



SUPERINTENDENT'S FY21 CPS RECOMMENDED BUDGET

11/19/19

ZERO-BASED BUDGET PROCESS

- Reviewed 3-5 years of Actuals and zero-based budgeted the following:
 - Legal
 - Salaries (FTEs, steps/lanes, longevity, stipends, overtime, substitutes)
 - Class sizes
 - Contracted Services (all departments)
 - Memberships/Fees
 - Professional Development
 - Special Education
 - In District Services
 - Out of District Tuitions
 - Staffing Model (i.e. tutors, aide's)
 - Circuit Breaker
 - Supplies/Materials, Textbooks, Equipment, Software, Hardware, Leases, Copiers, Cellphones, Vehicles, Grants, Revolving Accounts, Transportation, Fees (activity & building use)

FY21 BUDGET BY 1000 FUNCTION

FUNCTION	DESE 1000	FY19 Budget	Transfers	FY19 Transferred Budget	FY19 Actual	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY20/FY21 % Difference
1000	DISTRICT LEADERSHIP & ADMINISTRATION	1,830,095	(403,739)	1,426,356	1,425,860	1,517,766	1,753,049	235,283	15.50%
2000	INSTRUCTIONAL LEADERSHIP	28,986,801	61,038	29,047,839	29,016,592	30,181,823	30,897,445	715,622	2.37%
3000	OTHER SCHOOL SERVICES	2,453,904	75,045	2,528,949	2,414,774	2,742,563	2,867,324	124,761	4.55%
4000	MAINTENANCE	2,883,905	421,098	3,305,003	3,111,991	3,218,031	3,279,775	61,744	1.92%
5000	FIXED CHARGES	209,010	191,718	400,728	396,111	503,850	518,824	14,974	2.97%
6000	COMMUNITY SERVICES	84,893	26,828	111,721	111,721	97,953	115,160	17,207	17.57%
7000	FIXED ASSETS	147,729	241,628	389,357	338,158	194,134	244,543	50,409	25.97%
9000	PROGRAMS WITH OTHER DISTRICTS	2,309,129	(734,223)	1,574,906	1,431,689	934,043	1,106,754	172,711	18.49%
	Total:	38,905,466	(120,607)	38,784,859	38,246,895	39,390,163	40,782,874	*1,392,711	3.54%

*Concord Finance Committee Guideline 1,242,233 (3.15%)

FY21 BUDGET DRIVERS

•	Salary-Admin	137,364 (26.91%)
	– Middle School Team Chair (126,075)	
•	Salary-Aid	70,122 (4.95%)
•	Principals/Asst. Principals	423,743 (48.02%)
	– 3 Elementary Assistant Principals (402,565)	
•	Salary-Teachers	349,267 (1.59%)
	– +767,376 or 3.49% increase w/Assistant Principal salaries	
•	Salary-Tutors	84,298 (4.23%)
•	Vehicles	64,137 (37.32%)
	– 2 new bus leases	
•	Special Education Tuitions	312,711 (33.48%)
	– Circuit Breaker FY20 vs FY21 Offset (299,094)	
•	Utilities	104,697 (10.36%)

BUDGET DRIVERS TOTALS: 1,546,338

FY21 COST SAVINGS By Expense Type

•	Contract Services	-166,769 (-7.99%)
	– Special Ed (223,891)	
	– Maintenance (35,000)	
	– Special Ed Trans (+65,247)	
	– *District Wide Toner Contract (+26,445)	
•	**Salary-Clerical	<u>-67,805</u> (-9.36%)
	COST SAVING TOTALS:	-234,574

*Offset school supply and contract service lines

**savings due to budgeting/no reductions

PROJECTED EARLY RETIREMENT INCENTIVE SAVINGS

PROJECTED SAVINGS						
<u>Retirement Date</u>	<u>FTE</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
6/30/2019	8.5	196,287	185,491	178,999	286,065	-
6/30/2020	9.0	-	228,212	215,660	208,112	320,825
Total Savings:		196,287	413,703	394,659	494,177	320,825

FY21 FTE'S

Expense Category	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY21 FTE
Admin	510,394.00	647,758.00	137,364.00	3.80
Aid	1,417,333.00	1,487,455.00	70,122.00	42.31
Clerical	724,386.00	656,581.00	(67,805.00)	11.21
Custodian	1,014,551.00	1,030,882.00	16,331.00	15.60
Finance Office	285,172.00	291,866.00	6,694.00	3.40
Human Resources	126,014.00	128,851.00	2,837.00	1.50
Maintenance	354,602.00	358,441.00	3,839.00	3.60
Non Union	456,283.00	496,798.00	40,515.00	5.60
Nurse	584,839.00	609,048.00	24,209.00	5.80
Principal/Asst. Principal	882,452.00	1,306,195.00	423,743.00	9.00
Teacher	22,014,234.00	22,376,045.00	361,811.00	219.20
Tutor	1,994,613.00	2,078,911.00	84,298.00	54.57
Total FY21 Requested FTE's:				375.59

GRANT/REVOLVING ACCOUNT SALARY OFFSETS

- METCO Salaries: 290,774
- Title I Salaries: 138,347
- Preschool Tuition: 140,000

SPECIAL EDUCATION TUITIONS

<u>Tuition Type</u>	<u>Amount</u>
Non-Public Tuitions:	1,454,912
Collaborative Tuitions:	<u>842,748</u>
Total CPS Tuitions:	2,297,660

<u>Tuition Offsets</u>	<u>Amount</u>
*Circuit Breaker:	(650,906)
IDEA Grant:	<u>(400,000)</u>
Total CPS Tuition Offsets:	1,050,906

*FY20 Circuit Offset was (950,000)

SPECIAL EDUCATION TUITIONS (Cont.)

Current FY20 Out of District (OOD) Tuitions

27 Students OOD

Projected FY21 Out of District Tuitions

20 Students OOD

CPS Comparable Districts (Peer Groups)

Concord

Total Number Of Students: 2,099
Average Household Income: \$134,036

Sudbury

Total Number Of Students: 2,653
Average Household Income: \$165,745
Distance: 5.7 miles

Wayland

Total Number Of Students: 2,695
Average Household Income: \$145,266
Distance: 7.5 miles

Newton

Total Number Of Students: 12,883
Average Household Income: \$122,080
Distance: 11.8 miles

Acton Boxborough

Total Number Of Students: 5,571
Average Household Income: \$122,201
Distance: 4.0 miles

Dover Sherborn

Total Number Of Students: 1,196
Average Household Income: \$171,827
Distance: 15.9 miles

Needham

Total Number Of Students: 5,721
Average Household Income: \$132,237
Distance: 14.0 miles

Carlisle

Total Number Of Students: 600
Average Household Income: \$166,111
Distance: 5.1 miles

Brookline

Total Number Of Students: 7,855
Average Household Income: \$95,518
Distance: 14.9 miles

Belmont

Total Number Of Students: 4,628
Average Household Income: \$110,685
Distance: 11.2 miles

Lexington

Total Number Of Students: 7,259
Average Household Income: \$149,306
Distance: 7.6 miles

Lincoln

Total Number Of Students: 1,192
Average Household Income: \$128,934
Distance: 3.9 miles

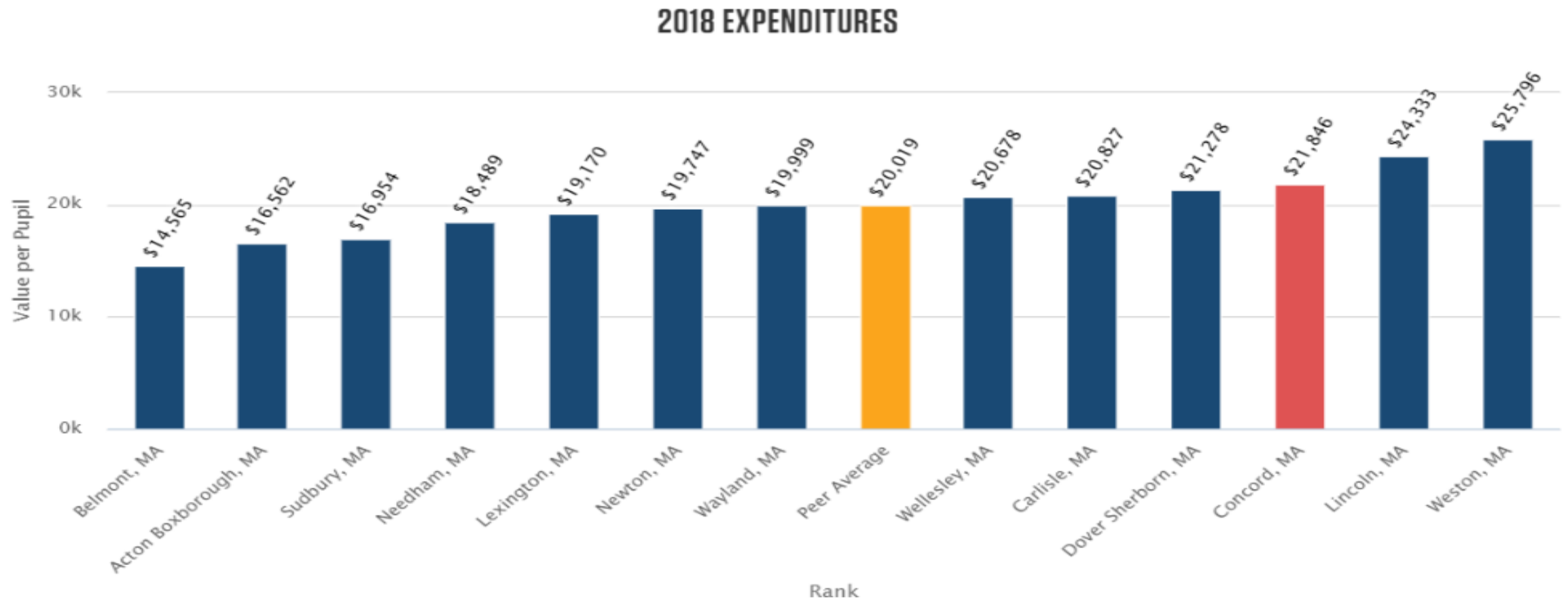
Wellesley

Total Number Of Students: 4,963
Average Household Income: \$163,454
Distance: 11.3 miles

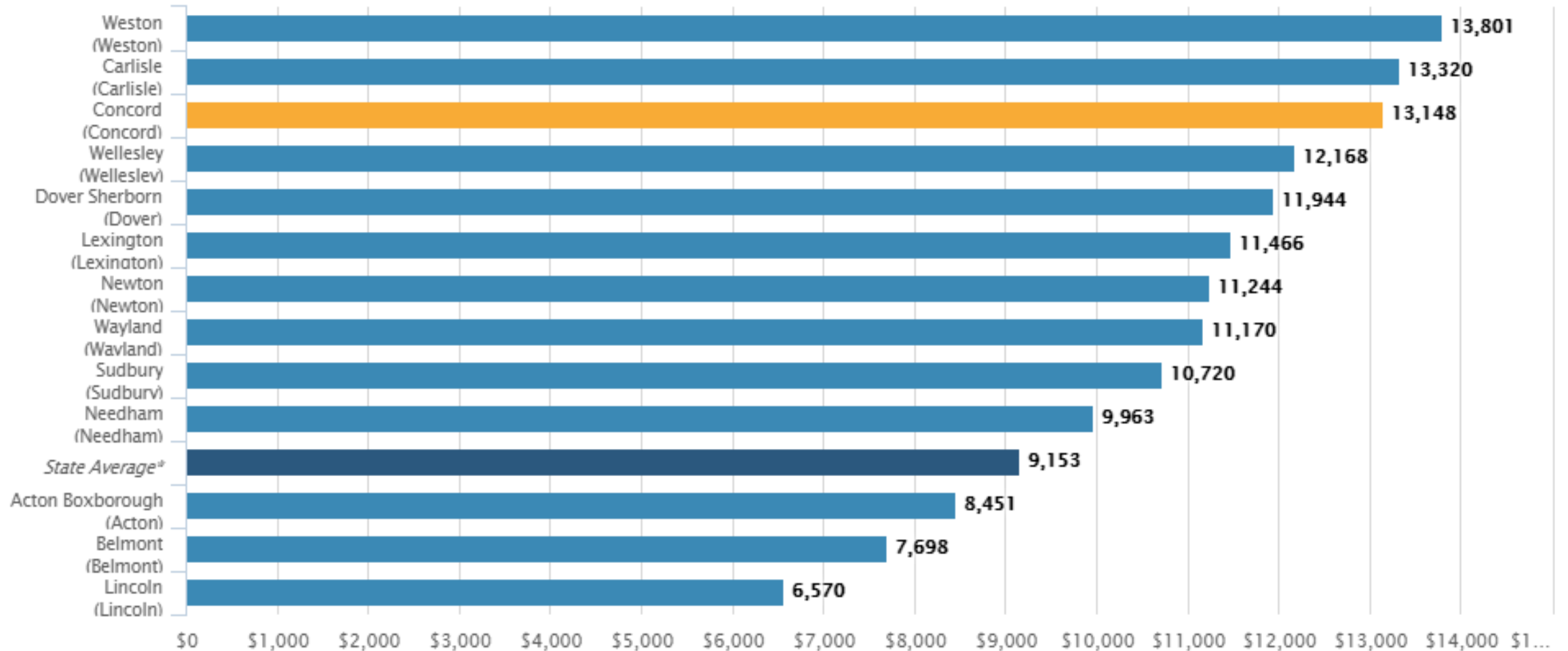
Weston

Total Number Of Students: 2,103
Average Household Income: \$199,519
Distance: 7.7 miles

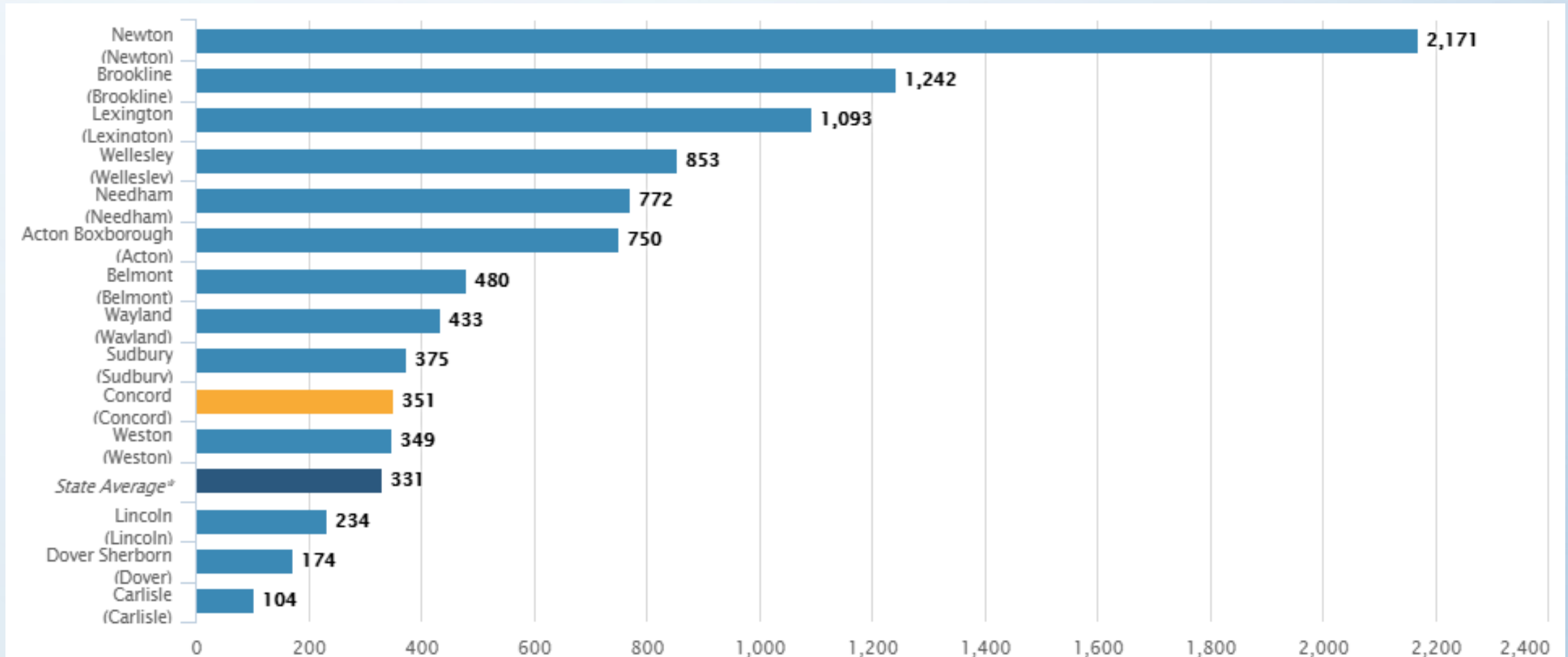
FY2018 Per Pupil Expenditures vs Peer Groups



FY2018 INSTRUCTIONAL SERVICES PER STUDENT



FY2018 Total FTE's vs Peer Groups



FY2018 STUDENT TO TEACHER RATIO

STUDENT TO TEACHER

12.5 TO 1

Concord

12.4 TO 1

State Average

2,113

Students



Teachers



● = High School

● = Middle School

● = Elementary School

● = Kindergarten & Pre-School

PRESCHOOL

Expense Category	FY19 Budget	Transfers	FY19 Transferred Budget	FY19 Actual	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY21/FY20 % Difference
Contract Services Total	90,941	83,214	174,155	171,657	129,695	86,725	(42,970)	-33.13%
Preschool Tuition-OFFSET Total	-	-	-	-	-	(140,000)	(140,000)	-100.00%
Salary-Aid Total	340,201	33,155	373,356	373,356	430,476	393,168	(37,308)	-8.67%
Salary-Nurses Total	61,849	9,236	71,085	71,085	77,299	79,442	2,143	2.77%
Salary-Substitute Total	1,349	866	2,215	2,215	3,210	3,210	-	0.00%
Salary-Teacher Total	693,394	29,918	723,312	723,312	805,439	817,816	12,377	1.54%
Supply Total	25,556	(10,071)	15,485	15,460	20,000	20,000	-	0.00%
Total:	1,213,290	146,317	1,359,607	1,357,085	1,466,119	1,260,361	(205,758)	-14.03%

DISTRICT WIDE ELEMENTARY

Expense Category	FY19 Budget	Transfers	FY19 Transferred Budget	FY19 Actual	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY21/FY20 % Difference
Contract Services Total	30,365	-19,609	10,756	10,756	27,040	22,040	-5,000	-18.49%
Equipment Total	10,054	8,529	18,583	13,615	11,600	11,600	0	0.00%
Field Trips Total	62,043	24,805	86,848	76,762	59,125	68,540	9,415	15.92%
Legal Total	21,218	-21,084	134	134	20,000	20,000	0	0.00%
Longevity-Teachers Total	24,677	-6,546	18,131	18,131	19,466	10,560	-8,906	-45.75%
Professional Dev Total	3,750	-2,665	1,085	1,085	0	0	0	0.00%
Salary-Admin Total	51,880	13,999	65,879	65,879	52,134	47,663	-4,471	-8.58%
Salary-Aid Total	31,963	-13,244	18,719	18,719	21,918	21,918	0	0.00%
Salary-Clerical Total	75,002	40,026	115,028	115,028	111,276	88,757	-22,519	-20.24%
Salary-Custodian Total	548,732	25,249	573,981	569,951	579,771	595,192	15,421	2.66%
Salary-Nurse Total	308,929	-22,984	285,945	285,945	300,589	312,570	11,981	3.99%
Salary-Teacher Total	222,522	-26,554	195,968	195,968	226,778	145,076	-81,702	-36.03%
Salary-Tutor Total	78,250	-74,159	4,091	4,091	4,250	4,250	0	0.00%
Stipend-Teacher Total	32,684	-17,913	14,771	14,771	15,442	14,046	-1,396	-9.04%
Supply Total	66,449	4,780	71,229	71,201	44,236	74,788	30,552	69.07%
Textbooks/Curriculum Total	5,000	-2,808	2,192	2,095	10,926	11,472	546	5.00%
Travel Total	1,262	-262	1,000	1,000	1,000	0	-1,000	-100.00%
Tuitions Total	851,987	-353,009	498,978	724,387	475,053	0	-475,053	-100.00%
Total:	2,426,767	-443,449	1,983,318	2,189,519	1,980,604	1,448,472	-532,132	-26.87%

ALCOTT

Expense Category	FY19 Budget	Transfers	FY19 Transferred Budget	FY19 Actual	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY21/FY20 % Difference
Contract Services Total	89,583	-43,790	45,793	45,883	89,807	77,807	-12,000	-13.36%
Equipment Total	75,000	27,901	102,901	102,901	62,500	63,000	500	0.80%
Longevity-Teachers Total	14,400	2,700	17,100	17,100	16,845	17,930	1,085	6.44%
Professional Dev Total	11,300	-9,545	1,755	1,755	11,300	11,865	565	5.00%
Salary-Aid Total	297,102	5,580	302,682	302,682	296,104	255,656	-40,448	-13.66%
Salary-Clerical Total	99,756	1,966	101,722	101,722	102,570	108,647	6,077	5.92%
Salary-Principal/Asst. Principal Total	170,912	-414	170,498	170,498	150,000	287,550	137,550	91.70%
Salary-Substitute Total	39,961	103,200	143,161	143,161	74,961	74,961	0	0.00%
Salary-Teacher Total	4,278,267	5,720	4,283,987	4,283,987	4,629,205	4,764,297	135,092	2.92%
Salary-Tutor Total	703,598	-229,863	473,735	475,010	458,336	461,016	2,680	0.58%
Software Total	15,000	-12,000	3,000	3,000	15,000	15,000	0	0.00%
Stipend-Teacher Total	0	7,142	7,142	7,142	7,499	7,499	0	0.00%
Supply Total	54,291	-7,697	46,594	46,154	107,372	101,179	-6,193	-5.77%
Textbooks/Curriculum Total	3,500	-2,092	1,408	1,408	18,910	19,108	198	1.05%
Utilities Total	143,138	6,257	149,395	136,555	151,341	160,867	9,526	6.29%
Total:	5,995,808	-144,934	5,850,874	5,838,959	6,191,750	6,426,382	234,632	3.79%

THOREAU

Expense Category	FY19 Budget	Transfers	FY19 Transferred Budget	FY19 Actual	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY21/FY20 % Difference
Contract Services Total	89,583	66,892	156,475	156,889	101,413	47,693	-53,720	-52.97%
Equipment Total	76,200	32,462	108,662	107,992	62,500	67,500	5,000	8.00%
Longevity-Teachers Total	26,249	5,143	31,392	31,392	35,530	32,326	-3,204	-9.02%
Professional Dev Total	11,300	15,143	26,443	26,443	11,300	15,000	3,700	32.74%
Salary-Aid Total	172,788	99,639	272,427	272,427	255,500	368,724	113,224	44.31%
Salary-Clerical Total	103,138	8,223	111,361	111,361	103,884	113,464	9,580	9.22%
Salary-Principal/Asst. Principal Total	161,553	1,329	162,882	162,882	165,593	304,770	139,177	84.05%
Salary-Substitute Total	46,781	161,473	208,254	208,254	81,781	81,781	0	0.00%
Salary-Teacher Total	4,538,858	-67,240	4,471,618	4,471,618	4,886,167	4,785,297	-100,870	-2.06%
Salary-Tutor Total	603,426	-249,135	354,291	354,291	330,418	389,005	58,587	17.73%
Software Total	15,000	-15,000	0	0	15,000	15,000	0	0.00%
Stipend-Teacher Total	5,122	-2,569	2,553	2,553	2,647	2,809	162	6.12%
Supply Total	53,700	-7,330	46,370	46,249	92,899	90,346	-2,553	-2.75%
Textbooks/Curriculum Total	3,500	-1,821	1,679	1,679	16,000	16,544	544	3.40%
Utilities Total	145,926	2,830	148,756	148,104	144,107	164,225	20,118	13.96%
Total:	6,053,124	50,039	6,103,163	6,102,134	6,304,739	6,494,484	189,745	3.01%

WILLARD

Expense Category	FY19 Budget	Transfers	FY19 Transferred Budget	FY19 Actual	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY21/FY20 % Difference
Contract Services Total	89,583	18,480	108,063	108,234	145,376	75,175	-70,201	-48.29%
Equipment Total	76,200	24,200	100,400	99,695	62,500	62,563	63	0.10%
Longevity-Teachers Total	27,500	-9,514	17,986	17,986	12,111	15,730	3,619	29.88%
Professional Dev Total	14,050	8,967	23,017	23,017	34,050	12,750	-21,300	-62.56%
Salary-Aid Total	340,280	-111,813	228,467	228,467	222,521	212,863	-9,658	-4.34%
Salary-Clerical Total	100,019	4,012	104,031	104,031	104,195	109,886	5,691	5.46%
Salary-Principal/Asst. Principal Total	154,500	-375	154,125	154,125	158,363	295,322	136,959	86.48%
Salary-Substitute Total	43,211	174,925	218,136	218,136	78,211	78,211	0	0.00%
Salary-Teacher Total	4,368,860	-384,145	3,984,715	3,984,715	4,297,359	4,256,669	-40,690	-0.95%
Salary-Tutor Total	663,772	150,127	813,899	813,899	713,611	828,847	115,236	16.15%
Software Total	15,000	-14,310	690	690	15,000	8,618	-6,382	-42.55%
Stipend-Teacher Total	6,292	-6,292	0	0	4,852	0	-4,852	-100.00%
Supply Total	53,700	14,270	67,970	67,525	113,623	95,445	-18,178	-16.00%
Textbooks/Curriculum Total	3,500	550	4,050	4,050	18,910	19,373	463	2.45%
Utilities Total	119,586	3,170	122,756	106,548	120,443	126,358	5,915	4.91%
Total:	6,076,053	-127,747	5,948,306	5,931,119	6,101,125	6,197,810	96,685	1.58%

MIDDLE SCHOOL

Expense Category	FY19 Budget	Transfers	FY19 Transferred Budget	FY19 Actual	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY21/FY20 % Difference
Contract Services Total	119,000	107,991	226,991	181,768	123,704	83,704	-40,000	-32.34%
Equipment Total	226,062	33,308	259,370	258,348	222,500	208,000	-14,500	-6.52%
Field Trips Total	12,263	1,950	14,213	14,213	12,263	12,263	0	0.00%
Legal Total	12,000	-4,309	7,692	7,692	12,000	12,000	0	0.00%
Longevity-Teachers Total	54,872	4,179	59,051	59,051	58,520	55,357	-3,163	-5.40%
Professional Dev Total	32,100	-9,847	22,253	22,253	32,100	32,750	650	2.02%
Salary-Admin Total	52,345	521	52,866	52,866	52,134	173,738	121,604	233.25%
Salary-Aid Total	85,338	166,882	252,220	252,220	190,814	235,126	44,312	23.22%
Salary-Athletics Total	66,065	-4,918	61,147	54,904	66,054	66,390	336	0.51%
Salary-Clerical Total	222,159	-14,405	207,754	207,754	198,009	200,585	2,576	1.30%
Salary-Custodian Total	360,481	38,136	398,617	387,251	392,174	391,807	-367	-0.09%
Salary-Nurse Total	171,843	30,716	202,559	200,923	206,951	217,036	10,085	4.87%
Salary-Principal/Asst. Principal Total	406,850	-13,293	393,557	393,557	408,496	418,553	10,057	2.46%
Salary-Substitute Total	53,124	48,520	101,644	101,644	123,124	123,124	0	0.00%
Salary-Teacher Total	6,765,701	-132,405	6,633,296	6,633,296	6,966,821	7,421,100	454,279	6.52%
Salary-Transportation Total	4,905	-55	4,850	3,723	4,905	4,905	0	0.00%

MIDDLE SCHOOL (cont.)

Expense Category	FY19 Budget	Transfers	FY19 Transferred Budget	FY19 Actual	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY21/FY20 % Difference
Salary-Tutor Total	638,836	-132,801	506,035	506,035	487,998	395,793	-92,205	-18.89%
Software Total	20,000	-19,851	149	149	0	0	0	0.00%
Stipend-Teacher Total	2,214	-2,214	0	0	0	5,618	5,618	100.00%
Student Activities Total	0	0	0	0	0	40,000	40,000	100.00%
Supply Total	106,663	53,494	160,157	157,610	140,679	168,756	28,077	19.96%
Textbooks/Curriculum Total	26,124	80,801	106,925	106,925	50,691	67,119	16,428	32.41%
Travel Total	250	645	895	895	250	0	-250	-100.00%
Tuitions Total	798,571	-260,607	537,964	707,303	458,990	0	-458,990	-100.00%
Utilities Total	239,919	22,755	262,674	262,419	271,157	307,905	36,748	13.55%
Total:	10,477,685	-4,804	10,472,881	10,572,801	10,480,334	10,641,629	161,295	1.54%

DISTRICT WIDE/RIPLEY

Expense Category	FY19 Budget	Transfers	FY19 Transferred Budget	FY19 Actual	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY21/FY20 % Difference
Contingency Total	63,417	-63,417	0	0	125,000	150,000	25,000	20.00%
Contract Services Total	1,255,607	143,721	1,399,328	1,335,213	1,450,206	1,527,328	77,122	5.32%
Employee Separation Total	144,091	178,277	322,368	322,368	430,093	441,343	11,250	2.62%
Equipment Total	295,572	238,444	534,016	515,285	275,905	252,514	-23,391	-8.05%
Legal Total	48,119	11,899	60,018	60,018	35,000	35,000	0	0.00%
Longevity-Nurses Total	4,810	-3,810	1,000	1,000	1,100	1,210	110	10.00%
Longevity-Teachers Total	2,087	-2,087	0	0	0	0	0	0.00%
Memberships Total	12,515	-7,278	5,237	5,237	15,453	15,280	-173	-1.12%
Professional Dev Total	233,500	-43,693	189,807	187,680	205,637	230,257	24,620	11.97%
Salary-Admin Total	408,894	-7,926	400,968	400,968	406,126	426,357	20,231	4.98%
Salary-Clerical Total	34,047	72,456	106,503	106,422	104,452	35,242	-69,210	-66.26%
Salary-Custodian Total	34,756	9,799	44,555	41,714	42,606	43,883	1,277	3.00%
Salary-Finance Office Total	279,278	-10,912	268,366	268,366	285,172	291,866	6,694	2.35%
Salary-Human Resources Total	204,409	-89,813	114,596	114,596	126,014	128,851	2,837	2.25%
Salary-Maintenance Total	276,125	61,689	337,814	311,614	354,602	358,441	3,839	1.08%
Salary-Non Union Total	529,231	-98,592	430,639	430,639	456,283	496,798	40,515	8.88%

DISTRICT WIDE/RIPLEY (cont.)

Expense Category	FY19 Budget	Transfers	FY19 Transferred Budget	FY19 Actual	FY20 Budget	FY21 Requested Budget	FY21 Requested Budget vs FY20 Budget Difference	FY21/FY20 % Difference
Salary-Teacher Total	87,192	-13,775	73,417	73,417	147,931	118,712	-29,219	-19.75%
Salary-Transportation Total	1,036,299	32,896	1,069,195	1,058,523	1,058,196	1,085,995	27,799	2.63%
Salary-Tutor Total	55,000	-10,152	44,849	43,964	0	0	0	0.00%
School Committee Total	7,177	-2,961	4,216	4,216	7,177	7,177	0	0.00%
Software Total	115,000	16,361	131,361	131,361	106,500	106,375	-125	-.12%
Stipend-Teacher Total	82,500	4,255	86,755	80,592	86,912	82,500	-4,412	-5.08%
Supply Total	340,386	148,412	488,798	384,671	557,708	565,936	8,228	1.48%
Teacher Total	0	0	0	0	56,740	67,078	10,338	18.22%
Textbooks/Curriculum Total	250	-250	0	0	0	0	0	0.00%
Travel Total	2,384	243	2,627	2,177	8,750	7,000	-1,750	-20.00%
Tuitions Total	658,571	-120,607	537,964	0	0	1,246,754	1,246,754	100.00%
Utilities Total	323,147	12,707	335,854	307,716	323,478	355,868	32,390	10.01%
Vehicles Total	93,536	-30,707	62,829	61,140	171,834	235,971	64,137	37.32%
Total:	6,627,900	425,179	7,053,079	6,248,895	6,838,875	8,313,736	1,474,861	21.57%

QUESTIONS

