4%
	<b>474,248</b>	<b>499,318</b>	<b>521,830</b>	<b>5.50</b>	<b>529,648</b>	<b>5.50</b>	<b>1.5%</b>
Health & Fitness S/M	4,429	4,326	4,399		4,531		3.0%
Hlth. & Fitness Replacement Equipment	3,364	2,229	3,400		3,502		3.0%
Health Textbooks	2,578	1,159	2,500		2,575		3.0%
	<b>10,371</b>	<b>7,714</b>	<b>10,299</b>	<b>0.00</b>	<b>10,608</b>	<b>0.00</b>	<b>3.0%</b>
<b>Total Program</b>	<b>484,619</b>	<b>507,032</b>	<b>532,129</b>	<b>5.50</b>	<b>540,256</b>	<b>5.50</b>	<b>1.5%</b>

## CCHS LEARNING COMMONS

The CCHS Learning Commons provides classes on basic and advanced research, media production, copyright licensing, and book selection through collaborative planning with classroom teachers. The Learning Commons provides a technology rich environment that supports students in achieving their academic goals. Resources include digital cameras, audio books and iPod Touch players, textbooks, circulating laptops, and a 12 bay media production lab. The Learning Commons collection includes print holdings as well as extensive academic databases (Gale, JSTOR, LexisNexis, OED, Teen Health & Wellness) and over 500 ebooks.

In addition to academic support the Learning Commons plays an active role in promoting a healthy environment for students through activities that include VIP contests (students can win all-access passes to the LC), trivia contests, games, and other programs such as Health Week and Mental Health Awareness Week. YA Galley (a student book review club), BookPALS (a program that promotes early child literacy through partnership with the Condon School in South Boston) and National Novel Writing Month (CCHS LC is an official site) are additional programs that support the reading and writing goals of students. For more information, please log on to [www.concordcarlisle.net](http://www.concordcarlisle.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1120: LIBRARY &amp; MEDIA SERVICES</b>	<b>196,836</b>	<b>194,662</b>	<b>212,648</b>	<b>3</b>	<b>204,910</b>	<b>3</b>	<b>-4%</b>
Library/Media Coord. Salary	0	0	-		-		0%
CCHS Librarian Salary	80,172	85,255	89,422	1	90,763	1	1%
Library/Media Clerical Salary	305	4,332	-		-		0%
Library Aides Salary	83,609	81,520	88,557	2	89,885	2	1%
Media Aide Salary	0	0	-		-		0%
Media Repair Tech. Salary	0	0	-		-		0%
Library/Media Longevity	0	0	-		-		0%
Library/Media Addtl. Comp.	0	0	-		-		0%
	<b>164,086</b>	<b>171,107</b>	<b>177,979</b>	<b>3</b>	<b>180,648</b>	<b>3</b>	<b>1%</b>
Library/Media Office S/M	419	526	419		542		29%
Library S/M	437	582	1,324		599		-55%
Library/Media Software S/M	0	0	1,236		0		-100%
Library/Media Audio-Visual S/M	314	0	883		0		-100%
Media Repair S/M	9,304	3,562	4,200		3,668		-13%
Library Books	10,159	5,864	6,000		6,040		1%
Media AV Maintenance Contracts	0	0	-		0		0%
CCHS On-Line Search	3,758	3,863	4,105		3,979		-3%
Database Subscriptions/Film Rental	8,181	9,159	9,000		9,434		5%
Library/Media Professional Ref.	0	0	1,324		0		-100%
Library/Media New Equipment	0	0	3,089		0		-100%
Library/media Replacement Equip.	178	0	3,089		0		-100%
	<b>32,750</b>	<b>23,555</b>	<b>34,669</b>	<b>0</b>	<b>24,262</b>	<b>0</b>	<b>-30%</b>
<b>Total Program</b>	<b>196,836</b>	<b>194,662</b>	<b>212,648</b>	<b>3</b>	<b>204,910</b>	<b>3</b>	<b>-4%</b>

## INTERDEPARTMENTAL INSTRUCTION

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION</b>	<b>110,874</b>	<b>118,347</b>	<b>132,878</b>	<b>2</b>	<b>113,273</b>	<b>2</b>	<b>-15%</b>
Instr: Senior Project Advisor Salary	17,410	7,880	20,000	1	8,000	1	-60%
<b>Planning Room Supervisor</b>	<b>86,714</b>	<b>92,888</b>	<b>97,428</b>	<b>1</b>	<b>98,523</b>	<b>1</b>	<b>1%</b>
MCAS Remedial Instr.	0	350	-		-		0%
VHS Coordinator		10,479	-	0		0	0%
Virtual H.S. Membership Fee	6,750	6,750	15,450		6,750		-56%
MCAS Remedial S/M	0	0	-		0		0%
<b>Total Program</b>	<b>110,874</b>	<b>118,347</b>	<b>132,878</b>	<b>2</b>	<b>113,273</b>	<b>2</b>	<b>-15%</b>

## MATH

The Mathematics Department offers courses designed to help students develop skills in a number of areas in mathematics. The program attempts to achieve a balance of instruction in algebra, data representation, functions, geometry, and measurement, number systems, and problem solving. The course sequences and levels (AP, Honors, CP1, CP2, and CP3) with differences in rigor, pacing and methodologies, focus on the areas of Algebra, Geometry, Algebra II, Pre-calculus, Calculus, Statistics, and discrete math. For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/math](http://www.concordcarlisle.net/departments-and-teachers/math).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1140: MATHEMATICS</b>	<b>1,351,022</b>	<b>1,423,509</b>	<b>1,507,585</b>	<b>16</b>	<b>1,532,709</b>	<b>16</b>	<b>2%</b>
Mathematics Teaching Salary	1,263,927	1,339,202	1,425,129	16	1,446,506	16	2%
Mathematics Dept. Chair	54,728	51,116	51,142	1	51,909	1	1%
Mathematics Longevity	23,585	19,216	19,648		19,900		1%
	<b>1,342,240</b>	<b>1,409,534</b>	<b>1,495,919</b>	<b>16</b>	<b>1,518,315</b>	<b>16</b>	<b>1%</b>
Mathematics S/M	7,601	7,979	6,305		8,218		30%
Mathematics Textbooks	1,182	5,997	5,361		6,177		15%
	<b>8,782</b>	<b>13,975</b>	<b>11,666</b>	<b>0</b>	<b>14,394</b>	<b>0</b>	<b>23%</b>
<b>Total Program</b>	<b>1,351,022</b>	<b>1,423,509</b>	<b>1,507,585</b>	<b>16</b>	<b>1,532,709</b>	<b>16</b>	<b>2%</b>

**MUSIC**

The Music Department offers courses designed to contribute to the musical and aesthetic education of students with a wide variety of abilities and interests. The program provides opportunities to increase proficiency with a musical instrument or the musical voice through solo and group performance, or to experience music as a form of expression. In addition to courses, which may be scheduled during the school day, additional opportunities are provided through the annual Musical and private lesson program. For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/music](http://www.concordcarlisle.net/departments-and-teachers/music).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1150: MUSIC</b>	<b>223,013</b>	<b>236,887</b>	<b>245,171</b>	<b>2</b>	<b>250,597</b>	<b>2</b>	<b>2%</b>
Music Teaching Salary	179,927	201,365	211,208	2	214,380	2	2%
Music Clerical Salary	0	0	-		-		0%
Music Field Trip Salary	3,630	2,538	3,630		3,743		3%
Music Dept. Chair	0	0	-		-		0%
Music Longevity	4,625	0	-		-		0%
	<b>188,182</b>	<b>203,903</b>	<b>214,838</b>	<b>2</b>	<b>218,123</b>	<b>2</b>	<b>2%</b>
Music S/M	2,616	4,406	3,547		4,538		28%
Music Registration Fees	1,800	6,250	574		6,438		1022%
Music Maintenance Contracts	0	0	971		0		-100%
Sheet Music	371	5,500	3,180		4,165		31%
Music New Equipment	18,731	3,936	3,310		4,054		22%
Music Replacement Equipment	600	500	5,296		515		-90%
Music Accompanist	10,713	12,393	13,455		12,765		-5%
	<b>34,831</b>	<b>32,984</b>	<b>30,333</b>	<b>0</b>	<b>32,474</b>	<b>0</b>	<b>7%</b>
<b>Total Program</b>	<b>223,013</b>	<b>236,887</b>	<b>245,171</b>	<b>2</b>	<b>250,597</b>	<b>2</b>	<b>2%</b>

## PROFESSIONAL DEVELOPMENT

Monies from this Program Area are used to support professional development opportunities for teachers that include Encouraging Multicultural Initiatives (EMI), Teachers as Scholars and other workshops and conferences that teachers choose to support their professional growth goals and work toward meeting district and school goals. Additionally, this Program area supports the district’s mentoring program for new teachers and memberships for professional development providers such as EDCO. Stipends for summer curriculum development work are paid for from this Program area as well as tuition reimbursement for university coursework.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT</b>	<b>194,958</b>	<b>179,196</b>	<b>195,013</b>	<b>0</b>	<b>208,756</b>	<b>0</b>	<b>7%</b>
Prof. Dev. Director Salary	0	0	-		-		0%
Curr. Dev. Stipends	34,570	49,020	36,260		50,000		38%
Staff Development/Pupil	14,150	15,000	14,842		15,000		1%
Professional Dev. Substitute Salary	25,300	16,950	26,537		22,500		-15%
Professional Sabbatical Salary	0	0	-		-		0%
Staff Dev. Developer Salary	0	0	-		-		0%
Staff Dev. Professional Salary	3,800	11,359	5,000		10,000		100%
Staff Dev. Tuition Reimbursement	10,915	12,052	30,200		30,200		0%
Staff Dev. Mentoring	6,617	9,091	6,940		7,500		8%
Curr. Dev. Summer Clerical Salary	0	0	-		-		0%
Dept Chair Training Reimbursement	0	0	-		-		0%
	<b>95,352</b>	<b>113,472</b>	<b>119,779</b>	<b>0</b>	<b>135,200</b>	<b>0</b>	<b>13%</b>
Curr. Dev. S/M	146	0	-		0		0%
Staff Dev. S/M	508	0	827		852		3%
Dimensions S/M	0	0	1,155		1,190		3%
Staff Dev. Student Support	6,109	1,815	752		775		3%
Staff Dev. Conferences	6,968	2,312	8,000		8,240		3%
Staff Dev. Contracted Services	49,953	26,741	35,000		28,500		-19%
Alt. Sabbatical Prof. Dev.	0	0	-		0		0%
District Prof. Dev. Memberships	14,500	12,500	7,500		12,000		60%
District Memberships	21,422	22,356	22,000		22,000		0%
	<b>99,606</b>	<b>65,724</b>	<b>75,234</b>	<b>0</b>	<b>73,556</b>	<b>0</b>	<b>-2%</b>
<b>Total Program</b>	<b>194,958</b>	<b>179,196</b>	<b>195,013</b>	<b>0</b>	<b>208,756</b>	<b>0</b>	<b>7%</b>

## SCIENCE

The Science Department offers courses in Earth Science, Biology, Chemistry, and Physics. Earth science offers two levels (College Prep and Honors) and three elective courses in the field of earth science (Meteorology, Geology, and Environmental Science). In the field of biology, the department offers two levels of introductory biology (College Prep and Honors) as well as AP Biology, and three electives in the field of biology (Anatomy and Physiology, Botany, and Biotechnology). In the field of chemistry the department offers three levels of introductory chemistry (College Prep, Enriched, and Honors) as well as AP Chemistry, and two electives in the field of chemistry (Organic Chem. and Forensic Science). In the field of physics the department offers three levels of introductory physics (College Prep, Enriched, and Honors) as well as AP Physics C.

The department is offering a series of Engineering courses designed to expose students to some of the major concepts they would encounter in a post-secondary engineering course of study. The introductory course, Engineering Problem Solving & Technical Communication, is designed to cover concepts in Engineering Design, Construction Technologies, Communication Technologies, and Energy and Power Technologies (Fluid, Thermal and Electrical Systems). In addition to the introductory course, courses are available in the fields of 3-D Graphics (CAD), Mechanical Engineering, and Electrical Engineering. All engineering courses are taught at the Enriched Level. For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/science](http://www.concordcarlisle.net/departments-and-teachers/science).

	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY14 FTE	FY2015 SC Adopted	FY15 FTE	% Difference FY14 / FY13
<b>PROGRAM AREA 1180: SCIENCE</b>	<b>1,443,774</b>	<b>1,540,844</b>	<b>1,550,526</b>	<b>18</b>	<b>1,636,685</b>	<b>18</b>	<b>6%</b>
Science Teaching Salary	1,309,214	1,364,146	1,447,830	17	1,469,547	17	1%
Science Dept. Chair	53,782	56,909	58,189	1	59,061	1	1%
Science Longevity	8,480	12,704	12,990		13,185		2%
Chemical Hygiene Coord.	0	0	4,472		4,500		1%
	<b>1,371,476</b>	<b>1,433,759</b>	<b>1,523,481</b>	<b>18</b>	<b>1,546,293</b>	<b>18</b>	<b>1%</b>
Science S/M	30,689	34,424	12,000		35,457		195%
Science Textbooks	4,075	45,740	4,075		31,206		666%
Science Maintenance Contracts	450	0	485		-		-100%
Science Toxic Waste Disposal	0	1,799	485		1,853		282%
Science Equipment	37,085	25,123	10,000		21,877		119%
	<b>72,299</b>	<b>107,085</b>	<b>27,045</b>	<b>0</b>	<b>90,392</b>	<b>0</b>	<b>234%</b>
<b>Total Program</b>	<b>1,443,774</b>	<b>1,540,844</b>	<b>1,550,526</b>	<b>18</b>	<b>1,636,685</b>	<b>18</b>	<b>6%</b>

## SOCIAL STUDIES

The Social Studies Department offers two core courses for freshmen and sophomores: World Cultures and US History. For juniors and seniors they offer a range of elective courses including World Religions, 19th Century U.S., The American Presidency, Constitutional Law, Russian History, and Psychology. All core courses are heterogeneously grouped. For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/social-studies](http://www.concordcarlisle.net/departments-and-teachers/social-studies).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1190: SOCIAL STUDIES</b>	<b>1,118,101</b>	<b>1,239,354</b>	<b>1,217,565</b>	<b>15</b>	<b>1,239,967</b>	<b>15</b>	<b>2%</b>
Social Studies Teaching Salary	1,032,239	1,084,879	1,121,294	14	1,138,113	14	1%
Soc. Studies Dept. Chair	53,186	54,782	56,015	1	56,856	1	2%
Soc. Studies Longevity	12,334	79,201	25,014		25,390		2%
	<b>1,097,759</b>	<b>1,218,861</b>	<b>1,202,323</b>	<b>15</b>	<b>1,220,359</b>	<b>15</b>	<b>2%</b>
Social Studies S/M	7,074	7,570	7,074		7,797		10%
Social Studies Textbooks	11,268	10,423	6,168		9,236		50%
Social Studies Collaborative	2,000	2,500	2,000		2,575		29%
	<b>20,342</b>	<b>20,493</b>	<b>15,242</b>	<b>0</b>	<b>19,608</b>	<b>0</b>	<b>29%</b>
<b>Total Program</b>	<b>1,118,101</b>	<b>1,239,354</b>	<b>1,217,565</b>	<b>15</b>	<b>1,239,967</b>	<b>15</b>	<b>2%</b>

**SPECIAL EDUCATION**

The major drivers of the Special Education budget are out of district tuitions, contracted services, adaptive equipment, transportation services, and in district staffing costs. The statewide average for special education is 17%, and CCHS has increased special education enrollment to 20%. Special education students ages 18 to 22 have increased from 18 students in FY2012 to 23 students in FY2014. The required transition services for students in special education have also increased the requirement of additional support staff. OOD placements have increased from 41 placements in FY2012 to 49 placements in FY2014 with OOD tuition costs ranging from \$35,000 to \$262,000. For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/special-education](http://www.concordcarlisle.net/departments-and-teachers/special-education).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1200: SPECIAL EDUCATION</b>	<b>4,150,636</b>	<b>4,309,311</b>	<b>4,361,166</b>	<b>29</b>	<b>4,702,338</b>	<b>29</b>	<b>8%</b>
SPED Director Salary	53,560	55,398	57,512	0	58,772	0	2%
SPED Teaching Salary	630,067	716,514	704,445	6	726,370	6	3%
SPED Tutor Salary	757,087	830,169	870,864	17	867,946	17	-0%
SPED Home Tutor Salary	120	1,000	14,280		1,046		-93%
SPED Alt. Ed. Regular Teaching Salary	17,777	18,310	19,205	0	19,803	0	3%
SPED H.S. Psych. Salary	201,526	173,465	181,944	2	182,500	2	0%
SPED Aides Salary	0	0	-		-		0%
SPED Clerical Salary	39,277	46,519	47,283	1	48,636	1	3%
Pathways Summer Program Sal.	17,802	25,786	27,000		27,840		3%
H.S. S/L Pathologist	92,498	95,273	99,930	1	101,400	1	1%
Special Ed. Dept. Chair	59,439	61,222	62,599	1	63,550	1	2%
Special Ed. Longevity	10,793	14,215	14,614		14,833		1%
Special Ed. Addtl. Comp.	0	0	-		-		0%
	<b>1,879,947</b>	<b>2,037,869</b>	<b>2,099,676</b>	<b>29</b>	<b>2,112,695</b>	<b>29</b>	<b>1%</b>
SPED Supervision S/M	2,591	3,104	2,591		3,197		23%
SPED Teaching S/M	4,246	5,903	4,246		6,080		43%
SPED Testing S/M	4,787	4,474	4,787		4,609		-4%
SPED Alternative Ed. S/M	865	1,722	865		1,774		105%
SPED Contracted Services	31,364	64,853	35,000		75,000		114%
SPED Evaluation Services	8,250	12,791	15,000		13,174		-12%
SPED Non-District Travel	0	-13,941	-		0		0%
SPED Computer Software	0	0	-		0		0%
SPED Massachusetts Tuitions	128,453	160,866	80,262		165,692		106%
SPED Out-of-State Tuitions	114,225	147,070	80,225		151,483		89%
SPED Non-Public Tuitions	1,032,190	1,840,138	1,783,232		1,995,342		12%
SPED Collaborative Tuitions	99,014	13,044	240,932		140,932		-42%
SPED New Equipment	100,786	26,868	10,350		27,674		167%
SPED Assistive Technology	0	478	-		492		0%
Pathways Program S/M	1,951	2,802	3,500		2,887		-18%
SPED Director Travel	0	1,269	-		1,307		0%
SPED Equipment Repair	848	0	500		0		-100%
Collaborative Pre-Paid Tuition	741,118	0	-		0		0%
	<b>2,270,690</b>	<b>2,271,442</b>	<b>2,261,490</b>	<b>0</b>	<b>2,589,642</b>	<b>0</b>	<b>15%</b>
<b>Total Program</b>	<b>4,150,636</b>	<b>4,309,311</b>	<b>4,361,166</b>	<b>29</b>	<b>4,702,338</b>	<b>29</b>	<b>8%</b>

## SUBSTITUTES

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1210: SUBSTITUTES</b>	<b>87,562</b>	<b>76,690</b>	<b>105,000</b>	<b>0</b>	<b>85,000</b>	<b>0</b>	<b>-19%</b>
Substitute Caller Salary	0	0	-		-		0%
Substitute Salary	82,887	73,090	100,000		80,000		-20%
Substitute SPED Salary	4,675	3,600	5,000		5,000		0%
	<b>87,562</b>	<b>76,690</b>	<b>105,000</b>	<b>0</b>	<b>85,000</b>	<b>0</b>	<b>-19%</b>
<b>Total Program</b>	<b>87,562</b>	<b>76,690</b>	<b>105,000</b>	<b>0</b>	<b>85,000</b>	<b>0</b>	<b>-19%</b>

## APPLIED TECHNOLOGY

Technology is deeply integrated into every subject area at CCHS. Teachers throughout the building use Google Apps for Education, Moodle, and a wide variety of other applications to enhance student learning and foster higher order thinking skills. Professional development is offered to teachers to train them in the use of these and other tools with their students. A full-time instructional technology specialist and two full-time IT staff also support teachers in their use of technology. Most departments have at least one laptop cart available for use with classes, and there are also four computer labs. Students may also access technology to produce work in the Learning Commons, where 25 desktops and a cart of laptops are available.

CCHS is actively planning for the deployment of 1:1 student computing when we move into the new building in 2015. Seven teachers are currently enrolled in a year-long course on teaching in a 1:1 environment. Nine teachers completed the same course last year. For more information, please log on to [www.concordcarlisle.net](http://www.concordcarlisle.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY</b>	<b>11,319</b>	<b>8,869</b>	<b>9,304</b>	<b>0</b>	<b>9,304</b>	<b>0</b>	<b>0%</b>
Tech. Ed./Applied Tech. Teaching Salary	0	0	-		-		0%
Applied Tech. Longevity	0	0	-		-		0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Applied Tech. Teaching S/M	9,705	7,319	7,500		7,500		0%
Applied Tech. Textbooks	290	401	474		474		0%
Applied Tech. Maint. Contracts	0	0	-		-		0%
Appl. Tech. New Equipment	1,009	1,148	1,015		1,015		0%
Applied Tech. YTE Contr. Serv.	315	0	315		315		0%
	<b>11,319</b>	<b>8,869</b>	<b>9,304</b>	<b>0</b>	<b>9,304</b>	<b>0</b>	<b>0%</b>
<b>Total Program</b>	<b>11,319</b>	<b>8,869</b>	<b>9,304</b>	<b>0</b>	<b>9,304</b>	<b>0</b>	<b>0%</b>

## CURRICULUM LEADERSHIP

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1240: CURRICULUM LEADERSHIP</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Special Ed. Coord. Salary	0	0	-		-		0%
Info. Tech. Coord. Salary	0	0	-		-		0%
K-12 For. Lang. Curr. Chair	0	0	-		-		0%
K-12 Soc. Studies Curr. Chair	0	0	-		-		0%
K-12 Library/Media Curr. Chair	0	0	-		-		0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Total Program</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## THEATRE ARTS

The theatre arts program currently offers one credit-bearing course, the Winter Musical. This course enables student who are looking for the benefits of an acting, public speaking or technical theatre education to be represented on their transcript. The applied acting skill curriculum develops physical and vocal preparedness, text analysis, contextual analysis, character voice and physicality in presentation, presence and improvisation. The applied technical skill curriculum develops technical ability in design, construction of sets and props, lighting, sound and wardrobe, the highest level of students manage their specialty department and help train new techies. Both our actors and our “techies” have been recognized in state-wide competitions by the Massachusetts Educational Theatre Guild. For more information, please log on to [www.concordcarlisle.net/departments-and-teachers/theater-arts](http://www.concordcarlisle.net/departments-and-teachers/theater-arts).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 1250: THEATRE ARTS</b>	<b>31,030</b>	<b>14,399</b>	<b>56,261</b>	<b>0</b>	<b>56,261</b>	<b>0</b>	<b>0%</b>
Theatre Arts Teaching Salary	31,030	14,399	55,665	0	55,665	0	0%
Theatre Arts Tch. S/M	0	0	596		596		0%
	<b>31,030</b>	<b>14,399</b>	<b>56,261</b>	<b>0</b>	<b>56,261</b>	<b>0</b>	<b>0%</b>
<b>Total Program</b>	<b>31,030</b>	<b>14,399</b>	<b>56,261</b>	<b>0</b>	<b>56,261</b>	<b>0</b>	<b>0%</b>

## ADULT & COMMUNITY EDUCATION

www.ace.colonial.net

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2300: ADULT &amp; COMMUNITY EDUCATION</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0%</b>
Adult Ed. Director Salary	0	0	2		2	2	0%
Adult Ed. Clerical Salary	0	0	2		2	2	0%
	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0%</b>
<b>Total Program</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0%</b>

## CENTRAL SUPPLY

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2320: CENTRAL SUPPLY</b>	<b>5,958</b>	<b>6,237</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Central Supply S/M	5,958	6,237	-				0%
	<b>5,958</b>	<b>6,237</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Program</b>	<b>5,958</b>	<b>6,237</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## CO-CURRICULARS

CCHS currently offers over fifty-one clubs and class activities for students to participate in after the school day is over. We believe that these activities are critical for the development of the whole child, for students learn valuable skills in the realms of leadership, collaboration and team work. There are more traditional offers such as Yearbook, the Newspaper and Student Senate, as well as several very unique groups like the Science Fiction Club and the Percussion Club. Our Robotics Club has competed in the FIRST Robotics Competition on the regional and national level. Another great activity that involves over 100 students is WIQH, CCHS's very own radio station. For more information, please log on to [www.concordcarlisle.net](http://www.concordcarlisle.net).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2330: CO-CURRICULAR</b>	<b>286,383</b>	<b>268,450</b>	<b>252,050</b>	<b>2</b>	<b>259,731</b>	<b>2</b>	<b>3%</b>
Co-Curricular Professional Salary	181,713	185,666	165,806	0	170,966	0	3%
Radio Station Mgr. Salary	63,748	65,651	67,128	1	69,217	1	3%
Radio Station Staff Assistants	5,885	6,387	13,866	1	14,298	1	3%
	<b>251,347</b>	<b>257,705</b>	<b>246,800</b>	<b>2</b>	<b>254,481</b>	<b>2</b>	<b>3%</b>
Co-Curricular S/M	2,931	3,901	2,500		2,500		0%
Co-Curricular Fees	32,106	6,844	2,750		2,750		0%
	<b>35,037</b>	<b>10,745</b>	<b>5,250</b>	<b>0</b>	<b>5,250</b>	<b>0</b>	<b>0%</b>
<b>Total Program</b>	<b>286,383</b>	<b>268,450</b>	<b>252,050</b>	<b>2</b>	<b>259,731</b>	<b>2</b>	<b>3%</b>

## ATHLETICS

A program of interscholastic athletics is offered to all students in good standing at Concord-Carlisle High School. When possible, teams are entered in competition with other schools at the Freshmen, Junior Varsity (JV) and Varsity levels at CCHS. Through participation, the individual develops a healthier body, a sound mind and a better understanding of individual differences. Participation teaches a student that discipline, self-sacrifice and cooperation are necessary ingredients of teamwork if worthwhile goals are to be accomplished.

CCHS's fall, winter and spring teams have been very successful in post-season play in recent years. Teams and individual athletes have won several State Championships as well as Dual County League titles. For more information, please log on to [www.concordcarlisle.net/athletics](http://www.concordcarlisle.net/athletics).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2310: ATHLETICS</b>	<b>608,667</b>	<b>607,763</b>	<b>633,711</b>	<b>2</b>	<b>624,446</b>	<b>2</b>	<b>-1%</b>
Athletics Director Salary	97,583	100,511	104,783	1	106,355	1	2%
Coaches Salary	347,848	341,519	355,000		347,825		-2%
Trainers Salary	39,339	40,705	41,011	1	42,287	1	3%
Intramural Stipends	0	0	-		-		0%
Athletics Drivers Salary	70,804	73,950	75,000		77,334		3%
Athletics Dept. Clerical Sal.	0	0	-		-		0%
Athletics Coordinator Salary	0	0	-		-		0%
Athletics Longevity	0	0	-		-		0%
	<b>555,574</b>	<b>556,685</b>	<b>575,794</b>	<b>2</b>	<b>573,802</b>	<b>2</b>	<b>-0%</b>
Athletic Insurance	3,144	3,144	3,144		3,144		0%
Officials	30,750	32,629	32,500		30,000		-8%
Facilities Rental	18,700	15,305	22,000		17,500		-20%
Contracted Service	499	0	273		0		-100%
	<b>53,093</b>	<b>51,078</b>	<b>57,917</b>	<b>0</b>	<b>50,644</b>	<b>0</b>	<b>-13%</b>
<b>Total Program</b>	<b>608,667</b>	<b>607,763</b>	<b>633,711</b>	<b>2</b>	<b>624,446</b>	<b>2</b>	<b>-1%</b>

## CONTINGENCY

The Contingency budget encompasses both known collective bargaining obligations such as Sick Leave Buyback for retirees as well as unknown financial obligations that may occur as a result of the collective bargaining process and other employee compensation requirements, or staffing needs created by enrollment or special staffing needs.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2340: CONTINGENCY</b>	<b>120,299</b>	<b>103,393</b>	<b>274,881</b>	<b>0</b>	<b>281,853</b>	<b>0</b>	<b>3%</b>
Sick Leave - Instructional	120,298	103,393	102,131		96,853		-5%
Professional Contingency	0	0	110,000		100,000		-9%
Early Retirement Incentive	0	0	-		-		0%
Negotiation Funds - Contracts	1	0	30,000		50,000		67%
Neg. Funds - Non-Bargaining	0	0	32,750		35,000		7%
	<b>120,299</b>	<b>103,393</b>	<b>274,881</b>	<b>0</b>	<b>281,853</b>	<b>0</b>	<b>3%</b>
<b>Total Program</b>	<b>120,299</b>	<b>103,393</b>	<b>274,881</b>	<b>0</b>	<b>281,853</b>	<b>0</b>	<b>3%</b>

## COPY CENTER & MAIL COURIER SERVICE

The Copy Center located at the Ripley Administrative Building is a high efficiency reproduction center. The Center is able to format and reproduce documents for school staff most often on a same-day timeline. The department consists of two high speed multi-function copiers and a staff of one. In addition to reproduction services, the Copy Service Operator provides bulk ordering of district office supplies.

The district Mail Courier Service, also known as the Pony, is an inter-campus delivery service. The Mail Courier makes runs to each district building delivering mail, reproduced documents, and other inter-campus items to and from the Ripley central office daily throughout the school year.

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2350: COPY SERVICE</b>	<b>53,250</b>	<b>48,765</b>	<b>91,363</b>	<b>1</b>	<b>65,564</b>	<b>1</b>	<b>-28%</b>
Copy Service Operator Salary	18,436	18,670	20,583	0	21,224	0	3%
Copy Serv. Transportation Salary	10,900	11,351	14,438	0	14,887	0	3%
	<b>29,336</b>	<b>30,021</b>	<b>35,021</b>	<b>1</b>	<b>36,111</b>	<b>1</b>	<b>3%</b>
Copy Service S/M	8,936	3,687	8,936		3,797		-58%
Canon IR105 Copier Maint./Purchase	14,258	14,421	43,556		25,000		-43%
IR550 Copier Maintenance	0	0	-		0		0%
Canon IR5000 Copier Maintenance	720	637	3,850		656		-83%
	<b>23,914</b>	<b>18,744</b>	<b>56,342</b>	<b>0</b>	<b>29,453</b>	<b>0</b>	<b>-48%</b>
<b>Total Program</b>	<b>53,250</b>	<b>48,765</b>	<b>91,363</b>	<b>1</b>	<b>65,564</b>	<b>1</b>	<b>-28%</b>

## EQUIPMENT

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2360: EQUIPMENT</b>	<b>181,221</b>	<b>1,170</b>	<b>14,500</b>	<b>0</b>	<b>11,500</b>	<b>0</b>	<b>-21%</b>
CCHS New Equipment	178,363	1,170	3,500		2,500		-29%
CCHS Replacement Equipment	2,858	0	3,500		2,500		-29%
CCHS Classroom Equipment	0	0	3,500		2,500		-29%
Ripley Equipment	0	0	4,000		4,000		0%
	<b>181,221</b>	<b>1,170</b>	<b>14,500</b>	<b>0</b>	<b>11,500</b>	<b>0</b>	<b>-21%</b>
<b>Total Program</b>	<b>181,221</b>	<b>1,170</b>	<b>14,500</b>	<b>0</b>	<b>11,500</b>	<b>0</b>	<b>-21%</b>

## FIELD TRIPS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2370: FIELD TRIPS</b>	<b>8,174</b>	<b>11,864</b>	<b>10,000</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>20%</b>
Field Trip Drivers Salary	8,174	11,864	10,000		12,000		20%
	<b>8,174</b>	<b>11,864</b>	<b>10,000</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>20%</b>
<b>Total Program</b>	<b>8,174</b>	<b>11,864</b>	<b>10,000</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>20%</b>

## HEALTH SERVICES

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2390: HEALTH SERVICES</b>	<b>105,540</b>	<b>123,239</b>	<b>125,789</b>	<b>1</b>	<b>125,447</b>	<b>1</b>	<b>-0%</b>
Nurse/Nurse Asst. Sal.	103,056	117,053	116,451	1	118,197	1	1%
	<b>103,056</b>	<b>117,053</b>	<b>116,451</b>	<b>1</b>	<b>118,197</b>	<b>1</b>	<b>1%</b>
Health Services S/M		363	4,936	4,750	5,000		5%
Hlth. Serv. Contr. Services		1,588	1,250	1,588	1,250		-21%
Hlth. Serv. Equipment Maintenance		533	0	3,000	1,000		-67%
	<b>2,484</b>	<b>6,186</b>	<b>9,338</b>	<b>0</b>	<b>7,250</b>	<b>0</b>	<b>-22%</b>
<b>Total Program</b>	<b>105,540</b>	<b>123,239</b>	<b>125,789</b>	<b>1</b>	<b>125,447</b>	<b>1</b>	<b>-0%</b>

## ADMINISTRATION

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 3510: ADMINISTRATION</b>	<b>611,820</b>	<b>787,677</b>	<b>756,021</b>	<b>6</b>	<b>694,229</b>	<b>6</b>	<b>-8%</b>
Superintendent's Salary	80,000	85,396	85,902	0	88,909	0	3%
Superintendent Support Staff	29,440	30,647	31,593	0	32,699	0	3%
Asst. Supt. Salary	0	0	-		-		0%
Director of Teaching & Learning	55,800	58,600	61,091	0	63,229	0	3%
Teaching & Learning Support Staff	24,716	27,057	27,666	0	-	0	-100%
Dir. of Finance & Operations Sal.	-2,289	3,837	83,574	1	86,499	1	0%
Deputy Superintendent	80,121	82,524			-		0%
Financial Serv. Staff	139,404	160,336	142,316	3	147,297	3	3%
Director of Human Resources Salary	53,560	56,000	58,380	0	60,423	0	3%
Human Resources Staff Sal.	38,175	46,724	52,142	1	53,967	1	3%
	<b>498,927</b>	<b>551,121</b>	<b>542,664</b>	<b>6</b>	<b>533,023</b>	<b>6</b>	<b>-2%</b>
Supt. S/M	5,491	5,207	3,714		5,363		44%
Supt. Consultant Contract	0	0	2,122		0		-100%
Supt. Contracted Services	0	201	5,500		207		-96%
Supt. Memberships	3,485	3,750	6,500		3,863		-41%
Supt. Insurance	143	141	1,553		145		-91%
Supt. Prof. Development	528	4,880	3,000		5,026		68%
Annual School Census	987	1,025	1,200		1,056		-12%
Admin. Annuity	0	0	-		0		0%
Administrative Membership	0	0	-		0		0%
Director of Teaching & Learning/Asst. Supt. S/M	2,116	945	2,000		974		-51%
Director of Teaching & Learning/Asst. Supt. Contr. Services	0	0	-		0		0%
Director of Teaching & Learning/Asst. Supt. Memberships	0	0	400		0		-100%
Director of Teaching & Learning/Asst. Supt. Prof. Development	650	170	531		175		-67%
Business Office S/M	2,808	1,363	4,500		4,500		0%
Bus. Office Contr. Services	17,343	28,294	10,000		15,000		50%
Bus. Office Legal Adv.	2,034	1,485	2,500		1,529		-39%
Bus. Office Memberships	344	2,340	663		2,410		264%
Bus. Office Prof. Dev.	2,546	1,674	2,000		1,724		-14%
Human Resources Office S/M	2,393	3,056	2,200		2,200		0%
Human Resources Contr. Serv.	8,046	0	6,728		6,728		0%
Human Resources Legal Adv.	0	2,321	10,000		10,000		0%
Human Resources Memberships	1,224	3,440	1,380		3,440		149%
Human Resources Prof. Dev.	1,294	2,884	1,061		1,061		0%
Human Resources Recruiting Exp.	5,805	17,255	5,805		5,805		0%
Legal Services	55,657	156,126	70,000		50,000		-29%
Legal Settlements	0	0	70,000		40,000		-43%
	<b>112,893</b>	<b>236,556</b>	<b>213,357</b>	<b>0</b>	<b>161,207</b>	<b>0</b>	<b>-24%</b>
<b>Total Program</b>	<b>611,820</b>	<b>787,677</b>	<b>756,021</b>	<b>6</b>	<b>694,229</b>	<b>6</b>	<b>-8%</b>

## PARAPROFESSIONALS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2400: PARAPROFESSIONALS</b>	<b>84,017</b>	<b>92,301</b>	<b>116,674</b>	<b>3</b>	<b>118,508</b>	<b>3</b>	<b>2%</b>
Paras: Dept. Clerical Salary	81,112	88,997	91,674	3	93,508	3	2%
Paras: Campus Monitor Salary	2,905	3,304	25,000		25,000		0%
	<b>84,017</b>	<b>92,301</b>	<b>116,674</b>	<b>3</b>	<b>118,508</b>	<b>3</b>	<b>2%</b>
<b>Total Program</b>	<b>84,017</b>	<b>92,301</b>	<b>116,674</b>	<b>3</b>	<b>118,508</b>	<b>3</b>	<b>2%</b>

## SCHOOL DISTRICT TRAVEL

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL</b>	<b>10,933</b>	<b>12,329</b>	<b>7,500</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>100%</b>
School District Travel	10,933	12,329	7,500		15,000		100%
	<b>10,933</b>	<b>12,329</b>	<b>7,500</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>100%</b>
<b>Total Program</b>	<b>10,933</b>	<b>12,329</b>	<b>7,500</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>100%</b>

## PRINCIPALS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 3520: PRINCIPALS</b>	<b>662,606</b>	<b>698,094</b>	<b>666,295</b>	<b>7</b>	<b>691,267</b>	<b>7</b>	<b>4%</b>
Principal's Salary	144,529	147,790	154,071	1	159,463	1	3%
Principals Clerical Salary	225,422	243,017	238,661	4	244,031	4	2%
Asst. Principals	242,648	225,000	234,563	2	242,773	2	3%
	<b>612,599</b>	<b>615,807</b>	<b>627,295</b>	<b>7</b>	<b>646,267</b>	<b>7</b>	<b>3%</b>
Principals S/M	23,287	35,334	13,500		13,500		0%
Principals Copier Maintenance	7,931	10,394	5,500		10,500		91%
Graduation Expenses	10,513	9,655	11,000		8,500		-23%
Prin. Prof. Development	8,276	26,904	9,000		12,500		39%
	<b>50,007</b>	<b>82,287</b>	<b>39,000</b>	<b>0</b>	<b>45,000</b>	<b>0</b>	<b>15%</b>
<b>Total Program</b>	<b>662,606</b>	<b>698,094</b>	<b>666,295</b>	<b>7</b>	<b>691,267</b>	<b>7</b>	<b>4%</b>

## SCHOOL COMMITTEE

[www.concordpublicschools.net/school-committee](http://www.concordpublicschools.net/school-committee)

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 3530: SCHOOL COMMITTEE</b>	<b>7,536</b>	<b>12,357</b>	<b>12,013</b>	<b>0</b>	<b>12,135</b>	<b>0</b>	<b>1%</b>
School Comm. Clerical Salary	1,287	1,746	3,913	0	4,035	0	3%
	<b>1,287</b>	<b>1,746</b>	<b>3,913</b>	<b>0</b>	<b>4,035</b>	<b>0</b>	<b>3%</b>
School Committee S/M	1,024	2,153	600		600		0%
School Committee Dues	4,790	6,897	5,500		5,500		0%
School Committee Conferences	195	366	1,000		1,000		0%
School Comm. Contr. Services	240	1,194	1,000		1,000		0%
	<b>6,249</b>	<b>10,610</b>	<b>8,100</b>	<b>0</b>	<b>8,100</b>	<b>0</b>	<b>0%</b>
<b>Total Program</b>	<b>7,536</b>	<b>12,357</b>	<b>12,013</b>	<b>0</b>	<b>12,135</b>	<b>0</b>	<b>1%</b>

## CAPITAL OUTLAY

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4610: CAPITAL OUTLAY</b>	<b>141,039</b>	<b>256,563</b>	<b>60,000</b>	<b>0</b>	<b>37,500</b>	<b>0</b>	<b>-38%</b>
Capital Outlay - Grounds	3,500	19,545	5,000		5,000		0%
Capital Outlay - Buildings	979	183,899	20,000		20,000		0%
Capital Outlay - Designers	1,560	53,119	15,000		2,500		-83%
Capital Outlay - Equipment	135,000	0	20,000		10,000		-50%
	<b>141,039</b>	<b>256,563</b>	<b>60,000</b>	<b>0</b>	<b>37,500</b>	<b>0</b>	<b>-38%</b>
<b>Total Program</b>	<b>141,039</b>	<b>256,563</b>	<b>60,000</b>	<b>0</b>	<b>37,500</b>	<b>0</b>	<b>-38%</b>

## INFORMATION TECHNOLOGY SERVICES

The Information Technology department is responsible for the components and infrastructure that comprise the district network. All seven buildings are connected via 3 pairs of fiber, 2 pairs of which are active with 2 GB connectivity between district buildings. Our network includes more than 100 switches, 88 Xirrus Wifi Access points, 44 Servers and close to 4000 workstations, all centrally managed using tools like Casper, Procurve Manager, and Xirrus XMS Server. For more information, please log on to [www.concordpublicschools.net/technology](http://www.concordpublicschools.net/technology).

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4630: INFO. TECH. SERVICES</b>	<b>1,253,503</b>	<b>1,173,539</b>	<b>788,274</b>	<b>6</b>	<b>804,124</b>	<b>6</b>	<b>2%</b>
Dir. of Info. Tech.	58,898	64,541	64,778	0	67,045	0	3%
I.T. Services Unit Ldr. Salary	120,473	124,170	129,447	1	133,978	1	3%
I.T. Sr. Support Analyst Sal.	238,882	224,463	253,394	3	262,263	3	3%
I.T. Services Clerical Sal.	23,189	24,528	25,080	0	25,958	0	3%
	<b>441,442</b>	<b>437,701</b>	<b>472,699</b>	<b>6</b>	<b>489,243</b>	<b>6</b>	<b>3%</b>
I.T. Services Office S/M	9,273	6,424	9,273		6,616		-29%
Micro Computer Repair S/M	1,715	719	1,715		741		-57%
Contr. Services - Web Page	10,300	6,929	10,300		7,137		-31%
I. T. Services Server Maintenance	449	6,358	449		6,549		1359%
I. T. Services New Equipment	600,001	539,417	150,000		150,000		0%
I. T. Services Networking	91,470	50,858	45,000		45,000		0%
I. T. Services Software Dev.	18,903	19,135	18,903		18,903		0%
I. T. Services Software Lease/Purchase	19,227	46,844	20,700		20,700		0%
I. T. Serv. Admin. Software Support	31,656	46,155	16,000		16,000		0%
I. T. Serv. Software Maint./Financials	17,068	0	21,735		21,735		0%
I. T. Serv. Software Maint./Student	10,404	9,518	11,000		11,000		0%
I.T. Vehicle Maint.	306	1,340	3,500		3,500		0%
I.T. Gasoline	786	1,625	4,000		4,000		0%
I.T. Vehicle Insurance	503	516	3,000		3,000		0%
I.T. Vehicle Replacement	0	0	-		-		0%
	<b>812,061</b>	<b>735,838</b>	<b>315,575</b>	<b>0</b>	<b>314,881</b>	<b>0</b>	<b>-0%</b>
<b>Total Program</b>	<b>1,253,503</b>	<b>1,173,539</b>	<b>788,274</b>	<b>6</b>	<b>804,124</b>	<b>6</b>	<b>2%</b>

## CUSTODIAL SERVICES

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4620: CUSTODIAL SERVICES</b>	<b>518,707</b>	<b>501,292</b>	<b>570,578</b>	<b>9</b>	<b>577,062</b>	<b>9</b>	<b>1%</b>
Bldg. Serv. Wkr. Salary	419,936	402,443	472,704	8	483,340	8	2%
Bldg. Serv. Wkr. Overtime	64,420	56,468	45,000	1	46,013	1	2%
Ripley Bldg. Serv. Wkr. Sal.	22,250	22,647	25,246	0	25,814	0	2%
Ripley Bldg. Serv. Wkr. Overtime	1,765	1,913	4,216		4,311		2%
Receptionist Salary	1,609	750	-		-		0%
	<b>509,981</b>	<b>484,220</b>	<b>547,166</b>	<b>9</b>	<b>559,477</b>	<b>9</b>	<b>2%</b>
Bldg. Serv. Wkr. S/M	8,726	14,383	14,216		14,815		4%
Ripley Bldg. Serv. Wkr. S/M	0	315	3,000		324		-89%
Bldg. Serv. Wkr. Uniforms	0	2,375	3,500		2,446		-30%
Bldg. Serv. Wkr. Fees	0	0	196		0		-100%
Bldg. Serv. Wkr. Equipment	0	0	2,500		0		-100%
	<b>8,726</b>	<b>17,073</b>	<b>23,412</b>	<b>0</b>	<b>17,585</b>	<b>0</b>	<b>-25%</b>
<b>Total Program</b>	<b>518,707</b>	<b>501,292</b>	<b>570,578</b>	<b>9</b>	<b>577,062</b>	<b>9</b>	<b>1%</b>

## MAINTENANCE/BUILDINGS & GROUNDS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&amp;GROUNDS</b>	<b>304,102</b>	<b>362,166</b>	<b>394,385</b>	<b>2</b>	<b>356,605</b>	<b>2</b>	<b>-10%</b>
Maintenance Manager Salary	40,080	33,357	43,034	0	42,500	0	-1%
Maintenance Salary	132,949	105,294	108,360	2	107,663	2	-1%
Maintenance Overtime	9,054	10,709	20,000		20,000		0%
Maint. Supplemental Labor	0	0	10,000		10,000		0%
Maintenance Clerical Salary	3,224	3,398	3,381	0	3,381	0	0%
	<b>185,306</b>	<b>152,758</b>	<b>184,775</b>	<b>2</b>	<b>183,544</b>	<b>2</b>	<b>-1%</b>
Maintenance S/M - Grounds	7,456	26,188	7,456		20,000		168%
Maint. S/M - Buildings	38,997	33,425	45,000		35,000		-22%
Maint. Contr. Services - Grounds	2,342	6,910	5,292		7,000		32%
Maint. Contr. Services - Buildings	57,099	118,457	140,000		100,000		-29%
Maint. Contr. Services - Snow Plow	0	12,511	2,070		5,000		142%
Maintenance Uniforms	2,880	0	2,880		0		-100%
Trash Pickup & Recycling	1,912	933	1,912		961		-50%
Maintenance Fees	0	100	-		100		100%
Maint. Replacement Equipment	8,111	10,885	5,000		5,000		0%
	<b>118,796</b>	<b>209,408</b>	<b>209,610</b>	<b>0</b>	<b>173,061</b>	<b>0</b>	<b>-17%</b>
<b>Total Program</b>	<b>304,102</b>	<b>362,166</b>	<b>394,385</b>	<b>2</b>	<b>356,605</b>	<b>2</b>	<b>-10%</b>

## MAINTENANCE/EQUIPMENT & VEHICLES

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&amp;VEHICLES</b>	<b>7,406</b>	<b>47,547</b>	<b>23,456</b>	<b>0</b>	<b>24,874</b>	<b>0</b>	<b>6%</b>
Maintenance S/M - Vehicles	2,220	4,113	5,693		5,693		0%
Maintenance S/M - Equipment	1,097	785	2,070		2,070		0%
Maint. Contr. Serv. - Equipment	866	5,124	10,000		10,000		0%
Maintenance Gasoline	1,965	4,643	5,693		5,693		0%
Maint. Vehicle Insurance	1,258	1,377	-		1,418		100%
Maint. Vehicle Replacement	0	31,505	-		0		0%
	<b>7,406</b>	<b>47,547</b>	<b>23,456</b>	<b>0</b>	<b>24,874</b>	<b>0</b>	<b>6%</b>
<b>Total Program</b>	<b>7,406</b>	<b>47,547</b>	<b>23,456</b>	<b>0</b>	<b>24,874</b>	<b>0</b>	<b>6%</b>

## REGULAR TRANSPORTATION

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4660: REGULAR TRANSPORTATION</b>	<b>550,440</b>	<b>586,612</b>	<b>731,270</b>	<b>11</b>	<b>748,590</b>	<b>11</b>	<b>2%</b>
Transportation Manager Salary	49,740	32,970	53,088	0	54,946	0	3%
Trans. Drivers Salary - Acton		-4,163	-		-		0%
Drivers' Salary	271,301	246,496	275,000	9	281,188	9	2%
Drivers' Overtime	4,173	3,488	78,826		80,000		1%
Mechanics' Salary	68,640	62,318	78,444	1	80,885	1	3%
Mechanics' Overtime	3,437	18,259	13,125		13,533		3%
Trans. Coordinator Salary	15,856	28,659	39,824	0	41,218	0	3%
	<b>413,147</b>	<b>388,026</b>	<b>538,307</b>	<b>11</b>	<b>551,771</b>	<b>11</b>	<b>3%</b>
Transportation S/M	58,821	54,612	45,000		45,000		0%
Accident Repairs	0	0	-		0		
Gasoline/Diesel Fuel	63,343	109,571	75,000		80,000		7%
Trans. Vehicle Insurance	1,821	1,951	1,821		2,009		10%
Trans. Computer Equipment	1,625	580	4,000		597		-85%
Trans. Alcohol & Drug Testing	1,730	1,420	1,730		1,463		15%
Trans. Staff Development	3,204	5,036	3,000		3,250		8%
Transportation Fees	3,052	431	3,052		2,500		-18%
Trans. Vehicle Replacement	0	0	-		0		0%
Trans. Contracted Service	2,975	25,035	10,000		10,000		0%
Trans. Leases	723	-50	49,360		52,000		5%
	<b>137,293</b>	<b>198,586</b>	<b>192,963</b>	<b>0</b>	<b>196,820</b>	<b>0</b>	<b>2%</b>
<b>Total Program</b>	<b>550,440</b>	<b>586,612</b>	<b>731,270</b>	<b>11</b>	<b>748,590</b>	<b>11</b>	<b>2%</b>

**SPECIAL EDUCATION TRANSPORTATION**

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION</b>	<b>527,033</b>	<b>454,672</b>	<b>475,634</b>	<b>0</b>	<b>528,002</b>	<b>0</b>	<b>11%</b>
SPED Trans. Aide Salary	0	0	-		-		0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
SPED Trans. Contracted Services	526,694	454,385	475,000		527,707		11%
Sped Vehicle Replacement	0	0	-		0		0%
SPED Gasoline	0	0	-		0		0%
SPED Vehicle Insurance	252	287	634		295		-53%
SPED Vehicle S/M	87	0	-		0		0%
	<b>527,033</b>	<b>454,672</b>	<b>475,634</b>	<b>0</b>	<b>528,002</b>	<b>0</b>	<b>11%</b>
<b>Total Program</b>	<b>527,033</b>	<b>454,672</b>	<b>475,634</b>	<b>0</b>	<b>528,002</b>	<b>0</b>	<b>11%</b>

**UTILITIES/HEATING OF BUILDINGS**

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS</b>	<b>195,294</b>	<b>256,430</b>	<b>237,812</b>	<b>0</b>	<b>257,683</b>	<b>0</b>	<b>8%</b>
CCHS Heating	171,589	218,301	200,000		222,000		11%
Ripley Heating	20,927	22,023	24,000		22,683		-5%
Trans. Repair Heating	2,779	929	2,070		0		-100%
Maint. Storage Heating	0	0	1,242		0		-100%
Contracted Serv. - Burners	0	9,834	6,500		9,000		38%
Contr. Services - Ripley Burners	0	0	-		0		0%
Contr. Services - Controls	0	5,343	4,000		4,000		0%
	<b>195,294</b>	<b>256,430</b>	<b>237,812</b>	<b>0</b>	<b>257,683</b>	<b>0</b>	<b>8%</b>
<b>Total Program</b>	<b>195,294</b>	<b>256,430</b>	<b>237,812</b>	<b>0</b>	<b>257,683</b>	<b>0</b>	<b>8%</b>

## UTILITIES OTHER

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 4690: UTILITIES/OTHER</b>	<b>519,522</b>	<b>509,010</b>	<b>568,852</b>	<b>0</b>	<b>541,507</b>	<b>0</b>	<b>-5%</b>
CCHS Electricity	326,196	317,573	350,000		340,000		-3%
Ripley Electricity	22,169	22,639	30,000		25,000		-17%
Trans. Repair Electricity	3,469	1,441	3,105		0		-100%
CCHS Water/Sewer	65,000	54,640	77,000		62,000		-19%
Ripley Water/Sewer	436	1,336	747		1,376		84%
Transportation Water/Sewer	0	171	-		0		0%
Telephone	75,277	83,899	80,000		85,000		6%
Trash Pickup & Recycling	26,974	27,312	28,000		28,131		0%
	<b>519,522</b>	<b>509,010</b>	<b>568,852</b>	<b>0</b>	<b>541,507</b>	<b>0</b>	<b>-5%</b>
<b>Total Program</b>	<b>519,522</b>	<b>509,010</b>	<b>568,852</b>	<b>0</b>	<b>541,507</b>	<b>0</b>	<b>-5%</b>

## INSURANCE

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 5810: INSURANCE</b>	<b>1,841,211</b>	<b>2,147,179</b>	<b>1,887,954</b>	<b>0</b>	<b>2,142,052</b>	<b>0</b>	<b>13%</b>
Workers' Compensation	61,444	73,923	68,000		68,000		0%
Employee Assistance Program	5,027	0	5,500		0		-100%
FICA Medical Insurance	201,340	227,804	222,000		246,500		11%
Unemployment Compensation	30,555	3,781	40,000		25,000		-38%
Hospital/Life Insurance	1,238,559	969,882	1,400,000		1,128,552		-19%
Social Security Tax	38,904	37,551	50,000		50,000		0%
Public Liability Insurance	12,441	13,678	20,000		15,000		-25%
Sch. Comm. Prof. Liability	2,819	3,018	5,000		3,500		-30%
Nurses Liability Insurance	123	254	500		500		0%
Retiree Medical Insurance		240,337			250,000		
OPEB Liability - Active Employee Retiree Medical Insurance	250,000	575,000	76,954		350,000		355%
Ch. 32(b) Sec 9(a)1/2 Assessments		1,950	-		5,000		0%
	<b>1,841,211</b>	<b>2,147,179</b>	<b>1,887,954</b>	<b>0</b>	<b>2,142,052</b>	<b>0</b>	<b>13%</b>
<b>Total Program</b>	<b>1,841,211</b>	<b>2,147,179</b>	<b>1,887,954</b>	<b>0</b>	<b>2,142,052</b>	<b>0</b>	<b>13%</b>

## DEBT SERVICE

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 5800: DEBT SERVICE</b>	<b>765,415</b>	<b>640,060</b>	<b>2,422,739</b>	<b>0</b>	<b>2,835,424</b>	<b>0</b>	<b>17%</b>
Debt Service Banking	500	0	3,600		3,600		0%
H.S. '92 - Principal	175,000	0	-		0		0%
H.S. '92 - Interest	6,563	0	-		0		0%
H.S. '05 - Principal	0	0	-		0		0%
H.S. '05 - Interest	0	0	-		0		0%
H.S. '06 - Principal	0	0	-		0		0%
H.S. '06 - Interest	0	0	-		0		0%
H.S. '07 - Principal	0	0	-		0		0%
H.S. '07 - Interest	0	0	-		0		0%
H.S. '08 - Principal	245,000	245,000	245,000		245,000		0%
H.S. '08 - Interest	63,500	46,686	39,065		29,646		-24%
H.S. '10 - Principal	250,000	250,000	-		0		0%
H.S. '10 - Interest	5,250	1,865	-		0		0%
H.S. '11 - Principal	0	0	-		0		0%
H.S. '11 - Interest	10,185	96,510	-		0		0%
H.S. '12 Building - Principal	0	0	1,200,000		0		0%
H.S. '12 Building - Interest	9,418	0	935,074		0		-100%
H.S. '13 Building - Principal					1,400,000		
H.S. '13 Building - Interest					1,007,178		
H.S. '15 Building BAN- Optional Principal					0		
H.S. '15 Building BAN- Interest					150,000		
	<b>765,415</b>	<b>640,060</b>	<b>2,422,739</b>	<b>0</b>	<b>2,835,424</b>	<b>0</b>	<b>17%</b>
<b>Total Program</b>	<b>765,415</b>	<b>640,060</b>	<b>2,422,739</b>	<b>0</b>	<b>2,835,424</b>	<b>0</b>	<b>17%</b>

## RETIREMENT

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 5820: RETIREMENT</b>	<b>452,438</b>	<b>473,533</b>	<b>511,119</b>	<b>0</b>	<b>523,666</b>	<b>0</b>	<b>2%</b>
Retirement	452,438	473,533	511,119		523,666		2%
	452,438	473,533	511,119	0	523,666	0	2%
<b>Total Program</b>	<b>452,438</b>	<b>473,533</b>	<b>511,119</b>	<b>0</b>	<b>523,666</b>	<b>0</b>	<b>2%</b>

## ASSESSMENTS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 5830: ASSESSMENTS</b>	<b>38,989</b>	<b>49,906</b>	<b>95,000</b>	<b>0</b>	<b>51,403</b>	<b>0</b>	<b>-46%</b>
School Choice Assessment	5,000	13,400	10,000		13,802		38%
Charter School Assessment	33,989	36,506	85,000		37,601		-56%
	38,989	49,906	95,000	0	51,403	0	-46%
<b>Total Program</b>	<b>38,989</b>	<b>49,906</b>	<b>95,000</b>	<b>0</b>	<b>51,403</b>	<b>0</b>	<b>-46%</b>

## OTHER FIXED COSTS

	FY2012	FY2013	FY2014	FY14	FY2015	FY15	% Difference
	Actual	Actual	Budget	FTE	SC Adopted	FTE	FY14 / FY13
<b>PROGRAM AREA 5840: OTHER FIXED COSTS</b>	<b>75,586</b>	<b>71,793</b>	<b>82,825</b>	<b>0</b>	<b>73,947</b>	<b>0</b>	<b>-11%</b>
Postage	40,729	37,474	40,000		38,598		-4%
Audit Contract	33,900	33,900	38,000		34,917		-8%
Banking Services	303	96	3,600		99		-97%
Treasurer Bonds	654	324	1,225		334		-73%
	75,586	71,793	82,825	0	73,947	0	-11%
<b>Total Program</b>	<b>75,586</b>	<b>71,793</b>	<b>82,825</b>	<b>0</b>	<b>73,947</b>	<b>0</b>	<b>-11%</b>



