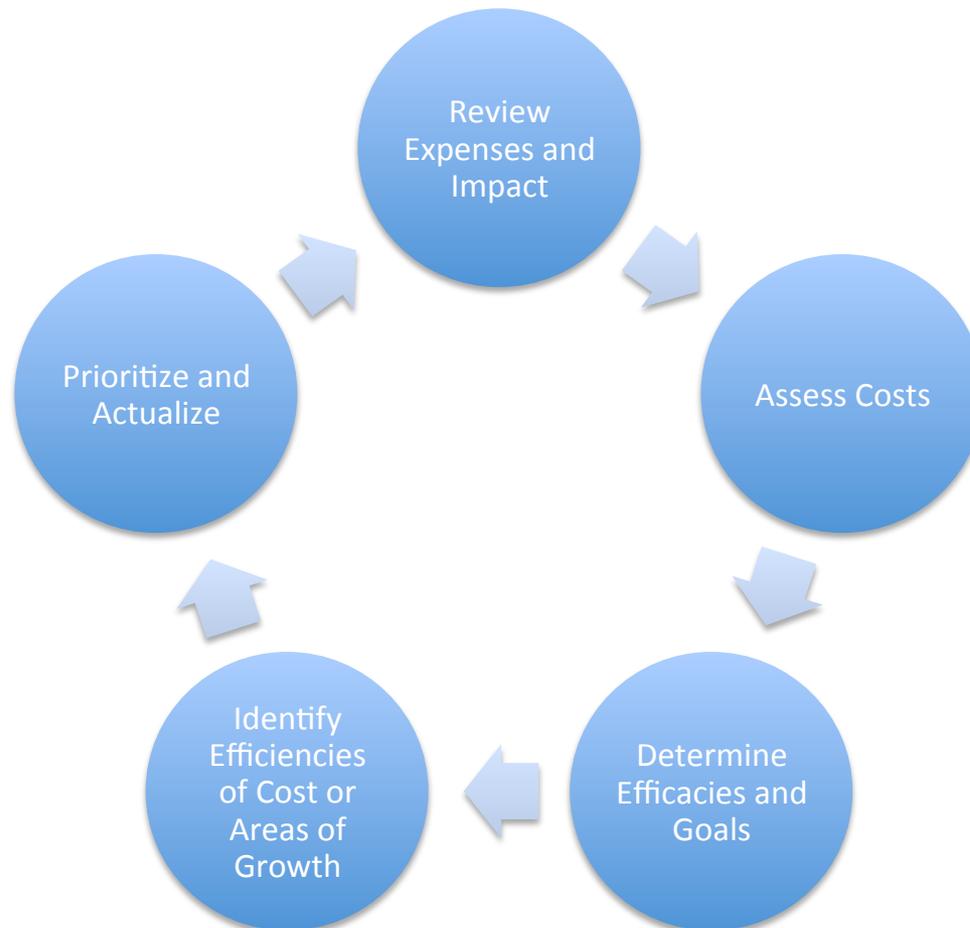


FY19 Budget Development

October 12, 2017

Fiscal and Educational Cycles



Leadership Approach

- Engaged (i.e. approvals)
- Reflective (i.e. self-assessments)
- Collaborative (i.e. administrative team)
- Critical (i.e. effectiveness)
- Communicated (i.e. transfers)
- Accountable
 - (i.e. public, reports to School Committee)

Short Term Processes FY19

- Review of FY17 Budget and Costs
- Monitor of FY18 Budget and Expenses
- Identify Trends, Patterns, Projections
- Meet with Each Administrator to Review Current Fiscal Status at Each Level (October)
- Meet with District and Building Administrative Teams to Review at District Levels (October)

Short Term Processes FY19

- Determine 2018-2019 Needs (October)
- Develop FY19 Draft (late Oct-early Nov)
- Determine Overall Budget Status (late Oct-early Nov)
- Present Priority FY19 Budget Draft (Nov 14)
- Provide Public Hearing Budget
- Finalize FY19 Budget

Long Term Processes FY20 and Beyond

- Strategic Planning
- Identification of Priorities
- Zero-Based Budgeting
- Reviews of Major Cost Centers
 - i.e. CCHS Special Education Fall 2017
- Ongoing Monitoring and Projections

Goals of FY19 Development

- Update Status of Recently Funded Initiatives (now)
- Provide Information and Background Current Status (now)
- Create Fiscally Responsible Budget Reflective of Core Values of Excellence and Equity (October-December)

Current Initiatives- CCHS Later Start Time

- 2017-2018 CCHS Hours 8:00 a.m.- 2:41 a.m.
- Positive Impact on Learning and Stress
- Transportation Stretched Given Start Times at CCHS, CMS, Fenn and Nashoba
- 95% Students On Time/Reasonable Ride

Current Initiatives- Elementary Spanish

- One Spanish Teacher at Each School
- K-5 Instruction Began October 2, 2017
- Active, Engaging Curriculum



Current Initiatives- Innovative STEAM Lab

- \$300,000 Appropriate Town Meeting- April 2017
- Transportation Relocated From Ripley- September 2017
- Design Received Over Cost- September 2017
- Review of Vision and Costs- October 2017
- Primary Focus on Infrastructure – Winter 2018
- Document Educational Vision – Winter 2018
- Pilot Program 2017-2018- December 2017

Background- CPS FY17-FY18

	FY2017 Adopted Budget	FY2017 Expenses	FY2017 Balance	FY18 SC Adopted Budget
REGULAR EDUCATION	20,411,286	20,184,805	1.11%	21,397,440
SPECIAL EDUCATION	8,029,612	7,732,861	3.70%	8,099,241
OPERATIONS	4,832,981	5,140,126	-6.36%	4,801,420
ADMINISTRATION	2,324,743	2,534,451	-9.02%	2,448,554
FIXED COSTS	61,488	59,867	2.64%	63,456
TOTAL	35,660,110	35,652,110	0.02%	36,810,111

Background- CCRSD FY17- FY18

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

Background- Enrollment CPS

	Oct 1 2016	Oct 1 2017
Alcott	467	483
Thoreau	458	448
Willard	448	433
CMS	715	724
Total	2088	2088

Background- Enrollment CCRSD

	Oct 1 2016	Oct 1 2017
Concord	888 (73.51%)	907 (75.46%)
Carlisle	320 (26.49%)	295 (24.51%)
Total	1275	1272
Adjusted METCO/ NonTuition	1208	1202

Background- Contractual

	FY17	FY18	FY19
CPS	2.25%	2% + mid year additional step	2% + last day additional step
CCRSD	2.0%	2.0%	2.0%

CPS FY19: \$358,235 steps, \$100,000 lanes, \$405,000 scale + add'l step last day \$337,384

CCRSD FY19: \$189,323 steps, \$85,000 lanes, \$251,734 scale

Background- Special Education CPS

- 16% Students with Disabilities K-8
- October 1, 2016: 35 Out of District Students
- October 1, 2017: 36 Out of District Students
- FY17 Circuit Breaker Carryover \$571,117
- Unanticipated FY18 Needs \$550,000-\$600,000
- FY18 Reimbursement Rate 65% vs. Projected 75%

Background- Special Education CCRSD

- 19% Students with Disabilities CCHS
- October 1, 2016: 37 students
- October 1, 2017: 36 students
- \$0 Circuit Breaker Carryover FY17
- Use of Additional Operating Budget Costs FY18
- FY18 Reimbursement Rate 65% vs. Projected 75%

Background- Technology

- Focus on infrastructure
- Wireless infrastructure upgrade
 - \$162,000 (CPS \$97,000 and CCRSD \$65,000)
 - Includes anticipated savings \$50,000
- Hardware laptop program
- Broadband –growing needs, regular survey of market price (\$4,400 per month, K-12)

Background- English Language

	2014-2015	2015-2016	2016-2017
ELL #	36	54	89

Level of service is dependent on needs of student and progression of skills. DESE mandates these levels. 2017 numbers are being confirmed currently. Predicting the needs and enrollment is very difficult.

Background- Transportation

- Operating cost reductions anticipated \$100,000-\$150,000 Knox Trail Depot
- FY18 includes 5 drivers and 5 buses for CCHS later start time
- Lease costs now embedded through FY22
- Recommend purchase of 4 buses (2 CPS and 2 CCRSD) to replace aging fleet

Background- Mandates and Initiatives

- DESE has slowed mandates over the last year
- No new mandates imminently
- District initiatives to be determined by strategic planning
- No new initiatives requiring significant costs anticipated FY18

Background- Capital Needs

- Current review of needs
- 5 year plan includes FY19:
 - ERU replacement Alcott
 - Heat trace for roof and HVAC RTU replacement Thoreau
 - Carpet, RTU replacement Willard
 - CMS needs dependent on MSBA facility status

Background- CCRSD OPEB

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

Background- CCRSD E&D

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

Background- CMS Facility Needs

- Statement of Interest Submitted to MSBA

April 2017

- MSBA Site Visit July 2017
- Award Notifications December 2017

Background- Benchmarking

2016:

- Per pupil:
 - CCRSD \$21,505 (#15)
 - CPS \$18,856 (#35)
 - Carlisle \$19,709 (#27)
- Average teacher salary
 - CCRSD \$97,978 (#2)
 - CPS \$96,429 (#3)
 - Carlisle \$100,803 (#1)

Background- Benchmarking

2016

- PARCC K-8 ELA/Math
 - 10 of 12 tests: >80% Level 4 and 5
- MCAS CCHS ELA/Math/Science
 - 75-80% Advanced, 94-98% Proficient or Higher
- AP CCHS
 - 498 tests taken, >90% 3 or higher on all but 3 of 18 tests

Background- Benchmarking

2016:

SAT CCHS

Average Reading: 616 (#4)**

Average Writing: 605 (#5)**

Average Math: 635 (#5)*

*includes 2 math/science charter schools

**includes 1 math/science charter school

Preliminary FY19 CPS Increases

Program Area	FY19 Preliminary Increases
Teacher Salary (steps, level, scale)	\$863,257
Special Education (OOD)*	\$180,000
Operations (2 buses)	\$200,000

*under review, dependent on circuit breaker carryover

Preliminary FY19 CCHS Increases

Program Area	FY19 Preliminary Increases
Teacher Salary (steps, level, scale)	\$526,057
Benefits (medical, work comp, OPEB)	\$449,114
Special Education (OOD)*	\$285,000
Operations (2 buses)	\$200,000
Enrollment Debt Service Assessment Shift	\$572,959

*under review