

# CONCORD PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

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To: Karle Packard, Chair, Guidelines Subcommittee, Concord Finance Committee

From: Diana Rigby, Superintendent of Schools  
John Flaherty, Deputy Superintendent for Finance and Operations

Date: October 6, 2016

Re: Annual Budget Data Request - Concord-Carlisle Regional School District

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Our presentation this evening provides a focused response to questions and requests for information in the August 1, 2016 Annual Budget Data Request memorandum from the Concord Guidelines Subcommittee Chairperson, Karle Packard. Budget discussions for FY18 are underway with the school principals, central office administrators, and school committees. Our core budgeting principles continue to 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 impact on taxpayers.

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

- 1) **Current and Projected Budget: Please provide a report comparing the FY16 actual vs. FY16 budgeted and FY17 budgeted vs. FY16 actual, by program and account levels, including subtotals for regular education, special education, total OOD tuition costs, administration, operations, fixed costs and debt service. Please highlight material variances between FY16 actual and budgeted and review any implications for the FY18 budget. Please provide data on carryover circuit breaker balances and any other financial resources available to the schools in FY17 and FY18 not included in operating budgets. This may include stabilization funds and external sources of funds (state and federal grants, donations, fees such as athletic fees and booster funding).**

**Please provide a draft of your FY18 program levels request and describe those areas expecting to see the most significant changes when compared to the FY17 budget.**

Attachment #1 provides a report of FY16 actual vs. FY16 and FY17 budgeted by program and account levels, including subtotals for regular education, special education, administration, operations and fixed costs. The chart below gives a historical overview of Circuit Breaker Carryover (CBCO) and FY15 Out-of-District costs (OOD). Current year reimbursement is estimated at \$804,056 as of September 13, 2016 and FY16 Circuit Breaker Carryover to FY17 is \$0.

The following table is a summary level of each major program area historically and also for FY18, followed by a table of non-operating budget funds. Booster clubs are not managed by the schools.

	FY2016 Budget	FY2016 EXPENSES	FY2016 BALANCE	FY17 SC ADOPTED BUDGET	FY18 PRELIMINARY BUDGET	FY18 - FY17 \$ CHANGE	FY18 / FY17 BUDGET
REGULAR EDUCATION	\$ 12,568,337	\$ 12,651,255	\$ (82,918)	\$ 13,092,185	\$ 13,926,490	834,305	6.37%
SPECIAL EDUCATION	\$ 5,569,955	\$ 5,833,643	\$ (263,688)	\$ 5,331,032	\$ 5,471,114	140,082	2.63%
ADMINISTRATION	\$ 1,415,981	\$ 1,567,192	\$ (151,211)	\$ 1,476,205	\$ 1,599,099	122,894	8.32%
OPERATIONS	\$ 3,295,614	\$ 2,898,526	\$ 397,088	\$ 3,311,281	\$ 3,422,725	111,444	3.37%
FIXED COSTS	\$ 7,793,150	\$ 7,684,422	\$ 108,728	\$ 8,531,071	\$ 8,612,380	81,309	0.95%
<b>TOTAL BUDGET</b>	<b>\$ 30,643,037</b>	<b>\$ 30,635,038</b>	<b>\$ 8,000</b>	<b>\$ 31,741,774</b>	<b>\$ 33,031,807</b>	<b>1,290,033</b>	<b>4.06%</b>
-- Less Debt Service	\$ 4,840,208	\$ 4,837,608		\$ 5,133,393	\$ 4,984,609	(148,784)	-2.90%
<b>OPERATING BUDGET</b>	<b>\$ 25,802,829</b>	<b>\$ 25,797,429</b>		<b>\$ 26,608,381</b>	<b>\$ 28,047,198</b>	<b>1,438,817</b>	<b>5.41%</b>

Funding Source	External Funding Sources					
	FY16		FY17		FY18	
	Budget	Actual	Budget	Projected	Projected	
Chapter 70	2,020,931	2,053,456	2,053,456	2,020,931	1,919,884	
Chapter 71	617,584	406,019	707,224	550,000	522,500	
Interest Earnings	45,000	46,819	45,000	35,756	31,471	
Miscellaneous Revenue	20,000	237,300	20,000	100,000	95,000	
METCO	NA	376,464	NA	376,464	376,464	
Circuit Breaker	NA	1,108,690	NA	1,092,000		
Federal Grants	NA	442,165	NA	397,949	378,051	
Rental of School Facilities	NA	2,840	NA	3,408	4,090	
<b>Total</b>	<b>2,703,515</b>	<b>4,673,753</b>	<b>2,825,680</b>	<b>4,573,099</b>	<b>3,323,370</b>	

Fund	Revolving, Gift, and Other Grant Activities and Balances				
	06/30/2015 Balance	Program Revenues	Program Expenditures	06/30/2016 Balance	
Athletics	272,669	314,079	517,049	69,699	
School Lunch	161,835	489,614	487,198	164,251	
Lecture & Enrichment	135,269	20,507	16,275	139,501	
Department Accounts	52,185	5,789	5,207	52,767	
Concord Ed Fund Grants	49,456	119,931	60,464	108,923	
Adult Education	98,822	694,413	684,373	108,862	
Other Fund & Gift Accounts	165,682	25,099	62,788	127,993	
Transportation Passes and Parking Monitors	-	46,560	46,560	-	
<b>Total</b>	<b>935,918</b>	<b>1,715,992</b>	<b>1,879,914</b>	<b>771,996</b>	

\*Note: Revolving, Gift, and Other funds cannot be used as a funding source to the general operating budget.

Stabilization Account Balances	
Technology Stabilization	844
General Stabilization	2,466

- 2) **Collective Bargaining:** Please provide an update of current collective bargaining agreements and any active negotiations. What increases do you anticipate in FY18 based on current agreements including increases from salary steps, lanes and scales? What other increases do you anticipate from changes in benefits, working conditions and contractual terms?

FY18 contractual increases for the Concord-Carlisle Teachers Association have not been determined. Current contract terms that define 4% step increases for eligible teachers and 2.5% lane change increases remain in place in the event of a protracted negotiations cycle.

The chart below contains the Step cost calculation, \$176,003 and the provision for lane change, \$65,000. The 1% scale change is used to illustrate the potential impact of the negotiated scale increase; a 1% increase is equivalent to a .4% increase in the operating budget.

MAJOR ESCALATION/COST DRIVERS		FY18 Preliminary Budget
		INCREASED COSTS
	Program Area	
STEPS	1010 -2410	\$ 176,003
LANES	1011 -2410	\$ 65,000
SCALE % - To Be Negotiated - Each 1% equals	1012 -2410	\$ 111,774
TEACHER SALARY ESCALATION	1.3%	\$ 352,777

The table below contains information on the remainder of the collective bargaining units.

Collective Bargaining Status													
		FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Expiration	Members	Top Step
<b>Concord Teachers Association</b>		0.75%	2.00%	2.00%	1.75%	4.25% Max	2.25%	2%	2%	TBD	6.30.19	210.0	44.8%
Steps 1 - 18 4% : Reduces to 16 Steps in FY18						/.76% 1 - 16							
<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%	2.00%	2.00%	2.25%	TBD	TBD	TBD	6.30.17	120.5	55.6%
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%	2.00%	2.00%	2.50%	TBD	TBD	TBD	6.30.17	37	
<b>CPS Building Service Workers</b>		2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	15	
<b>CCHS Building Service Workers</b>		2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	9	
<b>Bus Drivers Unit</b>		3.10%	2.25%	2.50%	2.00%	2.00%	2.50%	TBD	TBD	TBD	6.30.17	31	
<b>Maintenance</b>			2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	3	
<b>CCHS Tutors</b>		2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	3.00%	3.00%	3.00%	6.30.19	30	

3) **Facilities:** What savings were realized from the efficiencies offered by the new CCHS facilities?

**Are those likely to diminish, remain stable or increase in near-term budgets (FY18) and in longer-term budgets (FY19-FY22)? Why?**

The natural gas budget line item for the new High School will be reduced by 50% from the FY17 level to \$65,000 from \$130,000. This same line item in FY16 was budgeted at \$180,000 and FY16 expenses were \$37,006 during an exceptionally mild winter. The electricity savings are substantial, but not as dramatic as the natural gas numbers. From a FY16 budget level of \$340,000, we reduced the FY18 electricity budget to \$278,500. FY16 electricity actuals for the High School building were \$268,502. Water consumption has also been reduced and budget reductions of \$12,000 have been made from the FY16 level to FY18. We will continue to optimize system performances in the building and may achieve some additional savings. While energy consumption is going down the costs for electricity and water may be increasing in the next few years; natural gas commodity pricing appears stable, but there is cost pressure on the delivery costs from the Gulf and also locally. Another dimension to the High School Facilities overall costs is the needed increases in the building maintenance accounts; during the last several years of the old building's operation the maintenance and capital outlay accounts were substantially reduced as only absolute needs were met. The new building will require proper maintenance of the investments in the building made by Concord and Carlisle. Rebuilding the maintenance accounts is reflected in the FY18 budget and there is a cost increase of \$47,500 in the Capital Outlay area, and a \$113,250 increase in the Maintenance non-salary accounts.

- 4) **Enrollment:** Please provide an overview of current CCRSD enrollment by grade and your projections of anticipated growth over the next five years. Please provide a breakdown of actual FY15, FY16, FY17 and projected FY18 student enrollment in district and out-of district and the related number of students with special education requirements. What is the number of METCO and staff students for those periods? What percentage of the total enrollment are Concord students as of September 2016?

**NESDEC projects a steady decline in student enrollment in grades 9-12 between 2015-2016 and 2025-2026 from a reduction in resident enrollment and stable non-resident enrollment. Do your planning assumptions reflect this projection? If not, what budget items would differ if you used these assumptions?**

**Are there any anticipated policy changes that would impact student enrollments, including current out-of-district placements and students older than 18 years?**

The official October 1, 2016 FY18 assessment ratio is 73.51% Concord, and 26.49% Carlisle. The FY17 Concord assessment ratio was 73.61%. The official ratio for FY18 was calculated on October 1, 2016 actual enrollment demographics.

**NESDEC 2015 Projected High School Enrollments**

CCRSD Enrollment Projection based on November 2015 information

School Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Projected Enrollment	1,270	1,273	1,260	1,254	1,262	1,244	1,249	1,200	1,208	1,214

Our planning assumptions reflect relatively stable enrollment in the next five years. NESDEC projected 1,270 students for the current year and our actual is 1,275.

**ENROLLMENT RETURNS**

**CONCORD-CARLISLE REGIONAL HIGH SCHOOL DATE: Oct 1, 2016**

	<b>Town of Concord</b>	<b>Town of Carlisle</b>	<b>Tuition Metco</b>	<b>Students State Wards</b>	<b>Out of Town</b>	<b>Non- Tuition Out of Town</b>	<b>Total</b>
<b>Grade 9</b>	202	82	13			4	301
<b>Grade 10</b>	232	84	11			7	334
<b>Grade 11</b>	244	64	14			3	325
<b>Grade 12</b>	210	90	13			2	315
<b>TOTALS</b>	<b>888</b>	<b>320</b>	<b>51</b>	<b>-</b>		<b>16</b>	<b>1275</b>

**FY2018 Official October 1, 2016 Assessment Ratio**

**FY18 Assessment Ratio:**

**Concord**                      **888/1208 = 73.51%**

**Carlisle**                      **320/1208 = 26.49%**

**ENROLLMENT RETURNS - OFFICIAL**

**CONCORD-CARLISLE REGIONAL HIGH SCHOOL DATE: October 1, 2015**

	<b>Town of Concord</b>	<b>Town of Carlisle</b>	<b>Students Metco</b>	<b>State Wards</b>	<b>Out of Town</b>	<b>Non- Tuition Out of Town</b>	<b>Total</b>
Grade 9	228	87	11			7	333
Grade 10	248	67	15			3	333
Grade 11	207	87	13			2	309
Grade 12	218	82	12			1	313
<b>TOTALS</b>	<b>901</b>	<b>323</b>	<b>51</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>1288</b>

**FY2017 Official October 1, 2015 Assessment Ratio**

901 / 1,224 = 73.61% Concord

323 / 1,224 = 26.39% Carlisle

**ENROLLMENT RETURNS**

**CONCORD-CARLISLE REGIONAL HIGH SCHOOL DATE: October 1, 2014**

	<b>Town of Concord</b>	<b>Town of Carlisle</b>	<b>Tuition Metco</b>	<b>Students State Wards</b>	<b>F1 Visa Tuition</b>	<b>Non- Tuition Out of Town</b>	<b>Total</b>
Grade 9	247	72	15		1	3	338
Grade 10	205	89	13			4	311
Grade 11	217	80	12			1	310
Grade 12	203	70	19			4	296
<b>TOTALS</b>	<b>872</b>	<b>311</b>	<b>59</b>	<b>-</b>	<b>1</b>	<b>12</b>	<b>1255</b>

**FY2016 Official October 1, 2014 Assessment Ratio**

**Concord:**    872/1183 = 73.71%

**Carlisle:**    311/1183 = 26.29%

**ENROLLMENT RETURNS**  
**CONCORD-CARLISLE REGIONAL HIGH SCHOOL DATE: Oct 1, 2013**

	<b>Town of Concord</b>	<b>Town of Carlisle</b>	<b>Tuition Students Metco</b>	<b>Students State Wards</b>	<b>Out of Town</b>	<b>Non- Tuition Out of Town</b>	<b>Total</b>
Grade 9	213	88	13	-	-	3	317
Grade 10	219	78	12	-	-	3	312
Grade 11	199	72	18	-	-	4	293
Grade 12	214	73	18	-	-	1	306
*PG (2013)	1						1
<b>TOTALS</b>	<b>846</b>	<b>311</b>	<b>61</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>1229</b>

FY2015 Official October 1, 2013 Assessment Ratio

846 / 1,157 = 73.10% Concord

311 / 1,157 = 26.90% Carlisle

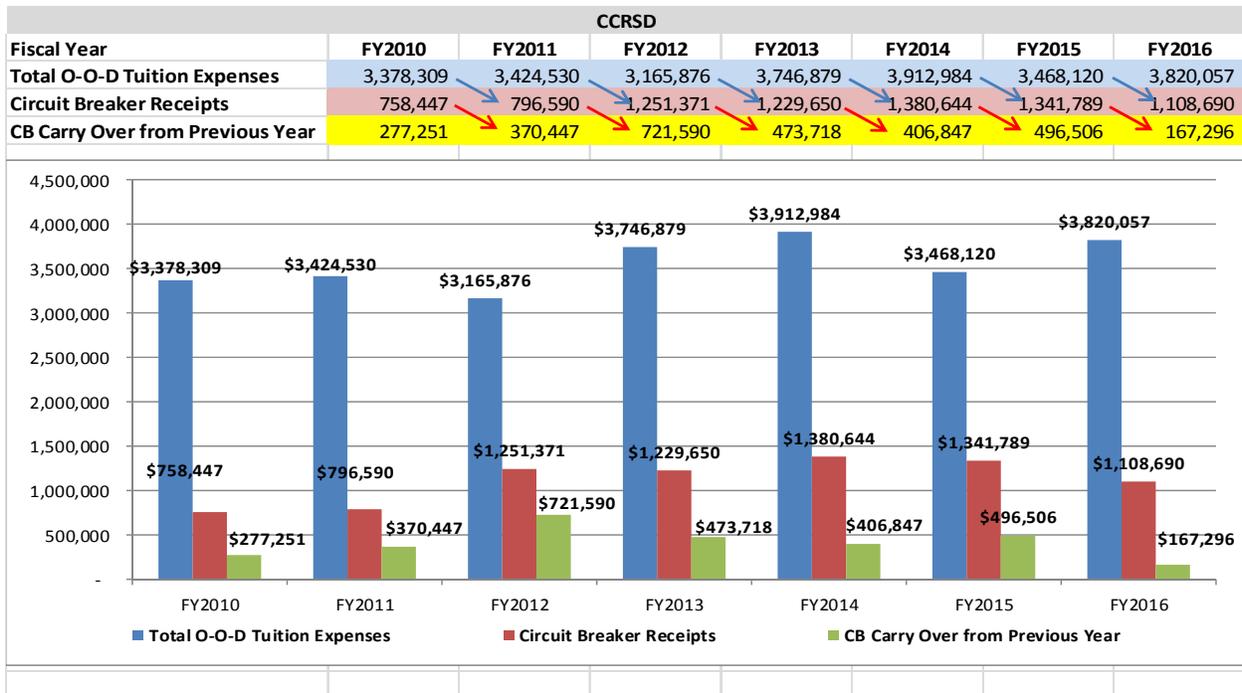
\*Student PG Class of 2013 graduated in 2013. Enrolled as a PG student

- 5) **Special Education:** Special education costs were projected to decline in FY17. Do you continue to see a reduction in this year's expense levels? Will this moderation continue into FY18? Please provide an overview of the components of the special education budget and a summary of any planned changes for serving SPED students in FY17 and FY18. How has the mix of special Ed students changed - how many OOD students do we have? What, if any, changes do you anticipate in in-district and out-of-district placements? Are there any anticipated changes in state circuit breaker reimbursement for special education services?

We are expecting a decline in FY17 but not in FY18 due to the increased number (18) of special education students between 18-22 years of age. There are four major components of the CCRSD Special Education budget (Program Area 1200): Special Education Salaries for district services; Out-of-District (OOD) tuitions, Contracted Services, and Special Education Transportation (Program Area 4670). Currently, 20% of CCHS students are enrolled in special education which is higher than the State average of 17%. OOD enrollment has decreased from 49 students in FY14 to 46 students in FY17.

The chart below illustrates a decline in Circuit Breaker Carryover (CBCO) from a high of \$721,590 in FY2012 to \$167,296 in FY2016. FY2014 Circuit Breaker Receipts allowed that \$496,506 to carry forward as CBCO for use in FY2015. FY2015 CBCO dropped to \$167,296 in FY2016. FY2016 provided no CBCO capacity for use in FY2017.

We do not anticipate any changes in the design of the State's Special Education reimbursement programs.



- 6) **Educational Programming:** What are the top 3-5 priorities over the next five years in terms of program development and improved learning? Please identify the incremental resources required as well as the desired outcomes and the methods in which you will measure those outcomes. What, if any, staffing, scheduling, administrative and materials resources are needed to effectively implement these changes or additions? Please also identify if there are any programs that are expected to be eliminated, reduced or combined that would serve to provide funding for these new or expanded programs. Do you plan to offer additional Advanced Placement courses or offer International Baccalaureate qualification in the near future? What is the status of the CCRSD Educational strategy initiative?

What success have you had in full mainstreaming of ELL students into the core curriculum? Do we expect a further increase in ELL students?

To what extent are travel programs and exchanges supported by the school budget, fund raising, parent support, outside funding sources? What percentage of students participate in the Virtual High School opportunities?

Please note any areas where student access to educational programming is limited at the current time and highlight the sources of those limitations. What can be done to eliminate those constraints? What educational improvements and incremental costs do we anticipate to address educational gaps in performance?

The draft district goals for 2016-17 are attached (attachment #2). The major priorities include increasing the achievement for all students and narrowing the achievement gaps for identified student groups, providing personalized, engaging, standards-based learning experiences which include skills/strategies for college, career, and citizenship, providing a safe, inclusive, supportive, and respectful school environment; improving the supervision and evaluation process for teachers, providing students and staff with the resources, materials, and infrastructure to support high quality learning environments, and building support, consensus, and

community engagement for the district mission and core values. Annual student achievement data and student work are analyzed to measure goal attainment.

To attain these goals the following actions will need to be implemented:

- \* Provide release time for teachers, professional learning opportunities, instructional coaching ;
- \* Increase programming (FTEs) for math (Coding ), Interdisciplinary courses, and AP courses;
- \* Review and Revise Science, Social Studies, and Health curriculum;
- \* Expand Rivers and Revolutions interdisciplinary program;
- \* Review and revise daily schedule;
- \* Participate in Stanford University’s Challenge Success program for student well-being;
- \* Implement a school-wide intervention plan for underperforming students;
- \* Expand Global Literacy Certificate program;
- \* Expand Senior Internship program.

Currently, we are requesting increased funding for professional development, .5FTE Math (Coding) , Global Literacy Certificate program, and the Senior Internship program. More funding for increased FTEs will be needed in the future to fully implement the actions above.

Student Study Travel is supported primarily by parents with limited fundraising, and teacher stipends are supported in the operating budget. Each semester approx. 25 students participate in Virtual High School.

High Needs students require individualized, targeted intervention to close the achievement gap and we are providing the specialized services with an increased number of special education tutors.

- 7) **Technology: Please share the CCRSD technology strategy and implementation plan for the next 3-5 years. What investments are envisioned in FY18 over FY17, if any, and what will be the benefits of those expenses? Is there infrastructure investment needed to support technology needs (e.g. more wireless connectivity, more bandwidth etc.)? How will those investments be distributed between administrative-related technology and instructional technology? What would be the cost of changing to a commercial broadband provider?**

An important part of both upholding and growing educational technology is staying on top of our existing replacement practices. We have successfully continued a 5-year replacement cycle for hardware at the HS. The district will need to maintain the newly set up 1:1 laptop program in the same manner. As new wireless standards develop, it is important that we keep our wireless infrastructure to a reasonable standard throughout the district. Continued investment in our VM (virtual machine) hardware will allow for off-site (away from Ripley) systems redundancy. This allows for disaster recovery (DR) of core systems and Internet connectivity. Should the core at Ripley go offline, school and administration personnel could continue to work. We recently added a commercial broadband provider and achieved cost savings. Adding more bandwidth in the future will likely become a need to manage the requirements of the 21<sup>st</sup> century classroom. The trend in instructional technology spending will continue to rise. The potential increase of online curriculum affect costs for IT with impacts to infrastructure and increased bandwidth needs.

- 8) **Transportation: Please describe the current FY17 and planned FY18 strategy for supporting in-house transportation. Please update facility plans, status of the bus fleet and needed bus purchases as well as variability in fuel prices and any plans for the purchase of more fuel efficient vehicles or revisions in the composition of the bus fleet? How will transportation expenses differ in FY18 from FY16 and FY17? Please quantify the cost reduction assuming being in the WR Grace site for the entire FY18 year. Will fuel costs be affected if the new depot**

**does not have a fueling facility? Will bus replacement requirements be fully reflected in your operating budget request for FY18? Do you plan to request any additional capital funding for transportation needs via a separate warrant article at Town Meeting?**

Our strategy for FY17 and FY18 is to use the maintenance facility under construction sited on the acquired WR Grace property to support our in-district operated fleet. The facilities' three dedicated bus bays and fourth bay designated to support both transportation and other school department vehicles and equipment will be housed in a 7200 square foot building, parking for thirty six buses and support vehicles will also be built. For FY17 and FY 18 we plan to continue with the bus replacement schedule with planned purchases of two CPS buses and one Regional bus per year. The table on the following page indicates 13 of our 36 buses have been replaced in FY16 and FY17. Note that we are trying to avoid having an overly large concentration of one or two model years in the fleet in order to avoid a volatile replacement cycle. The FY18 preliminary transportation budget includes \$200,000 for CPS and \$200,000 for the Region; this level of funding assumes outright purchase of two Regional buses: depending on fleet performance we may need to incorporate lease purchase as this will allow us to increase the number of buses that we replace in a single year and spread the payments over three to five years. Going into FY18 we are behind the attached 2014 replacement schedule by three buses in CPS and five buses at CCRSD.

We are not currently predicting any purchases of non-diesel buses in the near future. We are expecting to learn valuable information from a grant funded electric bus pilot project in the next three years, and we are currently expecting that diesel fuel prices will remain relatively stable for FY18. FY18 transportation expenses are expected to decline as the need for annual leases are eliminated and shorter distances from our operating location will lower both labor and fuel costs; these declines will be offset by labor escalation costs.

Year	MILEAGE	#	2014	2015	2016	2017	2018	2019	2020	2021	2022
2003	70,361	19	X								
2006	91,678	2			X						
2006	111,416	5			X						
2006	79,704	12			X						
2006	128,998	26		X							
2006	127,400	28			X						
2007	101,128	6				X					
2007	108,350	30				X					
2007	145,023	60				X					
2007	156,840	61	X								
2007	156,109	62	X								
2008	102,075	35					X				
2008	120,529	36					X				
2009	77,721	21						X			
2010	85,258	24							X		
2010	104,139	9							X		
2010	79,285	10							X		
2010	97,219	8							X		
2011	65,079	22							X		
2011	66,426	7								X	
2012	53,010	17								X	
	<b>CPS</b>		<b>3</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>2</b>	
<b>Year</b>		<b>#</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
2000	62,092	27		X							
2003	160,607	31	X								
2006	121,433	1		X							
2006	182,273	3	X								
2006	165,438	4	X								
2006	123,986	14		X							
2006	130,022	20		X							
2006	130,118	23		X							
2008	84,943	32			X						
2008	120,968	33		X							
2008	124,594	34					X				
2009	98,164	25						X			
2010	83,761	25							X		
2010	113,170	29							X		
2012	74,835	16									X
	<b>CCRSD</b>		<b>3</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>
	<b>K12 TOTALS</b>		<b>6</b>	<b>7</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>1</b>

- 9) **Other Post Employment Benefits:** Please discuss CCRSD's strategy for funding retirees' other post-employment benefits (OPEB), essentially health care costs for retirees. What is CCRSD's funding strategy for FY18-FY23 to meet its annual required contribution? What market factors could influence that schedule?

The following table below contains planned information as well as actual contributions that have been made. We are due for an actuarial valuation in January of 2017 and now that a Regional OPEB Trust Fund has been established there could be a reduction in some of the current table values.

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
REVISED PLAN -- OPEB Planning Strategy												
FY16 ARC as of June 30, 2014 - \$1,491,902												
Unfunded FY16 Liability from Stone Consulting Report - June 30, 2016 - \$17,935,031												
Budget Funding Target for ARC	\$ 250,000	\$ 350,000	\$ 450,000	\$ 550,000	\$ 650,000	\$ 750,000	\$ 850,000	\$ 950,000	\$ 1,050,000	\$1,150,000	\$1,250,000	\$1,350,000
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	\$7,000,000	\$8,250,000	\$9,600,000
Requested Budget Funding /Planned Reques	\$ 250,000	\$ 275,000	\$ 300,000	\$ 350,000	\$ 489,691	\$ 750,000	\$ 850,000	\$ 950,000	\$ 1,050,000	\$1,150,000	\$1,250,000	\$1,350,000
Actual Budget Funding Profile	\$ 250,000	\$ 275,000	\$ 76,954	\$ 350,000	\$ 489,691	\$ 750,000						
Planned Commitment	\$ 250,000	\$ 275,000	\$ 76,954	\$ 350,000	\$ 489,691	\$ 705,000	\$ 925,000	\$ 1,200,000	\$ 1,278,355	\$1,356,710	\$1,435,065	\$1,513,420
Additional Closing Commitment		\$ 300,000										
Actual Commitments/ Future Planned	\$ 250,000	\$ 575,000	\$ 76,954	\$ 350,000	\$ 489,691	\$ 705,000	\$ 850,000	\$ 950,000	\$ 1,050,000	\$1,150,000	\$1,250,000	\$1,350,000
Cumulative Actual Commitments	\$ 250,000	\$ 825,000	\$ 901,954	\$ 1,251,954	\$ 1,741,645	\$ 2,446,645	\$ 3,296,645	\$ 4,246,645	\$ 5,296,645	\$6,446,645	\$7,696,645	\$9,046,645

We currently anticipate the need for annual incremental increases of \$100,000 through FY2023 as we approach the ARC calculated at \$1.43M in January of 2012. Market factors that could affect the schedule would include medical insurance cost escalation and changes in employee's salaries.

The Region began contributions to OPEB in FY12 and is now in its fifth year of OPEB contributions. In previous years, conversations with the Finance Committees of both Towns have focused on the yearly incremental changes and their impact on the annual operating budget. This year we need to assess the impact of the total OPEB contribution on Operating Budget increases.

The following charts illustrate OPEB's impact, and further analysis of the yearly changes indicate that since OPEB contributions began, the five year average effective operating budget increase from FY12 to FY16 was 1.42%, and .95% from FY13 to FY17. The 5.41% operating budget increase requested for FY18 raises the five year effective operating budget increase to 1.53%.

OPERATING BUDGET FUNDING IMPACT	\$ 1,117,524	\$ 1,055,952	\$ 859,082	\$ 414,113	\$ 239,077	\$ 719,042	\$ 1,140,029	\$ 805,552	\$ 1,439,137
OPERATING BUDGET GROWTH	5.53%	4.95%	3.84%	1.78%	1.01%	3.01%	4.87%	3.12%	5.41%
TOTAL OPEB CONTRIBUTION	\$ 0	\$ 0	\$ 250,000	\$ 575,000	\$ 76,954	\$ 350,000	\$ 489,691	\$ 705,000	\$ 850,000
NET OPERATING BUDGET IMPACT	\$ 1,117,524	\$ 1,055,952	\$ 609,082	\$ (160,887)	\$ 162,123	\$ 369,042	\$ 650,338	\$ 100,552	\$ 589,137
EFFECTIVE OPERATING BUDGET GROWTH	5.53%	4.95%	2.72%	-0.69%	0.69%	1.54%	2.83%	0.39%	2.21%



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Net Operating Budget Change	\$ 1,117,524	\$ 1,055,952	\$ 609,082	\$ (160,887)	\$ 162,123	\$ 369,042	\$ 650,338	\$ 100,552	\$ 589,137
Effective Operating Budget Change	5.53%	4.95%	2.72%	-0.69%	0.69%	1.54%	2.83%	0.39%	2.21%
FY12 to FY16 Average Increase	1.42%		2.72%	-0.69%	0.69%	1.54%	2.83%		
FY13 to FY17 Average Increase	0.95%			-0.69%	0.69%	1.54%	2.83%	0.39%	
FY14 to FY18 Average Increase	1.53%				0.69%	1.54%	2.83%	0.39%	2.21%

**10) Administration and Efficiency:** Please describe any efficiency programs underway or planned at the administrative and school levels and goals or savings to be realized from those activities.

We have completed our transition to Gmail. This transition allows us to eliminate our \$30K per year contract

with First Class. We are also in the process of reducing paper consumption by maximizing the use of electronic publications of newsletters. Our recent adoption of an electronic based time reporting system for hourly employees will also reduce paper consumption, but more importantly it will also increase the efficiency of reporting Affordable Care Act data to the Federal government. Existing forms and records are being digitized and paper based forms are being replaced by electronic forms throughout the system. This will lower the cost of adding filing cabinets throughout the system over time.

**11) Education Reform and Mandates: What major new or expanded educational reform mandates have been or will be required to be implemented in the near future? What are the staffing and administrative impacts that will have financial consequences over the next five years?**

CCRSd has been implementing the new educator evaluation system for the past five years and it requires teacher release time for collaboration, data collection, and review. New Math, Science, STEAM (Science, Technology, Engineering, Art, Math), and Health programs require teacher leadership (stipends for committee work) and increased professional learning opportunities for teachers ( professional development).

Increased state mandates for district data collection and reporting will require increased IT staffing. Massachusetts Department of Elementary and Secondary Education (DESE) requires all public schools to report comprehensive student and staff data: **SIMS:** The Student Information Management System is a student-level data collection system that reports on 52 data elements three times during the year. Data includes items such as demographic, Special education, ELL, Title 1, postgraduate plans, and more; **SCS:** Student Course Schedule is part of the SIMS expansion and cross-references with EPIMS and SIMS for a more detailed view of courses taken by students in MA public school districts; **SSDR:** School Safety Discipline Report tracks both violent and nonviolent, criminal and noncriminal, drug and nondrug related offenses occur on school property; **EPIMS:** Education Personnel Information Management System reports twice during the school year on educator (staff) data. The data collected is linked with the licensure data, which the Department currently maintains in ELAR, the Educator Licensure and Recruitment database. **SIF:** Schools Interoperability Framework is an initiative from DESE to carry out new technologies to improve data collection. The School Interoperability Framework is being tied into existing SIS systems to streamline the flow of information between school districts and DESE. The US Department of Education also requires all public schools to report similar comprehensive student and staff data with the Civil Rights Data Collection.

**12) Capital Expenditures: What is your capital expenditure plan over the next five years? Which of these will be funded within the CCRSD operating budget and which do you anticipate to fund outside of the annual budget through debt authorization or by other means?**

**What are your current plans for remediation of the CCHS parking lot? Do you intend to present a warrant article at the 2017 Annual Town Meeting requesting funds for remediation?**

**What are anticipated future costs for the athletic fields, specifically as they relate to an "amenities" building with toilet rooms?**

The only currently recognized capital needs for the CCHS complex are the landfill remediation, paving of the ring road, and some exterior lighting needs near and around the lower parking lot. We have not established planning numbers for the paving and lighting projects to date. The request for funding for these projects may possibly be combined with the selected landfill remediation project.

The landfill remediation project will require funds outside of the operating budget and it is anticipated there will be a warrant article for the upcoming Town Meetings in Concord and Carlisle. On September 28<sup>th</sup> the Regional School Committee awarded a contract to Weston & Sampson for a Feasibility Study to evaluate alternative methodologies to the remediation plan presented to the Towns last spring.

In regard to the toilets, we have submitted a request for a waiver from the State’s plumbing board from the requirement. Our next steps will be determined by the State response to our request for waiver.

**13) Benchmarking: How does the average cost per student at CCHS compare to peer school systems for the latest year available? Please briefly explain how these systems are selected. What are the drivers of the differences in terms of various aspects of the budget in cost per student between CCHS and peer systems? How are those cost differences justified? What academic and non-academic performance metrics do you use and how do they compare with peer systems?**

In the Metrowest, there is not a “truly peer system” for costs comparison, however we typically use Lincoln-Sudbury because it is a single school, single district for 9-12 and the per capita income of Lincoln and Sudbury are similar to Concord and Carlisle. The following chart contains the most current, 2015, Expenditure Per Pupil Detail from DESE which indicates that CCHS spent \$21,519 per pupil and LS spent \$18,572 per pupil. The cost drivers are in the following areas: Administration 45% higher; Instructional Leadership (teachers) 36% higher; Other Teaching Services 48% higher; Professional Development 24% higher; Instructional Materials/Equip/Tech 26% higher; and Pupil Services 43% higher. CCHS high student performance on MCAS, AP exams, and SAT is similar to LS students. The success of CCHS students’ acceptance rates to their first and second choices of college is indicative of a high performance district.

Expenditure Per Pupil Detail 2015, 9-12		
All funding sources included	Concord-Carlisle	Lincoln-Sudbury
	2015	2015
<b>FTE Pupils</b>		
In-district	1,257.7	1,575.3
Out-of-district	48.6	65.1
All pupils	1,306.3	1,640.4
<b>Expenditures</b>		
Per in-district pupil	19,193	16,151
Per out-of-district pupil	81,692	77,154
Per pupil	21,519	18,572
<b>In-district expenditures</b>	<b>2015</b>	<b>2015</b>
<b>Administration</b>	<b>1,208</b>	<b>659</b>
1110 School Committee	8	3
1210 Superintendent	120	75 *
1220 Assistant Superintendents	21	--
1230 Other District-Wide Administration	48	--
1410 Business and Finance	244	238
1420 Human Resources	102	54
1430 Legal Service for School Committee	57	16
1435 Legal Settlements	--	99
1450 District-wide Information Systems	608	173
<b>Instructional Leadership</b>	<b>1,363</b>	<b>1,205</b>
2110 Curriculum Directors (Supervisory)	281	226
2120 Dept Heads (Non-Supervisory)	--	64
2210 School Leadership	536	676 *
2220 Curriculum Leaders (School Level)	415	--
2250 Admin. Technology (School Level)	11	46
2315 Instructional Coordinators	120	193
<b>Teachers</b>	<b>7,495</b>	<b>7,159</b>
2305 Teachers, Classroom	7,242	7,010
2310 Teachers, Specialists	253	149
<b>Other Teaching Services</b>	<b>1,553</b>	<b>799</b>
2320 Medical/ Therapeutic Services	493	111
2325 Substitute Teachers	62	38
2330 Paraprofessionals	846	494
2340 Librarians/Media Center Directors	153	156
<b>Professional Development</b>	<b>135</b>	<b>102</b>
2353 Professional Days	33	--
2355 Substitutes for Prof. Development	12	--
2357 Professional Development Costs	89	101

\*LS uses a combined Superintendent/Principal leadership model and records the majority of the salary in the School Leadership function code.

<b>All funding sources included</b>		<b>Concord-Carlisle</b>	<b>Lincoln-Sudbury</b>
		<b>2015</b>	<b>2015</b>
<b>Instructional Materials/Equip/Tech</b>		<b>720</b>	<b>530</b>
2410	Textbooks, Software/Media/Matls	57	89
2415	Instructional Matls (Libraries)	17	64
2420	Instructional Equipment	49	55
2430	General Classroom Supplies	125	58
2440	Other Instructional Services	118	168
2451	Classroom Technology	353	84
2453	Technology (Libraries)	2	--
2455	Instructional Software	--	13
<b>Guidance, Counseling, Testing</b>		<b>945</b>	<b>946</b>
2710	Guidance/Adjustment Counselors	761	529
2720	Testing and Assessment	5	39
2800	Psychological Services	179	379
<b>Pupil Services</b>		<b>2,577</b>	<b>1,454</b>
3100	Attendance and Parent Liaisons	--	43
3200	Medical/Health Services	102	69
3300	Transportation Services	813	306
3400	Food Services	374	269
3510	Athletics	780	601
3520	Other Student Activities	469	100
3600	School Security	41	66
<b>Operations and Maintenance</b>		<b>1,474</b>	<b>1,230</b>
4110	Custodial Services	403	302
4120	Heating of Buildings	154	42
4130	Utility Services	469	370
4210	Maintenance of Grounds	169	165
4220	Maintenance of Buildings	172	293
4230	Maintenance of Equipment	26	27
4400	Networking/Telecommunications	80	31
<b>Benefits and fixed charges</b>		<b>1,722</b>	<b>2,067</b>
5100	Employer Retirement Contributions	466	513
5200	Insurance for Active Employees	991	1,080
5250	Insurance for Retired Employees	178	408
5260	Other Non-Employee Insurance	19	66
5500	Other Fixed/Crossing Guards	68	--
<b>Expenditure/in-district pupil</b>		<b>19,193</b>	<b>16,151</b>
<b>Out-of-district expenditures</b>			
9000	Tuitions	69,332	67,589
9600	Transportation	12,360	9,565
<b>Expenditure/out-of-district pupil</b>		<b>81,692</b>	<b>77,154</b>
<b>Expenditure/pupil</b>		<b>21,519</b>	<b>18,572</b>

Source: <http://www.mass.gov/edu/government/departments-and-boards/ese/programs/accountability/tools-and-resources/district-analysis-review-and-assistance/dart-for-districts-and-dart-for-schools.html>

	<b>Income Per Capita</b>	<b>w/in Group</b>	<b>w/in State</b>
Lincoln	\$ 126,821	1	6
Concord	\$ 100,013	2	8
Carlisle	\$ 95,600	3	10
Sudbury	\$ 93,407	4	11

Source: <http://www.mass.gov/dor/local-officials/municipal-databank-and-local-aid-unit/data-bank-reports/>

**14) Other items:** Please comment on any additional items that may impact the CCRSD budget in FY18 and beyond.

Decisions regarding changing the start time of the high school will likely impact funding needed for in-district operation of the school bus fleet.

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
<b>PROGRAM AREA 1010: ART</b>							
	201.2305.110.370.1.1010.20101.1 Art Teaching Salary	543,924	568,857	5.75	-4.58%	581,692	2.21%
	201.2110.120.370.1.1010.20102.1 Art Clerical Salary	-	0			-	
	201.2110.110.370.1.1010.20103.1 Art Dept. Chair	-	150			-	
	201.2305.110.370.1.1010.20104.1 Art Longevity	6,946	5,956		14.25%	5,246	-13.53%
		<b>550,870</b>	<b>574,963</b>	<b>5.75</b>	<b>-4.37%</b>	<b>586,938</b>	<b>2.04%</b>
	201.2430.250.370.1.1010.20151.1 Art Teaching S/M	60,021	41,129		31.48%	35,000	-17.51%
	201.2410.260.370.1.1010.20152.1 Art Textbooks	211	1,238		-486.68%	197	-528.37%
	201.2420.240.370.1.1010.20153.1 Art Maintenance Contracts	0	520			1,403	62.94%
	201.7300.260.370.1.1010.20154.1 Art New Equipment	6,400	19,783		-209.11%	6,400	-209.11%
	201.7400.260.370.1.1010.20155.1 Art Replacement Equipment	4,196	2,819		32.81%	4,103	31.29%
		<b>70,828</b>	<b>65,489</b>	<b>-</b>	<b>7.54%</b>	<b>47,103</b>	<b>-39.03%</b>
<b>Total Program</b>		<b>621,698</b>	<b>640,451</b>	<b>5.75</b>	<b>-3.02%</b>	<b>634,041</b>	<b>-1.01%</b>
<b>PROGRAM AREA 1020: COMPUTER INSTRUCTION</b>							
	201.1450.130.370.1.1020.20201.1 Instr. Tech. Specialist	111,967	112,660	1.00	-0.62%	115,919	2.81%
	201.2305.110.370.1.1020.20202.1 Comp. Instr. Teaching Salary	-	190			84	-126.19%
		<b>111,967</b>	<b>112,850</b>	<b>1.00</b>	<b>-0.79%</b>	<b>116,003</b>	<b>2.72%</b>
	201.2430.250.370.1.1020.20251.1 Computer Instr. S/M	26,943	18,261		32.22%	27,000	32.37%
	201.2451.250.370.1.1020.20252.1 Computer Software	54,405	102,143		-87.75%	55,000	-85.72%
	201.2451.250.370.1.1020.20253.1 Computer Hardware	100,000	156,706		-56.71%	320,000	51.03%
		<b>181,348</b>	<b>277,111</b>	<b>-</b>	<b>-52.81%</b>	<b>402,000</b>	<b>31.07%</b>
<b>Total Program</b>		<b>293,315</b>	<b>389,961</b>	<b>1.00</b>	<b>-32.95%</b>	<b>518,003</b>	<b>24.72%</b>
<b>PROGRAM AREA 1050: ENGLISH</b>							
	201.2305.110.370.1.1050.20501.1 English Teaching Salary	1,422,601	1,424,466	15.06	-0.13%	1,494,321	4.67%
	201.2220.110.370.1.1050.20502.1 English Dept. Chair	56,250	58,026	0.50	-3.16%	56,397	-2.89%
	201.2305.110.370.1.1050.20503.1 English Longevity	24,041	25,524		-6.17%	22,731	-12.29%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
		<b>1,502,892</b>	<b>1,508,016</b>	<b>15.56</b>	<b>-0.34%</b>	<b>1,573,449</b>	<b>4.16%</b>
	201.2430.250.370.1.1050.20551.1 English Teaching S/M	8,004	5,646		29.46%	8,004	29.46%
	201.2410.260.370.1.1050.20552.1 English Textbooks	8,872	9,098		-2.55%	8,872	-2.55%
		<b>16,876</b>	<b>14,744</b>	<b>-</b>	<b>12.63%</b>	<b>16,876</b>	<b>12.63%</b>
<b>Total Program</b>		<b>1,519,768</b>	<b>1,522,760</b>	<b>15.56</b>	<b>-0.20%</b>	<b>1,590,325</b>	<b>4.25%</b>
<b>PROGRAM AREA 1070: ELL</b>		<b>60,744</b>	<b>44,372</b>	<b>0.25</b>	<b>26.95%</b>	<b>43,041</b>	<b>-3.09%</b>
	201.2305.110.370.1.1070.20701.1 ELL Teaching Salary	46,742	34,273	0.25	26.68%	28,762	-19.16%
	201.2330.130.370.1.1070.20702.1 ELL Tutor Salary	13,096	10,099	-	22.89%	13,373	24.49%
		<b>59,838</b>	<b>44,372</b>	<b>0.25</b>	<b>25.85%</b>	<b>42,135</b>	<b>-5.31%</b>
	201.2430.250.370.1.1070.20751.1 ELL S/M	906	0		100.00%	906	100.00%
		<b>906</b>	<b>-</b>	<b>-</b>	<b>100.00%</b>	<b>906</b>	<b>100.00%</b>
<b>Total Program</b>		<b>60,744</b>	<b>44,372</b>	<b>0.25</b>	<b>26.95%</b>	<b>43,041</b>	<b>-3.09%</b>
<b>PROGRAM AREA 1080: FOREIGN LANGUAGES</b>		<b>1,207,345</b>	<b>1,232,205</b>	<b>14.00</b>	<b>-2.06%</b>	<b>1,290,921</b>	<b>4.55%</b>
	201.2305.110.370.1.1080.20801.1 For. Language Teaching Salary	1,098,106	1,152,760	13.50	-4.98%	1,179,494	2.27%
	201.2220.110.370.1.1080.20802.1 Foreign Lang. Dept. Chair	62,492	63,108	0.50	-0.98%	64,702	2.46%
	201.2305.110.370.1.1080.20803.1 Foreign Lang. Longevity	10,415	10,319		0.92%	13,988	26.23%
		<b>1,171,013</b>	<b>1,226,187</b>	<b>14.00</b>	<b>-4.71%</b>	<b>1,258,184</b>	<b>2.54%</b>
	201.2430.250.370.1.1080.20851.1 For. Language Teaching S/M	6,778	4,147		38.82%	6,778	38.82%
	201.2410.260.370.1.1080.20852.1 Foreign Language Textbooks	21,095	225		98.93%	17,500	98.72%
	201.2420.240.370.1.1080.20853.1 For. Language Maint. Contracts	8,459	1,646		80.54%	8,459	80.54%
		<b>36,332</b>	<b>6,018</b>	<b>-</b>	<b>83.44%</b>	<b>32,737</b>	<b>81.62%</b>
<b>Total Program</b>		<b>1,207,345</b>	<b>1,232,205</b>	<b>14.00</b>	<b>-2.06%</b>	<b>1,290,921</b>	<b>4.55%</b>
<b>PROGRAM AREA 1090: GUIDANCE</b>		<b>927,753</b>	<b>966,383</b>	<b>9.00</b>	<b>-4.16%</b>	<b>1,001,887</b>	<b>3.54%</b>

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.2710.110.370.1.1090.20901.1	752,797	777,891	8.50	-3.33%	810,685	4.05%
	201.2710.110.370.1.1090.20902.1	-	0			-	
	201.2440.130.370.1.1090.20903.1	2,640	17,613		-567.14%	11,942	-47.48%
	201.2710.120.370.1.1090.20904.1	-	0			-	
	201.2710.110.370.1.1090.20905.1	-	0			-	
	201.2710.120.370.1.1090.20906.1	100,627	93,788	-	6.80%	101,646	7.73%
	201.2710.110.370.1.1090.20907.1	54,893	58,787	0.50	-7.09%	57,692	-1.90%
	201.2710.110.370.1.1090.20908.1	5,207	8,508		-63.40%	6,994	-21.65%
		<b>916,164</b>	<b>956,586</b>	<b>9.00</b>	<b>-4.41%</b>	<b>988,959</b>	<b>3.27%</b>
	201.2710.250.370.1.1090.20951.1	2,503	2,173		13.20%	1,172	-85.38%
	201.2720.250.370.1.1090.20952.1	2,968	4,128		-39.08%	2,039	-102.45%
	201.2710.250.370.1.1090.20953.1	1,443	1,242		13.93%	0	
	201.2710.260.370.1.1090.20954.1	1,486	1,280		13.87%	656	-95.11%
	201.2710.260.370.1.1090.20955.1	530	461		13.02%	3,423	86.53%
	201.2710.240.370.1.1090.20956.1	0	27			0	
	201.2710.260.370.1.1090.20957.1	0	46			132	65.53%
	201.2710.240.370.1.1090.20958.1	2,659	440		83.44%	5,506	92.00%
		<b>11,589</b>	<b>9,796</b>	<b>-</b>	<b>15.47%</b>	<b>12,928</b>	<b>24.22%</b>
<b>Total Program</b>		<b>927,753</b>	<b>966,383</b>	<b>9.00</b>	<b>-4.16%</b>	<b>1,001,887</b>	<b>3.54%</b>
<b>PROGRAM AREA 1100: HEALTH EDUCATION</b>		<b>3,302</b>	<b>7,080</b>	<b>-</b>	<b>-114.40%</b>	<b>3,302</b>	<b>-114.40%</b>
	201.2110.110.370.1.1100.21001.1	-	0			-	
	201.2110.110.370.1.1100.21002.1	-	0			-	
	201.2110.120.370.1.1100.21003.1	-	0			-	
		<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	
	201.2110.250.370.1.1100.21051.1	3,302	7,080		-114.40%	3,302	-114.40%
		<b>3,302</b>	<b>7,080</b>	<b>-</b>	<b>-114.40%</b>	<b>3,302</b>	<b>-114.40%</b>
<b>Total Program</b>		<b>3,302</b>	<b>7,080</b>	<b>-</b>	<b>-114.40%</b>	<b>3,302</b>	<b>-114.40%</b>

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
<b>PROGRAM AREA 1110: HEALTH &amp; FITNESS</b>		<b>534,423</b>	<b>518,815</b>	<b>5.00</b>	<b>2.92%</b>	<b>568,723</b>	<b>8.78%</b>
	201.2305.110.370.1.1110.21101.1 Health & Fitness Teaching Salary	443,890	482,894	5.00	-8.79%	483,731	0.17%
	201.2220.110.370.1.1110.21102.1 Hlth. & Fitness Dept. Chair	63,795	7,807		87.76%	64,266	87.85%
	201.2305.110.370.1.1110.21103.1 Hlth. & Fitness Longevity	15,625	11,060		29.22%	13,101	15.58%
		<b>523,310</b>	<b>501,761</b>	<b>5.00</b>	<b>4.12%</b>	<b>561,098</b>	<b>10.58%</b>
	201.2430.250.370.1.1110.21151.1 Health & Fitness S/M	4,893	6,532		-33.50%	3,579	-82.51%
	201.2420.260.370.1.1110.21152.1 Hlth. & Fitness Replacement Equipment	3,636	5,330		-46.60%	2,110	-152.62%
	201.2410.260.370.1.1110.21153.1 Health Textbooks	2,584	5,192		-100.92%	1,936	-168.17%
		<b>11,113</b>	<b>17,054</b>	<b>-</b>	<b>-53.46%</b>	<b>7,625</b>	<b>-123.66%</b>
<b>Total Program</b>		<b>534,423</b>	<b>518,815</b>	<b>5.00</b>	<b>2.92%</b>	<b>568,723</b>	<b>8.78%</b>
<b>PROGRAM AREA 1120: LIBRARY &amp; MEDIA SERVICES</b>		<b>262,719</b>	<b>229,131</b>	<b>1.00</b>	<b>12.78%</b>	<b>278,513</b>	<b>17.73%</b>
	201.2110.110.370.1.1120.21201.1 Library/Media Coord. Salary	-	150			-	
	201.2340.110.370.1.1120.21202.1 CCHS Librarian Salary	98,696	112,495	1.00	-13.98%	115,026	2.20%
	201.2110.120.370.1.1120.21203.1 Library/Media Clerical Salary	324	1,016		-213.73%	1,136	10.52%
	201.2340.130.370.1.1120.21204.1 Library Aides Salary	139,012	92,516	-	33.45%	129,989	28.83%
	201.2340.130.370.9.1120.21205.1 Media Aide Salary	-	0			-	
	201.2340.130.370.9.1120.21206.1 Media Repair Tech. Salary	-	0			-	
	201.2110.110.370.1.1120.21207.1 Library/Media Longevity	-	0			-	
	201.2110.110.370.1.1120.21208.1 Library/Media Addtl. Comp.	-	0			-	
		<b>238,032</b>	<b>206,178</b>	<b>1.00</b>	<b>13.38%</b>	<b>246,151</b>	<b>16.24%</b>
	201.2110.250.370.9.1120.21251.1 Library/Media Office S/M	405	829		-104.67%	405	-104.67%
	201.2415.250.370.9.1120.21252.1 Library S/M	866	631		27.18%	866	27.18%
	201.2415.250.370.9.1120.21253.1 Library/Media Software S/M	0	499			2,500	80.04%
	201.2415.250.370.9.1120.21254.1 Library/Media Audio-Visual S/M	0	0			2,500	100.00%
	201.2415.250.370.9.1120.21255.1 Media Repair S/M	3,500	30		99.15%	3,500	99.15%
	201.2415.260.370.1.1120.21256.1 Library Books and E-books	4,768	6,287		-31.85%	4,943	-27.18%
	201.2415.240.370.9.1120.21257.1 Media AV Maintenance Contracts	0	0			0	
	201.2453.260.370.1.1120.21258.1 CCHS On-Line Search	4,148	0		100.00%	4,148	100.00%
	201.2415.260.370.9.1120.21259.1 Databases	9,500	14,678		-54.51%	12,000	-22.32%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.2415.260.370.9.1120.21260.1	500	0		100.00%	500	100.00%
	201.7300.260.370.9.1120.21261.1	500	0		100.00%	500	100.00%
	201.7400.260.370.9.1120.21262.1	500	0		100.00%	500	100.00%
		<b>24,687</b>	<b>22,953</b>	-	<b>7.02%</b>	<b>32,362</b>	<b>29.07%</b>
<b>Total Program</b>		<b>262,719</b>	<b>229,131</b>	<b>1.00</b>	<b>12.78%</b>	<b>278,513</b>	<b>17.73%</b>
<b>PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION</b>		<b>178,841</b>	<b>168,484</b>	<b>1.75</b>	<b>5.79%</b>	<b>183,657</b>	<b>8.26%</b>
	201.2315.110.370.1.1130.21301.1	51,563	55,994	0.75	-8.59%	55,332	-1.20%
	<b>201.2315.110.370.1.1130.21302.1</b>	101,549	99,540	1.00	1.98%	102,299	2.70%
	201.2310.110.900.1.1130.21303.1	-	0			-	
	201.2440.110.370.9.1130.21304.1	17,229	5,000		70.98%	17,016	70.62%
	201.2440.240.370.1.1130.21351.1	8,500	7,950		6.47%	9,010	11.76%
	201.2430.250.900.1.1130.21352.1	0	0			0	
		<b>178,841</b>	<b>168,484</b>	<b>1.75</b>	<b>5.79%</b>	<b>183,657</b>	<b>8.26%</b>
<b>Total Program</b>		<b>178,841</b>	<b>168,484</b>	<b>1.75</b>	<b>5.79%</b>	<b>183,657</b>	<b>8.26%</b>
<b>PROGRAM AREA 1140: MATHEMATICS</b>		<b>1,620,071</b>	<b>1,591,669</b>	<b>18.00</b>	<b>1.75%</b>	<b>1,715,872</b>	<b>7.24%</b>
	201.2305.110.370.1.1140.21401.1	1,525,887	1,493,364	17.50	2.13%	1,616,371	7.61%
	201.2220.110.370.1.1140.21402.1	56,182	63,108	0.50	-12.33%	62,953	-0.25%
	201.2305.110.370.1.1140.21403.1	23,607	27,224		-15.32%	23,601	-15.35%
		<b>1,605,676</b>	<b>1,583,696</b>	<b>18.00</b>	<b>1.37%</b>	<b>1,702,925</b>	<b>7.00%</b>
	201.2430.250.370.1.1140.21451.1	8,218	7,585		7.70%	6,179	-22.76%
	201.2410.260.370.1.1140.21452.1	6,177	388		93.72%	6,768	94.26%
		<b>14,395</b>	<b>7,974</b>	-	<b>44.61%</b>	<b>12,947</b>	<b>38.41%</b>
<b>Total Program</b>		<b>1,620,071</b>	<b>1,591,669</b>	<b>18.00</b>	<b>1.75%</b>	<b>1,715,872</b>	<b>7.24%</b>
<b>PROGRAM AREA 1150: MUSIC</b>		<b>284,674</b>	<b>259,617</b>	<b>2.50</b>	<b>8.80%</b>	<b>287,243</b>	<b>9.62%</b>
	201.2305.110.370.1.1150.21501.1	223,163	225,180	2.50	-0.90%	229,604	1.93%
	201.2110.120.370.1.1150.21502.1	-	0			-	
	201.2440.130.370.1.1150.21503.1	3,210	3,967	-	-23.60%	3,207	-23.71%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.2110.110.370.1.1150.21504.1 Music Dept. Chair	-	0			-	
	201.2305.110.370.1.1150.21505.1 Music Longevity	-	1,702			-	
		<b>226,373</b>	<b>230,850</b>	<b>2.50</b>	<b>-1.98%</b>	<b>232,811</b>	<b>0.84%</b>
	201.2430.250.370.1.1150.21551.1 Music S/M	8,500	6,245		26.53%	8,500	26.53%
	201.2440.260.370.1.1150.21552.1 Music Registration Fees	2,500	5,437		-117.48%	2,500	-117.48%
	201.2420.240.370.1.1150.21553.1 Music Maintenance Contracts	3,922	0		100.00%	3,922	100.00%
	201.2410.260.370.1.1150.21554.1 Sheet Music	4,784	3,398		28.97%	4,415	23.03%
	201.7300.260.370.1.1150.21555.1 Music New Equipment	318	237		25.47%	4,297	94.48%
	201.7400.260.370.1.1150.21556.1 Music Replacement Equipment	25,000	0		100.00%	17,267	100.00%
	201.2440.260.900.1.1150.21557.1 Music Accompanist	13,277	13,450		-1.30%	13,531	0.60%
		<b>58,301</b>	<b>28,767</b>	<b>-</b>	<b>50.66%</b>	<b>54,432</b>	<b>47.15%</b>
<b>Total Program</b>		<b>284,674</b>	<b>259,617</b>	<b>2.50</b>	<b>8.80%</b>	<b>287,243</b>	<b>9.62%</b>
<b>PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT</b>		<b>227,725</b>	<b>255,487</b>	<b>-</b>	<b>-12.19%</b>	<b>242,644</b>	<b>-5.29%</b>
	201.2351.110.370.9.1160.21601.1 Prof. Dev. Director Salary	-	0			-	
	201.2353.110.370.9.1160.21602.1 Curr. Dev. Stipends	34,653	35,250		-1.72%	52,413	32.75%
	201.2353.110.370.9.1160.21603.1 Staff Development/Pupil	15,690	1,800		88.53%	15,724	88.55%
	201.2355.130.370.9.1160.21604.1 Professional Dev. Substitute Salary	19,317	19,600		-1.47%	23,586	16.90%
	201.2353.110.370.9.1160.21605.1 Professional Sabbatical Salary	-	0			-	
	201.2357.110.370.9.1160.21607.1 Staff Dev. Developer Salary	-	1,000			-	
	201.2353.110.370.9.1160.21608.1 Staff Dev. Professional Salary	33,275	11,150		66.49%	10,483	-6.36%
	201.2357.110.370.9.1160.21609.1 Staff Dev. Tuition Reimbursement	30,200	20,768		31.23%	30,200	31.23%
	201.2357.110.370.9.1160.21610.1 Staff Dev. Mentoring	7,028	7,450		-6.00%	7,862	5.24%
	201.2353.120.370.9.1160.21611.1 Curr. Dev. Summer Clerical Salary	-	0			-	
	201.2353.110.370.9.1160.21612.1 Dept. Chair Training Reimbursement	-	0			-	
		<b>140,163</b>	<b>97,018</b>	<b>-</b>	<b>30.78%</b>	<b>140,268</b>	<b>30.83%</b>
	201.2357.250.370.9.1160.21651.1 Curr. Dev. S/M	0	299			0	
	201.2357.250.370.9.1160.21652.1 Staff Dev. S/M	222	593		-167.18%	0	
	201.2357.250.370.9.1160.21653.1 Dimensions S/M	0	0			0	
	201.2357.260.370.9.1160.21654.1 Staff Dev. Student Support	284	0		100.00%	2,393	100.00%
	201.2357.260.370.9.1160.21655.1 Staff Dev. Conferences	26,475	25,729		2.82%	13,989	-83.92%
	201.2357.240.370.9.1160.21656.1 Staff Dev. Contracted Services	35,000	97,517		-178.62%	50,000	-95.03%
	201.2353.260.370.9.1160.21659.1 Alt. Sabbatical Prof. Dev.	0	0			0	

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.2357.260.370.9.1160.21660.1	1,299	0		100.00%	11,712	100.00%
	201.2357.260.370.9.1160.21661.1	24,282	34,331		-41.39%	24,282	-41.39%
		<b>87,562</b>	<b>158,469</b>	-	<b>-80.98%</b>	<b>102,376</b>	<b>-54.79%</b>
<b>Total Program</b>		<b>227,725</b>	<b>255,487</b>	-	<b>-12.19%</b>	<b>242,644</b>	<b>-5.29%</b>
<b>PROGRAM AREA 1180: SCIENCE</b>		<b>1,783,796</b>	<b>1,772,229</b>	<b>19.50</b>	<b>0.65%</b>	<b>1,764,431</b>	<b>-0.44%</b>
	201.2305.110.370.1.1180.21801.1	1,596,292	1,602,921	19.00	-0.42%	1,622,276	1.19%
	201.2220.110.370.1.1180.21802.1	66,930	65,757	0.50	1.75%	68,773	4.39%
	201.2305.110.370.1.1180.21803.1	13,889	19,553		-40.78%	17,485	-11.83%
	201.2315.110.370.1.1180.21804.1	4,500	0		100.00%	4,500	100.00%
		<b>1,681,611</b>	<b>1,688,231</b>	<b>19.50</b>	<b>-0.39%</b>	<b>1,713,034</b>	<b>1.45%</b>
	201.2430.250.370.1.1180.21851.1	45,000	41,146		8.56%	22,273	-84.73%
	201.2410.260.370.1.1180.21852.1	31,500	7,817		75.18%	15,233	48.68%
	201.2420.240.370.1.1180.21853.1	572	1,500		-162.24%	572	-162.24%
	201.2420.260.370.1.1180.21854.1	2,613	0		100.00%	2,613	100.00%
	201.2420.260.370.1.1180.21855.1	22,500	33,535		-49.04%	10,706	-213.23%
		<b>102,185</b>	<b>83,998</b>	-	<b>17.80%</b>	<b>51,397</b>	<b>-63.43%</b>
<b>Total Program</b>		<b>1,783,796</b>	<b>1,772,229</b>	<b>19.50</b>	<b>0.65%</b>	<b>1,764,431</b>	<b>-0.44%</b>
<b>PROGRAM AREA 1190: SOCIAL STUDIES</b>		<b>1,347,166</b>	<b>1,450,318</b>	<b>15.75</b>	<b>-7.66%</b>	<b>1,378,456</b>	<b>-5.21%</b>
	201.2305.110.370.1.1190.21901.1	1,250,813	1,358,312	15.25	-8.59%	1,276,773	-6.39%
	201.2220.110.370.1.1190.21902.1	61,625	60,557	0.50	1.73%	63,322	4.37%
	201.2305.110.370.1.1190.21903.1	19,098	20,989		-9.90%	22,731	7.66%
		<b>1,331,536</b>	<b>1,439,858</b>	<b>15.75</b>	<b>-8.14%</b>	<b>1,362,826</b>	<b>-5.65%</b>
	201.2430.250.370.1.1190.21951.1	7,333	6,331		13.67%	7,333	13.67%
	201.2410.260.370.1.1190.21952.1	5,722	4,129		27.83%	5,722	27.83%
	201.2440.260.370.1.1190.21953.1	2,575	0		100.00%	2,575	100.00%
		<b>15,630</b>	<b>10,460</b>	-	<b>33.08%</b>	<b>15,630</b>	<b>33.08%</b>
<b>Total Program</b>		<b>1,347,166</b>	<b>1,450,318</b>	<b>15.75</b>	<b>-7.66%</b>	<b>1,378,456</b>	<b>-5.21%</b>

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
<b>PROGRAM AREA 1200: SPECIAL EDUCATION</b>		<b>5,030,953</b>	<b>5,182,424</b>	<b>15.36</b>	<b>-3.01%</b>	<b>4,699,365</b>	<b>-10.28%</b>
	201.2110.110.370.2.1200.22001.1 SPED Director Salary	60,830	61,868	0.40	-1.71%	63,302	2.27%
	201.2305.110.370.2.1200.22002.1 SPED Teaching Salary	702,397	730,825	9.72	-4.05%	736,299	0.74%
	201.2330.130.370.2.1200.22003.1 SPED Tutor Salary	883,469	863,500	-	2.26%	874,484	1.26%
	201.2440.130.370.2.1200.22004.1 SPED Home Tutor Salary	557	550		1.26%	-	
	201.2305.110.370.2.1200.22005.1 SPED Alt. Ed. Regular Teaching Salary	20,017	19,621	0.19	1.98%	20,165	2.70%
	201.2800.110.370.2.1200.22006.1 SPED H.S. Psych. Salary	198,811	296,544	3.55	-49.16%	224,915	-31.85%
	201.2330.130.370.2.1200.22007.1 SPED Aides Salary	-	27,216	-		-	
	201.2110.120.370.2.1200.22008.1 SPED Clerical Salary	50,136	44,045	-	12.15%	51,640	14.71%
	201.2305.110.370.2.1200.22009.1 Pathways Summer Program Sal.	27,353	27,610		-0.94%	28,174	2.00%
	201.2320.110.370.2.1200.22010.1 H.S. S/L Pathologist	104,156	102,095	1.00	1.98%	107,281	4.83%
	201.2220.110.370.2.1200.22011.1 Special Ed. Dept. Chair	66,930	65,757	0.50	1.75%	67,424	2.47%
	201.2305.110.370.2.1200.22012.1 Special Ed. Longevity	13,797	14,464		-4.83%	14,906	2.97%
	201.2110.110.370.2.1200.22013.1 Special Ed. Addtl. Comp.	-	0			-	
		<b>2,128,453</b>	<b>2,254,095</b>	<b>15.36</b>	<b>-5.90%</b>	<b>2,188,590</b>	<b>-2.99%</b>
	201.2110.250.370.2.1200.22051.1 SPED Supervision S/M	3,830	8,679		-126.59%	3,758	-130.93%
	201.2430.250.370.2.1200.22052.1 SPED Teaching S/M	2,644	7,251		-174.23%	4,597	-57.72%
	201.2720.250.370.2.1200.22053.1 SPED Testing S/M	3,267	3,290		-0.71%	4,155	20.81%
	201.2430.250.370.2.1200.22054.1 SPED Alternative Ed. S/M	1,434	450		68.61%	1,407	68.01%
	201.2320.240.370.2.1200.22055.1 SPED Contracted Services	350,000	279,330		20.19%	350,000	20.19%
	201.2440.240.370.2.1200.22056.1 SPED Evaluation Services	27,173	24,011		11.64%	38,284	37.28%
	201.2440.260.370.2.1200.22057.1 SPED Non-District Travel	53	0		100.00%	53	100.00%
	201.2451.260.370.2.1200.22058.1 SPED Computer Software	0	0			0	
	201.9100.260.370.2.1200.22059.1 SPED Massachusetts Tuitions	162,782	127,895		21.43%	162,782	21.43%
	201.9200.260.370.2.1200.22060.1 SPED Out-of-State Tuitions	127,023	127,023		0.00%	127,023	0.00%
	201.9300.260.370.2.1200.22061.1 SPED Non-Public Tuitions	1,855,226	<b>2,233,649</b>		-20.40%	1,705,226	-30.99%
	201.9400.260.370.2.1200.22062.1 SPED Collaborative Tuitions	104,969	104,969		0.00%	104,969	0.00%
	201.7300.260.370.2.1200.22063.1 SPED New Equipment	4,483	7,819		-74.42%	4,399	-77.75%
	201.2440.260.370.2.1200.22064.1 SPED Assistive Technology	0	0			0	
	201.2430.250.370.2.1200.22065.1 Pathways Program S/M	3,684	3,619		1.77%	3,615	-0.11%
	201.2110.260.370.2.1200.22066.1 SPED Director Travel	350	245		30.00%	343	28.57%
	201.2410.260.370.2.1200.22067.1 SPED Equipment Repair	167	100		40.12%	164	39.02%
	201.9400.260.370.2.1200.22068.1 Prepaid Tuition	255,415	0		100.00%	0	
		<b>2,902,500</b>	<b>2,928,329</b>	<b>-</b>	<b>-0.89%</b>	<b>2,510,775</b>	<b>-16.63%</b>

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
<b>Total Program</b>		<b>5,030,953</b>	<b>5,182,424</b>	<b>15.36</b>	<b>-3.01%</b>	<b>4,699,365</b>	<b>-10.28%</b>
<b>PROGRAM AREA 1210: SUBSTITUTES</b>		<b>82,000</b>	<b>101,398</b>	<b>-</b>	<b>-23.66%</b>	<b>80,085</b>	<b>-26.61%</b>
201.2325.130.370.1.1210.22101.1	Substitute Caller Salary	-	0			-	
201.2325.130.370.1.1210.22102.1	Substitute Salary	78,000	85,272		-9.32%	78,591	-8.50%
201.2325.130.370.2.1210.22103.1	Substitute SPED Salary	4,000	16,126		-303.14%	1,494	-979.36%
		<b>82,000</b>	<b>101,398</b>	<b>-</b>	<b>-23.66%</b>	<b>80,085</b>	<b>-26.61%</b>
<b>Total Program</b>		<b>82,000</b>	<b>101,398</b>	<b>-</b>	<b>-23.66%</b>	<b>80,085</b>	<b>-26.61%</b>
<b>PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY</b>		<b>9,745</b>	<b>10,238</b>	<b>-</b>	<b>-5.05%</b>	<b>10,545</b>	<b>2.92%</b>
201.2305.110.370.1.1220.22201.1	Tech. Ed./Applied Tech. Teaching Salary	-	0			-	
201.2305.110.370.1.1220.22202.1	Applied Tech. Longevity	-	0			-	
		<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	
201.2430.250.370.1.1220.22251.1	Applied Tech. Teaching S/M	8,508	8,818		-3.64%	8,508	-3.64%
201.2410.260.370.1.1220.22252.1	Applied Tech. Textbooks	589	0		100.00%	589	100.00%
201.2420.240.370.1.1220.22253.1	Applied Tech. Maint. Contracts	148	0		100.00%	148	100.00%
201.7300.260.370.1.1220.22254.1	Appl. Tech. New Equipment	500	1,420		-183.99%	500	-183.99%
201.2440.260.370.1.1220.22255.1	Applied Tech. YTE Contr. Serv.	0	0			800	100.00%
		<b>9,745</b>	<b>10,238</b>	<b>-</b>	<b>-5.05%</b>	<b>10,545</b>	<b>2.92%</b>
<b>Total Program</b>		<b>9,745</b>	<b>10,238</b>	<b>-</b>	<b>-5.05%</b>	<b>10,545</b>	<b>2.92%</b>
<b>PROGRAM AREA 1240: CURRICULUM LEADERSHIP</b>		<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	
201.2110.110.370.2.1240.22401.1	Special Ed. Coord. Salary	-	0			-	
201.2110.110.370.1.1240.22402.1	Info. Tech. Coord. Salary	-	0			-	
201.2315.110.370.1.1240.22403.1	K-12 For. Lang. Curr. Chair	-	0			-	
201.2315.110.370.1.1240.22404.1	K-12 Soc. Studies Curr. Chair	-	0			-	
201.2315.110.370.1.1240.22405.1	K-12 Library/Media Curr. Chair	-	0			-	
		<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	
<b>Total Program</b>		<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

<b>PROGRAM AREA:</b>	<b>ACCOUNT TITLE</b>	<b>FY2016 Budget</b>	<b>FY2016 Actuals</b>	<b>FY2016 FTE</b>	<b>FY16 Actual vs. Budgeted</b>	<b>FY2017 Budget</b>	<b>FY16 Actual vs. FY17 Budgeted</b>
<b>PROGRAM AREA 1250: THEATRE ARTS</b>							
	201.2305.110.370.1.1250.22501.1 Theatre Arts Tch. Salary	21,261	20,229	0.25	4.85%	21,500	5.91%
	201.2430.250.370.1.1250.22551.1 Theatre Arts Tch. S/M	20,665	17,230	0.25	16.62%	20,800	17.16%
		596	2,999		-403.21%	700	-328.44%
		<b>21,261</b>	<b>20,229</b>	<b>0.25</b>	<b>4.85%</b>	<b>21,500</b>	<b>5.91%</b>
<b>Total Program</b>		<b>21,261</b>	<b>20,229</b>	<b>0.25</b>	<b>4.85%</b>	<b>21,500</b>	<b>5.91%</b>
<b>PROGRAM AREA 2300: ADULT &amp; COMMUNITY EDUCATION</b>							
	201.2110.110.500.6.2300.23001.1 Adult Ed. Director Salary	4	-	-	100.00%	4	100.00%
	201.2110.120.500.6.2300.23002.1 Adult Ed. Clerical Salary	2	0		100.00%	2	100.00%
		2	0		100.00%	2	100.00%
		<b>4</b>	<b>-</b>	<b>-</b>	<b>100.00%</b>	<b>4</b>	<b>100.00%</b>
<b>Total Program</b>		<b>4</b>	<b>-</b>	<b>-</b>	<b>100.00%</b>	<b>4</b>	<b>100.00%</b>
<b>PROGRAM AREA 2310: ATHLETICS</b>							
	201.3510.110.370.9.2310.23101.1 Athletics Director Salary	686,672	587,533	2.00	14.44%	593,778	1.05%
	201.3510.110.370.9.2310.23102.1 Coaches Salary	122,627	78,219	1.00	36.21%	103,148	24.17%
	201.3510.110.370.9.2310.23103.1 Trainers Salary	361,558	305,933		15.38%	306,838	0.29%
	201.3510.110.370.9.2310.23104.1 Intramural Stipends	43,767	44,306	1.00	-1.23%	43,767	-1.23%
	201.3510.110.370.9.2310.23104.1 Intramural Stipends	-	0			-	
	201.3510.130.370.9.2310.23105.1 Athletics Drivers Salary	85,584	88,019	-	-2.85%	84,525	-4.13%
	201.3510.120.370.9.2310.23106.1 Athletics Dept. Clerical Sal.	-	0			-	
	201.3510.110.370.9.2310.23107.1 Athletics Coordinator Salary	-	0			-	
	201.3510.110.370.9.2310.23108.1 Athletics Longevity	-	0			-	
		<b>613,536</b>	<b>516,478</b>	<b>2.00</b>	<b>15.82%</b>	<b>538,278</b>	<b>4.05%</b>
	201.3510.260.370.9.2310.23151.1 Athletic Insurance	3,401	0		100.00%	3,000	100.00%
	201.3510.260.370.9.2310.23152.1 Officials	34,795	34,940		-0.42%	30,000	-16.47%
	201.3510.260.370.9.2310.23153.1 Facilities Rental	29,368	36,115		-22.97%	20,000	-80.58%
	201.3510.240.370.9.2310.23154.1 Contracted Service	5,572	0		100.00%	2,500	100.00%
		<b>73,136</b>	<b>71,055</b>	<b>-</b>	<b>2.85%</b>	<b>55,500</b>	<b>-28.03%</b>
<b>Total Program</b>		<b>686,672</b>	<b>587,533</b>	<b>2.00</b>	<b>14.44%</b>	<b>593,778</b>	<b>1.05%</b>
<b>PROGRAM AREA 2320: CENTRAL SUPPLY</b>		<b>2,103</b>	<b>8,874</b>	<b>-</b>	<b>-321.96%</b>	<b>2,077</b>	<b>-327.24%</b>

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.2430.250.370.1.2320.23251.1 Central Supply S/M	2,103	8,874		-321.96%	2,077	-327.24%
		<b>2,103</b>	<b>8,874</b>	-	<b>-321.96%</b>	<b>2,077</b>	<b>-327.24%</b>
<b>Total Program</b>		<b>2,103</b>	<b>8,874</b>	-	<b>-321.96%</b>	<b>2,077</b>	<b>-327.24%</b>
<b>PROGRAM AREA 2330: CO-CURRICULAR</b>		<b>283,269</b>	<b>345,768</b>	<b>1.00</b>	<b>-22.06%</b>	<b>282,971</b>	<b>-22.19%</b>
	201.3520.110.370.9.2330.23301.1 Co-Curricular Professional Salary	184,508	218,010		-18.16%	184,508	-18.16%
	201.3520.130.370.9.2330.23302.1 Radio Station Mgr. Salary	71,763	77,239	1.00	-7.63%	74,983	-3.01%
	201.3520.130.370.9.2330.23303.1 Radio Station Staff Assists	14,298	7,582	-	46.97%	14,298	46.97%
		<b>270,569</b>	<b>302,831</b>	<b>1.00</b>	<b>-11.92%</b>	<b>273,789</b>	<b>-10.61%</b>
	201.3520.250.370.9.2330.23351.1 Co-Curricular S/M	4,200	2,562		38.99%	682	-275.71%
	201.3520.260.370.9.2330.23352.1 Co-Curricular Fees	8,500	40,374		-374.99%	8,500	-374.99%
		<b>12,700</b>	<b>42,937</b>	-	<b>-238.08%</b>	<b>9,182</b>	<b>-367.62%</b>
<b>Total Program</b>		<b>283,269</b>	<b>345,768</b>	<b>1.00</b>	<b>-22.06%</b>	<b>282,971</b>	<b>-22.19%</b>
<b>PROGRAM AREA 2340: CONTINGENCY</b>		<b>244,188</b>	<b>58,723</b>	-	<b>75.95%</b>	<b>229,240</b>	<b>74.38%</b>
	201.5100.110.370.1.2340.23401.1 Sick Leave - Instructional	74,188	58,723		20.85%	59,240	0.87%
	201.2305.110.370.1.2340.23402.1 Professional Contingency	100,000	0		100.00%	100,000	100.00%
	201.5100.110.370.1.2340.23403.1 Early Retirement Incentive	-	0			-	
	201.2305.110.370.1.2340.23404.1 Negotiation Funds - Contracts	35,000	0		100.00%	35,000	100.00%
	201.1230.120.370.9.2340.23405.1 Neg. Funds - Non-Bargaining	35,000	0		100.00%	35,000	100.00%
		<b>244,188</b>	<b>58,723</b>	-	<b>75.95%</b>	<b>229,240</b>	<b>74.38%</b>
<b>Total Program</b>		<b>244,188</b>	<b>58,723</b>	-	<b>75.95%</b>	<b>229,240</b>	<b>74.38%</b>
<b>PROGRAM AREA 2350: COPY SERVICE</b>		<b>62,240</b>	<b>44,132</b>	<b>0.80</b>	<b>29.09%</b>	<b>66,558</b>	<b>33.69%</b>
	201.2330.130.370.1.2350.23501.1 Copy Service Operator Salary	20,246	20,323	0.40	-0.38%	21,056	3.48%
	201.2330.130.370.1.2350.23502.1 Copy Serv. Transportation Salary	12,460	13,612	0.40	-9.24%	12,958	-5.04%
		<b>32,706</b>	<b>33,935</b>	<b>0.80</b>	<b>-3.76%</b>	<b>34,014</b>	<b>0.23%</b>
	201.2430.250.370.1.2350.23551.1 Copy Service S/M	8,515	3,206		62.35%	4,025	20.36%
	201.2420.240.370.1.2350.23552.1 Copier Lease/Purchase	20,019	6,991		65.08%	25,019	72.06%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.4230.240.370.9.2350.23553.1 Copier Repair	0	0			0	
	201.4230.240.370.9.2350.23554.1 Copier Maintenance	1,000	0		100.00%	3,500	100.00%
		<b>29,534</b>	<b>10,197</b>	-	<b>65.47%</b>	<b>32,544</b>	<b>68.67%</b>
<b>Total Program</b>		<b>62,240</b>	<b>44,132</b>	<b>0.80</b>	<b>29.09%</b>	<b>66,558</b>	<b>33.69%</b>
<b>PROGRAM AREA 2360: EQUIPMENT</b>		<b>2,000</b>	<b>38,773</b>	-	<b>-1838.63%</b>	<b>9,500</b>	<b>-308.13%</b>
	201.7300.260.370.1.2360.23651.1 CCHS New Equipment	0	38,583			2,500	-1443.31%
	201.7400.260.370.1.2360.23652.1 CCHS Replacement Equipment	0	190			2,500	92.40%
	201.7400.260.370.1.2360.23653.1 CCHS Classroom Equipment	0	0			2,500	100.00%
	201.7400.260.910.9.2360.23654.1 Ripley Equipment	2,000	0		100.00%	2,000	100.00%
		<b>2,000</b>	<b>38,773</b>	-	<b>-1838.63%</b>	<b>9,500</b>	<b>-308.13%</b>
<b>Total Program</b>		<b>2,000</b>	<b>38,773</b>	-	<b>-1838.63%</b>	<b>9,500</b>	<b>-308.13%</b>
<b>PROGRAM AREA 2370: FIELD TRIPS</b>		<b>30,000</b>	<b>30,713</b>	-	<b>-2.38%</b>	<b>30,000</b>	<b>-2.38%</b>
	201.2440.130.370.1.2370.23701.1 Field Trip Drivers Salary	30,000	21,977		26.74%	30,000	26.74%
	201.2440.260.370.1.2370.23751.1 Field Trip Expenses		8,736			0	
		<b>30,000</b>	<b>30,713</b>	-	<b>-2.38%</b>	<b>30,000</b>	<b>-2.38%</b>
<b>Total Program</b>		<b>30,000</b>	<b>30,713</b>	-	<b>-2.38%</b>	<b>30,000</b>	<b>-2.38%</b>
<b>PROGRAM AREA 2390: HEALTH SERVICES</b>		<b>133,832</b>	<b>170,897</b>	<b>3.63</b>	<b>-27.69%</b>	<b>132,266</b>	<b>-29.21%</b>
	201.3200.110.370.9.2390.23901.1 Nurse/Nurse Asst. Sal.	126,582	164,710	3.63	-30.12%	125,016	-31.75%
		<b>126,582</b>	<b>164,710</b>	<b>3.63</b>	<b>-30.12%</b>	<b>125,016</b>	<b>-31.75%</b>
	201.3200.250.370.9.2390.23951.1 Health Services S/M	5,000	1,262		74.75%	5,000	74.75%
	201.3200.240.900.9.2390.23952.1 Hlth. Serv. Contr. Services	1,250	4,924		-293.90%	1,250	-293.90%
	201.3200.260.370.9.2390.23953.1 Hlth. Serv. Equipment Maintenance	1,000	0		100.00%	1,000	100.00%
		<b>7,250</b>	<b>6,186</b>	-	<b>14.67%</b>	<b>7,250</b>	<b>14.67%</b>
<b>Total Program</b>		<b>133,832</b>	<b>170,897</b>	<b>3.63</b>	<b>-27.69%</b>	<b>132,266</b>	<b>-29.21%</b>
<b>PROGRAM AREA 2400: PARAPROFESSIONALS</b>		<b>127,682</b>	<b>181,416</b>	-	<b>-42.08%</b>	<b>121,102</b>	<b>-49.80%</b>
	201.2220.120.370.1.2400.24001.1 Paras: Dept. Clerical Salary	96,742	105,096		-8.63%	95,545	-10.00%
	201.3600.130.370.1.2400.24002.1 Paras: Campus Monitor Salary	30,940	76,321		-146.67%	25,557	-198.63%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
		127,682	181,416	-	-42.08%	121,102	-49.80%
<b>Total Program</b>		<b>127,682</b>	<b>181,416</b>	<b>-</b>	<b>-42.08%</b>	<b>121,102</b>	<b>-49.80%</b>
<b>PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL</b>		<b>10,000</b>	<b>3,600</b>	<b>-</b>	<b>64.00%</b>	<b>11,500</b>	<b>68.69%</b>
	201.2440.260.370.1.2410.24151.1 School District Travel	10,000	3,600	-	64.00%	11,500	68.69%
		<b>10,000</b>	<b>3,600</b>	<b>-</b>	<b>64.00%</b>	<b>11,500</b>	<b>68.69%</b>
<b>Total Program</b>		<b>10,000</b>	<b>3,600</b>	<b>-</b>	<b>64.00%</b>	<b>11,500</b>	<b>68.69%</b>
<b>PROGRAM AREA 3510: ADMINISTRATION</b>		<b>716,165</b>	<b>829,066</b>	<b>6.40</b>	<b>-15.76%</b>	<b>740,971</b>	<b>-11.89%</b>
	201.1210.110.370.9.3510.25101.1 Superintendent's Salary	92,021	92,981	0.40	-1.04%	94,551	1.66%
	201.1210.120.370.9.3510.25102.1 Supt. Support Staff	33,843	33,175	0.40	1.97%	34,741	4.51%
	201.1220.110.370.9.3510.25103.1 Asst. Supt. Salary	-	0	-	-	-	-
	201.1230.110.370.9.3510.25115.1 Dir. of Teaching/Learning Sal.	62,100	63,200	0.40	-1.77%	64,896	2.61%
	201.1220.120.370.9.3510.25104.1 Teach/Learning Support Staff	-	25,929	0.80	-	-	-
	201.1410.110.370.9.3510.25106.1 Dir. of Finance & Operations Sal.	-	-	0.50	-	-	-
	201.1410.110.370.9.3510.25106.1 Deputy Supt. of Finance & Oper. Sal.	89,526	97,201	-	-8.57%	93,775	-3.65%
	201.1410.120.370.9.3510.25107.1 Financial Serv. Staff	181,461	178,633	2.70	1.56%	188,688	5.33%
	201.1420.110.370.9.3510.25108.1 Director of Human Resources	62,538	61,727	0.40	1.30%	65,506	5.77%
	201.1420.120.370.9.3510.25109.1 Human Resources Staff Sal.	55,856	43,371	0.80	22.35%	58,090	25.34%
		<b>577,345</b>	<b>596,216</b>	<b>6.40</b>	<b>-3.27%</b>	<b>600,247</b>	<b>0.67%</b>
	201.1210.250.370.9.3510.25151.1 Supt. S/M	5,400	7,407	-	-37.17%	5,625	-31.68%
	201.1210.260.370.9.3510.25152.1 Supt. Consultant Contract	0	0	-	-	2,500	100.00%
	201.1210.240.370.9.3510.25153.1 Supt. Contracted Services	207	0	-	100.00%	2,500	100.00%
	201.1210.260.370.9.3510.25154.1 Supt. Memberships	4,000	3,154	-	21.15%	4,000	21.15%
	201.5200.260.370.9.3510.25155.1 Supt. Insurance	145	0	-	100.00%	145	100.00%
	201.1210.260.370.9.3510.25156.1 Supt. Prof. Development	3,000	1,344	-	55.21%	3,000	55.21%
	201.1210.260.370.9.3510.25157.1 Annual School Census	0	0	-	-	0	-
	201.5100.260.900.9.3510.25158.1 Admin. Annuity	0	0	-	-	0	-
	201.1210.260.370.9.3510.25159.1 Administrative Membership	0	0	-	-	0	-
	201.1220.250.370.9.3510.25161.1 Dir of Teach/Learn S/M	1,000	5,542	-	-454.20%	2,061	-168.90%
	201.1220.240.370.9.3510.25162.1 Dir of Teach/Learn Contr. Services	0	0	-	-	0	-
	201.1220.260.370.9.3510.25163.1 Dir of Teach/Learn Memberships	500	0	-	100.00%	0	-
	201.1220.260.370.9.3510.25164.1 Dir of Teach/Learn Prof. Development	175	0	-	100.00%	500	100.00%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.1410.250.370.9.3510.25171.1	4,500	18,309		-306.86%	3,500	-423.10%
	201.1410.240.370.9.3510.25172.1	15,000	40,325		-168.83%	12,000	-236.04%
	201.1410.260.370.9.3510.25173.1	1,529	572		62.62%	1,529	62.62%
	201.1410.260.370.9.3510.25174.1	2,410	2,750		-14.11%	2,410	-14.11%
	201.1410.260.370.9.3510.25175.1	1,720	400		76.74%	1,720	76.74%
	201.1420.250.370.9.3510.25181.1	2,200	2,744		-24.74%	2,200	-24.74%
	201.1420.240.370.9.3510.25182.1	6,728	6,848		-1.78%	6,728	-1.78%
	201.1420.260.370.9.3510.25183.1	10,000	0		100.00%	10,000	100.00%
	201.1420.260.370.9.3510.25184.1	3,440	178		94.83%	3,440	94.83%
	201.1420.260.370.9.3510.25185.1	1,061	3,498		-229.69%	1,061	-229.69%
	201.1420.260.370.9.3510.25186.1	5,805	37,508		-546.13%	5,805	-546.13%
	201.1430.260.370.9.3510.25191.1	30,000	102,272		-240.91%	30,000	-240.91%
	201.1435.260.370.9.3510.25192.1	40,000	0		100.00%	40,000	100.00%
		<b>138,820</b>	<b>232,849</b>	<b>-</b>	<b>-67.73%</b>	<b>140,724</b>	<b>-65.47%</b>
<b>Total Program</b>		<b>716,165</b>	<b>829,066</b>	<b>6.40</b>	<b>-15.76%</b>	<b>740,971</b>	<b>-11.89%</b>
<b>PROGRAM AREA 3520: PRINCIPALS</b>		<b>687,757</b>	<b>733,458</b>	<b>3.00</b>	<b>-6.64%</b>	<b>722,927</b>	<b>-1.46%</b>
	201.2210.110.370.9.3520.25201.1	157,505	178,051	1.00	-13.04%	166,234	-7.11%
	201.2210.120.370.9.3520.25202.1	242,014	257,103	-	-6.23%	249,879	-2.89%
	201.2210.110.370.9.3520.25203.1	243,225	251,732	2.00	-3.50%	261,801	3.85%
		<b>642,744</b>	<b>686,885</b>	<b>3.00</b>	<b>-6.87%</b>	<b>677,914</b>	<b>-1.32%</b>
	201.2210.250.370.9.3520.25251.1	20,000	27,427		-37.14%	20,000	-37.14%
	201.2420.240.370.9.3520.25252.1	7,500	200		97.33%	7,500	97.33%
	201.2210.260.370.9.3520.25253.1	11,013	13,648		-23.93%	11,013	-23.93%
	201.2210.260.370.9.3520.25254.1	6,500	5,297		18.51%	6,500	18.51%
		<b>45,013</b>	<b>46,572</b>	<b>-</b>	<b>-3.46%</b>	<b>45,013</b>	<b>-3.46%</b>
<b>Total Program</b>		<b>687,757</b>	<b>733,458</b>	<b>3.00</b>	<b>-6.64%</b>	<b>722,927</b>	<b>-1.46%</b>
<b>PROGRAM AREA 3530: SCHOOL COMMITTEE</b>		<b>12,058</b>	<b>4,668</b>	<b>-</b>	<b>61.29%</b>	<b>12,307</b>	<b>62.07%</b>
	201.1110.120.370.9.3530.25301.1	2,021	2,723	-	-34.76%	3,500	22.19%
		<b>2,021</b>	<b>2,723</b>	<b>-</b>	<b>-34.76%</b>	<b>3,500</b>	<b>22.19%</b>
	201.1110.250.370.9.3530.25351.1	1,373	995		27.56%	1,500	33.69%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted	
	201.1110.260.370.9.3530.25352.1	School Committee Dues	7,440	950		87.23%	5,800	83.62%
	201.1110.260.370.9.3530.25353.1	School Committee Conferences	217	0		100.00%	500	100.00%
	201.1110.240.370.9.3530.25354.1	School Comm. Contr. Services	1,007	0		100.00%	1,007	100.00%
			<b>10,037</b>	<b>1,945</b>	-	<b>80.63%</b>	<b>8,807</b>	<b>77.92%</b>
<b>Total Program</b>			<b>12,058</b>	<b>4,668</b>	-	<b>61.29%</b>	<b>12,307</b>	<b>62.07%</b>
<b>PROGRAM AREA 4610: CAPITAL OUTLAY</b>			<b>27,500</b>	<b>98,703</b>	-	<b>-258.92%</b>	<b>27,500</b>	<b>-258.92%</b>
	201.7100.260.370.9.4610.26151.1	Capital Outlay - Grounds	5,000	39,034		-680.68%	5,000	-680.68%
	201.7200.260.370.9.4610.26152.1	Capital Outlay - Buildings	10,000	27,929		-179.29%	10,000	-179.29%
	201.7200.260.370.9.4610.26153.1	Capital Outlay - Designers	2,500	0		100.00%	2,500	100.00%
	201.7300.260.370.9.4610.26154.1	Capital Outlay - Equipment	10,000	31,741		-217.41%	10,000	-217.41%
	201.7200.260.370.9.4610.91251.1	Capital Stabilization	0	0			0	
			<b>27,500</b>	<b>98,703</b>	-	<b>-258.92%</b>	<b>27,500</b>	<b>-258.92%</b>
<b>Total Program</b>			<b>27,500</b>	<b>98,703</b>	-	<b>-258.92%</b>	<b>27,500</b>	<b>-258.92%</b>
<b>PROGRAM AREA 4620: CUSTODIAL SERVICES</b>			<b>546,719</b>	<b>589,445</b>	<b>8.40</b>	<b>-7.82%</b>	<b>561,448</b>	<b>-4.99%</b>
	201.4110.130.370.9.4620.26201.1	Bldg. Serv. Wkr. Salary	434,247	442,805	8.00	-1.97%	445,103	0.52%
	201.4110.130.370.9.4620.26202.1	Bldg. Serv. Wkr. Overtime	75,707	75,313		0.52%	78,736	4.35%
	201.4110.130.370.9.4620.26203.1	Ripley Bldg. Serv. Wkr. Sal.	24,662	28,465	0.40	-15.42%	25,402	-12.06%
	201.4110.130.370.9.4620.26204.1	Ripley Bldg. Serv. Wkr. Overtime	2,160	864		60.01%	2,225	61.17%
	201.4110.120.370.9.4620.26205.1	Receptionist Salary	1,313	900		31.45%	1,352	33.43%
			<b>538,089</b>	<b>548,347</b>	<b>8.40</b>	<b>-1.91%</b>	<b>552,818</b>	<b>0.81%</b>
	201.4110.250.370.9.4620.26251.1	Bldg. Serv. Wkr. S/M	5,109	38,040		-644.56%	5,109	-644.56%
	201.4110.250.370.9.4620.26252.1	Ripley Bldg. Serv. Wkr. S/M	324	0		100.00%	324	100.00%
	201.4110.260.370.9.4620.26253.1	Bldg. Serv. Wkr. Uniforms	3,001	3,059		-1.93%	3,001	-1.93%
	201.4110.260.370.9.4620.26254.1	Bldg. Serv. Wkr. Fees	196	0		100.00%	196	100.00%
	201.7400.260.370.9.4620.26255.1	Bldg. Serv. Wkr. Equipment	0	0			0	
			<b>8,630</b>	<b>41,099</b>	-	<b>-376.23%</b>	<b>8,630</b>	<b>-376.23%</b>
<b>Total Program</b>			<b>546,719</b>	<b>589,445</b>	<b>8.40</b>	<b>-7.82%</b>	<b>561,448</b>	<b>-4.99%</b>

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
<b>PROGRAM AREA 4630: INFO. TECH. SERVICES</b>		<b>760,311</b>	<b>635,192</b>	<b>6.80</b>	<b>16.46%</b>	<b>798,171</b>	<b>20.42%</b>
	201.1450.110.370.9.4630.26301.1 Dir. of Info. Tech.	63,394	64,827	0.49	-2.26%	68,465	5.31%
	201.1450.130.370.9.4630.26302.1 I.T. Services Unit Ldr. Salary	138,667	135,458	1.47	2.31%	144,214	6.07%
	201.1450.130.370.9.4630.26303.1 I.T. Sr. Support Analyst Sal.	271,442	187,583	3.98	30.89%	282,300	33.55%
	201.1450.110.370.9.4630.26306.1 Digital Literacy Administrator	-	0			-	
	201.1450.130.370.9.4630.26305.1 Communication Support Specialist	-	34,815	0.49		-	
	201.1450.120.370.9.4630.26304.1 I.T. Services Clerical Sal.	26,867	25,507	0.37	5.06%	27,941	8.71%
		<b>500,370</b>	<b>448,189</b>	<b>6.80</b>	<b>10.43%</b>	<b>522,920</b>	<b>14.29%</b>
	201.1450.250.370.9.4630.26351.1 I.T. Services Office S/M	5,858	8,763		-49.59%	15,000	41.58%
	201.2451.250.370.1.4630.26352.1 Micro Computer Repair S/M	0	1,758			821	-114.14%
	201.1450.240.900.9.4630.26353.1 Contr. Services - Web Page	6,360	13,012		-104.59%	6,500	-100.18%
	201.1450.260.370.9.4630.26354.1 I. T. Services Server Maintenance	5,966	11,907		-99.59%	6,000	-98.46%
	201.1450.260.370.9.4630.26355.1 I. T. Services New Equipment	50,000	8,815		82.37%	50,000	82.37%
	201.4400.260.370.9.4630.26356.1 I. T. Services Networking	95,000	67,605		28.84%	95,000	28.84%
	201.2455.260.370.1.4630.26361.1 I. T. Services Software Dev.	1,590	0		100.00%	1,590	100.00%
	201.1450.260.370.9.4630.26362.1 I. T. Services Software Lease/Purchase	34,009	16,834		50.50%	35,000	51.90%
	201.1450.260.370.9.4630.26363.1 I. T. Serv. Admin. Software Support	45,000	57,470		-27.71%	45,000	-27.71%
	201.1450.260.370.9.4630.26365.1 I. T. Serv. Software Maint./Financials	2,120	0		100.00%	2,120	100.00%
	201.2250.260.370.9.4630.26366.1 I. T. Serv. Software Maint./Student	10,818	0		100.00%	15,000	100.00%
	201.4230.260.900.9.4630.26367.1 I.T. Vehicle Maint.	1,205	0		100.00%	1,205	100.00%
	201.4230.260.900.9.4630.26368.1 I.T. Gasoline	1,584	503		68.23%	1,584	68.23%
	201.4230.260.900.9.4630.26369.1 I.T. Vehicle Insurance	431	336		22.08%	431	22.08%
	201.7600.260.900.9.4630.26370.1 I.T. Vehicle Replacement	0	0			0	
	201.1450.260.370.9.4630.91251.1 Technology Stabilization	0	0			0	
		<b>259,941</b>	<b>187,004</b>	<b>-</b>	<b>28.06%</b>	<b>275,251</b>	<b>32.06%</b>
<b>Total Program</b>		<b>760,311</b>	<b>635,192</b>	<b>6.80</b>	<b>16.46%</b>	<b>798,171</b>	<b>20.42%</b>
<b>PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&amp;GROUNDS</b>		<b>292,757</b>	<b>455,980</b>	<b>2.12</b>	<b>-55.75%</b>	<b>305,612</b>	<b>-49.20%</b>
	201.4200.130.370.9.4640.26401.1 Maintenance Manager Salary	43,988	42,395	0.40	3.62%	44,990	5.77%
	201.4200.130.370.9.4640.26402.1 Maintenance Salary	107,337	105,255	1.60	1.94%	110,020	4.33%
	201.4200.130.370.9.4640.26403.1 Maintenance Overtime	20,000	12,433		37.83%	20,000	37.83%
	201.4200.130.370.9.4640.26404.1 Maint. Supplemental Labor	-	0			10,000	100.00%
	201.4200.120.370.9.4640.26405.1 Maintenance Clerical Salary	3,602	3,636	0.12	-0.94%	3,602	-0.94%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
		<b>174,927</b>	<b>163,719</b>	<b>2.12</b>	<b>6.41%</b>	<b>188,612</b>	<b>13.20%</b>
	201.4210.250.370.9.4640.26451.1 Maintenance S/M - Grounds	20,000	29,751		-48.76%	17,500	-70.01%
	201.4220.250.370.9.4640.26452.1 Maint. S/M - Buildings	20,000	48,751		-143.76%	17,500	-178.58%
	201.4210.240.370.9.4640.26453.1 Maint. Contr. Services - Grounds	7,000	68,975		-885.36%	7,000	-885.36%
	201.4220.240.370.9.4640.26454.1 Maint. Contr. Services - Buildings	45,000	95,033		-111.18%	45,000	-111.18%
	201.4210.240.370.9.4640.26455.1 Maint. Contr. Services - Snow Plow	15,000	23,385		-55.90%	15,000	-55.90%
	201.4200.260.370.9.4640.26456.1 Maintenance Uniforms	2,880	0		100.00%	3,000	100.00%
	201.4200.260.370.9.4640.26457.1 Trash Pickup & Recycling	950	22,477		-2266.03%	7,500	-199.70%
	201.4200.260.370.9.4640.26458.1 Maintenance Fees	2,000	3,888		-94.41%	2,000	-94.41%
	201.7400.260.370.9.4640.26459.1 Maint. Replacement Equipment	5,000	0		100.00%	2,500	100.00%
		<b>117,830</b>	<b>292,261</b>	<b>-</b>	<b>-148.04%</b>	<b>117,000</b>	<b>-149.80%</b>
<b>Total Program</b>		<b>292,757</b>	<b>455,980</b>	<b>2.12</b>	<b>-55.75%</b>	<b>305,612</b>	<b>-49.20%</b>
<b>PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&amp;VEHICLES</b>		<b>32,791</b>	<b>24,580</b>	<b>-</b>	<b>25.04%</b>	<b>28,028</b>	<b>12.30%</b>
	201.4230.250.370.9.4650.26551.1 Maintenance S/M - Vehicles	13,763	15,044		-9.31%	10,000	-50.44%
	201.4230.250.370.9.4650.26552.1 Maintenance S/M - Equipment	3,461	4,541		-31.20%	3,461	-31.20%
	201.4230.240.370.9.4650.26553.1 Maint. Contr. Serv. - Equipment	7,884	2,134		72.93%	7,884	72.93%
	201.4230.260.370.9.4650.26554.1 Maintenance Gasoline	6,606	1,854		71.94%	5,606	66.93%
	201.4230.260.370.9.4650.26555.1 Maint. Vehicle Insurance	1,077	1,007		6.46%	1,077	6.46%
	201.7600.260.370.9.4650.26556.1 Maint. Vehicle Replacement	0	0			0	
		<b>32,791</b>	<b>24,580</b>	<b>-</b>	<b>25.04%</b>	<b>28,028</b>	<b>12.30%</b>
<b>Total Program</b>		<b>32,791</b>	<b>24,580</b>	<b>-</b>	<b>25.04%</b>	<b>28,028</b>	<b>12.30%</b>
<b>PROGRAM AREA 4660: REGULAR TRANSPORTATION</b>		<b>892,318</b>	<b>650,366</b>	<b>9.00</b>	<b>27.12%</b>	<b>957,693</b>	<b>32.09%</b>
	201.3300.130.370.1.4660.26601.1 Transportation Manager Salary	29,405	30,361	0.40	-3.25%	31,575	3.85%
	201.3300.130.370.1.4660.26600.1 Trans. Drivers Salary - Acton	1,520	444	-	70.80%	1,581	71.93%
	201.3300.130.370.1.4660.26602.1 Drivers' Salary	336,331	298,327	7.00	11.30%	344,739	13.46%
	201.3300.130.370.1.4660.26603.1 Drivers' Overtime	40,000	10,447		73.88%	20,000	47.77%
	201.3300.130.370.1.4660.26604.1 Mechanics' Salary	77,202	67,275	0.80	12.86%	76,247	11.77%
	201.3300.130.370.1.4660.26605.1 Mechanics' Overtime	14,847	6,584		55.66%	12,551	47.55%
	201.3300.130.370.1.4660.26606.1 Trans. Coordinator Salary	40,551	44,336	0.80	-9.33%	47,548	6.76%
		<b>539,856</b>	<b>457,773</b>	<b>9.00</b>	<b>15.20%</b>	<b>534,241</b>	<b>14.31%</b>
	201.3300.250.370.1.4660.26651.1 Transportation S/M	100,000	64,797		35.20%	85,000	23.77%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
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CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.3300.260.370.1.4660.26652.1	1,159	171		85.29%	0	
	201.3300.260.370.1.4660.26653.1	125,000	35,364		71.71%	85,000	58.40%
	201.3300.260.370.1.4660.26654.1	3,016	2,799		7.21%	3,008	6.96%
	201.3300.260.370.1.4660.26655.1	4,260	747		82.47%	3,772	80.20%
	201.3300.260.370.1.4660.26656.1	1,160	69		94.05%	1,394	95.05%
	201.3300.260.370.1.4660.26657.1	8,234	1,555		81.12%	4,000	61.13%
	201.3300.260.370.1.4660.26658.1	4,527	1,080		76.14%	3,000	64.00%
	201.7600.260.370.1.4660.26659.1	0	0			100,000	100.00%
	201.3300.240.370.1.4660.26660.1	45,000	28,515		36.63%	33,798	15.63%
	201.3300.260.370.1.4660.26661.1	60,106	57,498		4.34%	104,480	44.97%
		<b>352,462</b>	<b>192,593</b>	-	<b>45.36%</b>	<b>423,452</b>	<b>54.52%</b>
<b>Total Program</b>		<b>892,318</b>	<b>650,366</b>	<b>9.00</b>	<b>27.12%</b>	<b>957,693</b>	<b>32.09%</b>
<b>PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION</b>		<b>539,002</b>	<b>651,219</b>	-	<b>-20.82%</b>	<b>631,667</b>	<b>-3.10%</b>
	201.3300.130.370.2.4670.26701.1	-	0			-	
		-	-	-		-	
	201.3300.260.370.2.4670.26751.1	527,707	569,389		-7.90%	<b>554,092</b>	-2.76%
	201.3300.260.370.2.4670.26752.1	11,000	81,107		-637.34%	74,493	-8.88%
	201.7600.260.370.2.4670.26761.1	0	0			0	
	201.3300.260.370.2.4670.26762.1	0	499			424	-17.71%
	201.3300.260.370.2.4670.26763.1	295	224		24.11%	241	7.10%
	201.3300.250.370.2.4670.26764.1	0	0			2,417	100.00%
		<b>539,002</b>	<b>651,219</b>	-	<b>-20.82%</b>	<b>631,667</b>	<b>-3.10%</b>
<b>Total Program</b>		<b>539,002</b>	<b>651,219</b>	-	<b>-20.82%</b>	<b>631,667</b>	<b>-3.10%</b>
<b>PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS</b>		<b>212,088</b>	<b>55,259</b>	-	<b>73.95%</b>	<b>159,452</b>	<b>65.34%</b>
	201.4120.260.370.9.4680.26851.1	180,000	37,006		79.44%	130,000	71.53%
	201.4120.260.910.9.4680.26852.1	19,088	18,253		4.37%	19,926	8.39%
	201.4120.260.370.9.4680.26853.1	0	0			2,242	100.00%
	201.4120.260.370.9.4680.26858.1	0	0			0	
	201.4120.240.370.9.4680.26860.1	9,000	0		100.00%	3,284	100.00%
	201.4120.240.370.9.4680.26861.1	0	0			0	
	201.4120.240.370.9.4680.26862.1	4,000	0		100.00%	4,000	100.00%
		<b>212,088</b>	<b>55,259</b>	-	<b>73.95%</b>	<b>159,452</b>	<b>65.34%</b>

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
<b>Total Program</b>		<b>212,088</b>	<b>55,259</b>	<b>-</b>	<b>73.95%</b>	<b>159,452</b>	<b>65.34%</b>
<b>PROGRAM AREA 4690: UTILITIES/OTHER</b>		<b>531,131</b>	<b>389,000</b>	<b>-</b>	<b>26.76%</b>	<b>473,377</b>	<b>17.82%</b>
	201.4130.260.370.9.4690.26951.1 CCHS Electricity	340,000	268,501		21.03%	275,000	2.36%
	201.4130.260.910.9.4690.26952.1 Ripley Electricity	25,000	26,704		-6.81%	30,453	12.31%
	201.4130.260.370.9.4690.26953.1 Trans. Repair Electricity	0	0			0	
	201.4130.260.370.9.4690.26960.1 CCHS Water/Sewer	50,000	37,883		24.23%	49,900	24.08%
	201.4130.260.910.9.4690.26961.1 Ripley Water/Sewer	3,000	1,557		48.09%	3,000	48.09%
	201.4130.260.370.9.4690.26962.1 Trans. Water/Sewer	0	0			0	
	201.4130.260.370.9.4690.26970.1 Telephone	85,000	54,356		36.05%	85,000	36.05%
	201.4130.260.370.9.4690.26980.1 Trash Pickup & Recycling	28,131	0		100.00%	30,024	100.00%
		<b>531,131</b>	<b>389,000</b>	<b>-</b>	<b>26.76%</b>	<b>473,377</b>	<b>17.82%</b>
<b>Total Program</b>		<b>531,131</b>	<b>389,000</b>	<b>-</b>	<b>26.76%</b>	<b>473,377</b>	<b>17.82%</b>
<b>PROGRAM AREA 5800: DEBT SERVICE</b>		<b>4,843,808</b>	<b>4,841,208</b>	<b>-</b>	<b>0.05%</b>	<b>5,136,993</b>	<b>5.76%</b>
	201.8200.260.370.9.5800.28051.1 Debt Service Banking	3,600	1,000		72.22%	3,600	72.22%
	201.8100.260.370.9.5800.28052.1 H.S '92 - Principal	0	0			0	
	201.8200.260.370.9.5800.28053.1 H.S. '92 - Interest	0	0			0	
	201.8100.260.370.9.5800.28054.1 H.S. '05 - Principal	0	0			0	
	201.8200.260.370.9.5800.28055.1 H.S. '05 - Interest	0	0			0	
	201.8100.260.370.9.5800.28056.1 H.S. 06 - Principal	0	0			0	
	201.8200.260.370.9.5800.28057.1 H.S. 06 - Interest	0	0			0	
	201.8100.260.370.9.5800.28058.1 H.S. 07 - Principal	0	0			0	
	201.8200.260.370.9.5800.28059.1 H.S. 07 - Interest	0	0			0	
	201.8100.260.370.9.5800.28060.1 H.S. 08 - Principal	245,000	245,000		0.00%	245,000	0.00%
	201.8200.260.370.9.5800.28061.1 H.S. 08 - Interest	21,126	21,126		0.00%	12,606	-67.59%
	201.8100.260.370.9.5800.28062.1 H.S. '10 - Principal	0	0			0	
	201.8200.260.370.9.5800.28063.1 H.S. '10 - Interest	0	0			0	
	201.8100.260.370.9.5800.28064.1 H.S. '11 - Principal	0	0			0	
	201.8200.260.370.9.5800.28065.1 H.S. '11 - Interest	0	0			0	
	201.8100.260.370.9.5800.28066.1 H.S. '12 Building - Principal	0	0			0	
	201.8200.260.370.9.5800.28067.1 H.S. '12 Building - Interest	0	0			0	
	201.8200.260.370.9.5800.28068.1 H.S. '13 Building - Principal	1,400,000	1,400,000		0.00%	1,350,000	-3.70%
	201.8200.260.370.9.5800.28069.1 H.S. '13 Building - Interest	969,082	969,082		0.00%	930,987	-4.09%
	201.8200.260.370.9.5800.28070.1 H.S. '17 Building \$1.9M - Bond Principal	0	0			0	

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
FY2018 PRELIMINARY BUDGET  
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted	
	201.8200.260.370.9.5800.28071.1	H.S. '17 Building \$1.9M - Bond Interest	0	0		0		
	201.8200.260.370.9.5800.28072.1	H.S. '15 Building - Principal	1,305,000	1,305,000	0.00%	1,350,000	3.33%	
	201.8200.260.370.9.5800.28073.1	H.S. '15 Building - Interest	900,000	900,000	0.00%	949,500	5.21%	
	201.8200.260.370.9.5800.28075.1	H.S. '16 Bus BAN - Interest		0		7,400	100.00%	
	201.8100.260.370.9.5800.28074.1	H.S. '16 Bus BAN - Optional Principal		0		92,500	100.00%	
	<b>201.8100.260.370.9.5800.28076.1</b>	<b>H.S. '18 Landfill - Principal</b>		0		0		
	201.8100.260.370.9.5800.28078.1	H.S. '16 Building - Principal		0		115,000	100.00%	
	<b>201.8200.260.370.9.5800.28077.1</b>	<b>H.S. '18 Landfill - Interest</b>		0		0		
	201.8200.260.370.9.5800.28079.1	H.S. '16 Building - Interest		0		66,150	100.00%	
	201.8200.260.370.9.5800.28080.1	H.S. '16 Building BAN - Interest		0		14,250	100.00%	
			<b>4,843,808</b>	<b>4,841,208</b>	-	<b>0.05%</b>	<b>5,136,993</b>	<b>5.76%</b>
<b>Total Program</b>			<b>4,843,808</b>	<b>4,841,208</b>	-	<b>0.05%</b>	<b>5,136,993</b>	<b>5.76%</b>
<b>PROGRAM AREA 5810: INSURANCE</b>			<b>2,168,418</b>	<b>2,106,540</b>	-	<b>2.85%</b>	<b>2,515,579</b>	<b>16.26%</b>
	201.5200.260.370.9.5810.28151.1	Workers' Compensation	37,600	102,909	-173.69%	37,600	-173.69%	
	201.5200.260.370.9.5810.28152.1	Employee Assistance Program	5,000	0	100.00%	0		
	201.5200.260.370.9.5810.28153.1	FICA Medical Insurance	226,210	250,383	-10.69%	260,742	3.97%	
	201.5200.260.370.9.5810.28154.1	Unemployment Compensation	15,000	4,735	68.43%	15,000	68.43%	
	201.5200.260.370.9.5810.28155.1	Hospital/Life Insurance	1,083,997	940,639	13.22%	1,172,028	19.74%	
	201.5200.260.370.9.5810.28156.1	Social Security Tax	51,250	44,749	12.68%	55,539	19.43%	
	201.5260.260.370.9.5810.28157.1	Public Liability Insurance	15,000	30,054	-100.36%	25,000	-20.22%	
	201.5260.260.370.9.5810.28158.1	Sch. Comm. Prof. Liability	3,500	3,186	8.97%	3,500	8.97%	
	201.5260.260.370.9.5810.28159.1	Nurses Liability Insurance	500	109	78.20%	500	78.20%	
	201.5200.260.370.9.5810.28163.1	Retiree Medical Insurance	235,670	240,084	-1.87%	235,670	-1.87%	
	201.5200.260.370.9.5810.28164.1	OPEB Liability - Active EE Retiree Medical Ins.	489,691	489,691	0.00%	705,000	30.54%	
	201.5200.260.370.9.5810.28165.1	Ch. 32(b) Sec 9(a)1/2 Assessments	5,000	0	100.00%	5,000	100.00%	
			<b>2,168,418</b>	<b>2,106,540</b>	-	<b>2.85%</b>	<b>2,515,579</b>	<b>16.26%</b>
<b>Total Program</b>			<b>2,168,418</b>	<b>2,106,540</b>	-	<b>2.85%</b>	<b>2,515,579</b>	<b>16.26%</b>
<b>PROGRAM AREA 5820: RETIREMENT</b>			<b>580,748</b>	<b>580,748</b>	-	<b>0.00%</b>	<b>666,849</b>	<b>12.91%</b>
	201.5100.260.370.9.5820.28251.1	Retirement	<b>580,748</b>	580,748	0.00%	<b>666,849</b>	12.91%	

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
 FY2018 PRELIMINARY BUDGET  
 CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
		580,748	580,748	-	0.00%	666,849	12.91%
<b>Total Program</b>		<b>580,748</b>	<b>580,748</b>	<b>-</b>	<b>0.00%</b>	<b>666,849</b>	<b>12.91%</b>
<b>PROGRAM AREA 5830: ASSESSMENTS</b>		<b>135,000</b>	<b>106,066</b>	<b>-</b>	<b>21.43%</b>	<b>135,000</b>	<b>21.43%</b>
201.9110.260.370.9.5830.28351.1	School Choice Assessment	15,000	12,742	-	15.05%	15,000	15.05%
201.9120.260.370.9.5830.28352.1	Charter School Assessment	120,000	93,324	-	22.23%	120,000	22.23%
		<b>135,000</b>	<b>106,066</b>	<b>-</b>	<b>21.43%</b>	<b>135,000</b>	<b>21.43%</b>
<b>Total Program</b>		<b>135,000</b>	<b>106,066</b>	<b>-</b>	<b>21.43%</b>	<b>135,000</b>	<b>21.43%</b>
<b>PROGRAM AREA 5840: OTHER FIXED COSTS</b>		<b>65,177</b>	<b>49,861</b>	<b>-</b>	<b>23.50%</b>	<b>76,650</b>	<b>34.95%</b>
201.5500.260.900.9.5840.28451.1	Postage	27,107	9,289	-	65.73%	35,000	73.46%
201.5500.240.370.9.5840.28452.1	Audit Contract	37,100	40,000	-	-7.82%	40,000	0.00%
201.5500.260.370.9.5840.28453.1	Banking Services	88	0	-	100.00%	1,000	100.00%
201.5500.260.370.9.5840.28454.1	Treasurer Bonds	882	572	-	35.15%	650	12.00%
		<b>65,177</b>	<b>49,861</b>	<b>-</b>	<b>23.50%</b>	<b>76,650</b>	<b>34.95%</b>
<b>Total Program</b>		<b>65,177</b>	<b>49,861</b>	<b>-</b>	<b>23.50%</b>	<b>76,650</b>	<b>34.95%</b>
<b>Grand Total</b>		<b>30,643,037</b>	<b>30,635,037</b>	<b>167.82</b>	<b>0.03%</b>	<b>31,741,774</b>	<b>3.49%</b>
<b>-- less Debt Service</b>		<b>4,840,208</b>	<b>4,840,208</b>	<b>-</b>		<b>5,133,393</b>	
<b>Total Operating Budget</b>		<b>25,802,829</b>	<b>25,794,829</b>	<b>167.82</b>	<b>0.03%</b>	<b>26,608,381</b>	<b>3.06%</b>

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT  
 FY2018 PRELIMINARY BUDGET  
 CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	% Variance FY16 Actual vs. Budgeted	FY2017 Budget	% Variance FY16 Actual vs. FY17 Budgeted
	REGULAR EDUCATION	\$ 12,568,336	\$ 12,651,254	116.74	-0.66%	\$ 13,092,185	3.37%
	SPECIAL EDUCATION	\$ 5,569,955	\$ 5,833,643	15.36	-4.73%	\$ 5,331,032	-9.43%
	ADMINISTRATION	\$ 1,415,980	\$ 1,567,191	9.40	-10.68%	\$ 1,476,205	-6.16%
	OPERATIONS	\$ 3,295,615	\$ 2,898,527	26.32	12.05%	\$ 3,311,281	12.47%
	FIXED COSTS	\$ 7,793,151	\$ 7,684,423	-	1.40%	\$ 8,531,071	9.92%
	TOTAL BUDGET	\$ 30,643,037	\$ 30,635,037	167.82	0.03%	\$ 31,741,774	3.49%
	- - Less Debt Service	\$ 4,840,208	\$ 4,840,208	-		\$ 5,133,393	
	OPERATING BUDGET	\$ 25,802,829	\$ 25,794,829	167.82	0.03%	\$ 26,608,381	3.06%

Attachment #2

District Goals 2016-17- CCRSD

*Mission: Educate all students in becoming independent lifelong learners, creative thinkers, caring citizens, and responsible contributors in a global society.*

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

GOALS	ACTIONS	OUTCOMES
1. CCHS students will master critical end of year grade level standards.	<ul style="list-style-type: none"><li>● Implement common assessments to analyze student work for instructional adjustments and/or targeted intervention.</li><li>● Dept. chairs and teachers review underperforming student work on a quarterly basis to identify intervention strategies.</li><li>● Implement school- wide intervention plan to support student achievement.</li><li>● Review and revise Social Studies and Health curricula to reflect the State Frameworks.</li><li>● Integrate Next Generation Science Standards into science courses.</li></ul>	<ul style="list-style-type: none"><li>● 95% CCHS students earn 2.5 GPA or higher.</li><li>● 95% CCHS students score 3-5 on AP exams.</li><li>● Median SAT score is 600.</li><li>● 100% Competency Determination for Class 2017.</li><li>● 95% CCHS students score Adv./Prof. MCAS ELA/Math/Science.</li><li>● CPI score is 75 or better for each student group in ELA and Math.</li><li>● CCRSD will improve DESE classification from Level 2 to Level 1 Accountability Level.</li></ul>

Attachment #2

District Goals 2016-17- CCRSD

GOALS	ACTIONS	OUTCOMES
<p>2. CCHS student learning experiences are personalized, engaging, standards-based, and include skills/strategies for college, career, and citizenship.</p>	<ul style="list-style-type: none"> <li>● Implement professional learning for teachers to increase their effective use of digital tools.</li> <li>● Provide coding classes in the Math Dept.</li> <li>● 100% teachers implement Google Classroom to manage assignments, assess student work, and provide timely feedback.</li> <li>● Collaboratively analyze student work to revise instructional practices or provide intervention.</li> <li>● Create learning experiences with interdisciplinary units.</li> <li>● Provide instructional coaching for increased student engagement and project-based learning.</li> <li>● Increase opportunities for students to make effective presentations.</li> <li>● Create more opportunities for students to participate in project-based interdisciplinary units in science, technology, engineering, math, and art through the STEAM committee.</li> <li>● Provide more opportunities for students to participate in the Global Literacy Certificate and Senior Internship programs.</li> </ul>	<ul style="list-style-type: none"> <li>● 100% CCHS students use Google Apps.</li> <li>● All teachers will demonstrate how they made adjustments in instructional practices based on their collaborative analysis of student work.</li> <li>● All teachers will post student grades on the Aspen parent portal for progress monitoring by the students and their parents.</li> <li>● All departments will develop new interdisciplinary units.</li> <li>● All departments will use specific and measureable criteria for successful student presentation skills.</li> <li>● The curriculum review cycle is formalized with a multi-year timeline and vertical articulation with Concord and Carlisle K8.</li> <li>● More seniors participate in the Senior Internship program.</li> <li>● Students in the GLC program will attend the Global Student Leadership Conference in Peru.</li> </ul>

Attachment #2

District Goals 2016-17- CCRSD

GOALS	ACTIONS	OUTCOMES
<p>3. CCHS students feel safe, included, supported, and respected by peers and adults.</p>	<ul style="list-style-type: none"> <li>● Identify students who are not connected and implement strategic response to include these students in a community.</li> <li>● Increase student participation in decision- making that impacts school culture.</li> <li>● Implement activities and strategies that address race, equity, and inclusive school culture.</li> <li>● Participate in Challenge Success program to respond to student survey data 2016 and implement recommendations to reduce student stress.</li> <li>● Time and Learning Committee review daily schedule for improvements.</li> </ul>	<ul style="list-style-type: none"> <li>● 95% or greater CCHS students report on a student survey that they have a connection to a least one adult at CCHS.</li> <li>● Student Advisory will provide opportunities for student feedback on school climate concerns.</li> <li>● Student participation on school-wide committees will increase.</li> <li>● Student-led diversity-based events and school-wide activities will address race and equity issues.</li> <li>● Student work loads and schedules will be revised to reduce stress.</li> </ul>

GOALS	ACTIONS	OUTCOMES
<p>4. Improve the Supervision and Evaluation process by calibrating the 5-step cycle, increasing rater-reliability, and aligning S&amp;E with student data.</p>	<ul style="list-style-type: none"> <li>● Provide district course in S&amp;E through Concord Fellows.</li> <li>● CCHS Admin. and CCHS Dept. Chairs participate in professional learning to calibrate the cycle, improve inter-rater reliability, and align S&amp;E with student data.</li> </ul>	<ul style="list-style-type: none"> <li>● Provide targeted constructive feedback for all educators as evidenced by a staff feedback.</li> <li>● Use multiple data sources to evaluate teacher and department performance as evidenced by evaluators professional practice goal attainment</li> </ul>

Attachment #2

District Goals 2016-17- CCRSD

GOALS	ACTIONS	OUTCOMES
<p>5. Provide students and staff with the resources, materials, and infrastructure to support high quality learning environments.</p>	<ul style="list-style-type: none"> <li>● Work with school administration, school Committee, and both Concord and Carlisle Finance Committees to develop FY18 CCRSD budget that supports district goals and is within the levy limit.</li> <li>● Discuss FY18 budget development at each Regional SC meeting to increase public understanding of the budget process.</li> <li>● Discuss preliminary FY18 budget with SC, CCHS faculty, and Concord and Carlisle Finance Committee.</li> <li>● Develop FY18 budget book and present SC adopted FY18 budget at Public Hearings and Town Meetings.</li> <li>● Digitize administrative functions in the Business, HR, and CCHS offices.</li> <li>● Reduce, reuse, and recycle districtwide.</li> </ul>	<ul style="list-style-type: none"> <li>● FY18 CCRSD budget is approved at both Concord and Carlisle Town Meetings.</li> <li>● Reduce use of paper, water, gas, electricity by 10%.</li> </ul>

Attachment #2

District Goals 2016-17- CCRSD

GOALS	ACTIONS	OUTCOMES
<p>6. Build support, consensus, and community engagement for the district mission, core values, challenges, and accomplishments, and critical decisions using multiple communication strategies.</p>	<ul style="list-style-type: none"> <li>● Improve CCHS website to increase access to CCHS information.</li> <li>● Continue "Your Voice Matters" to solicit community feedback.</li> <li>● Conduct Principal and SC coffees during the school year to both share information and receive feedback.</li> <li>● Increase communication with Grade 8 families in both Concord and Carlisle for the transition to CCHS.</li> <li>● Continue communication to community through school meetings, parent meetings, PTG, district, CCHS websites, monthly updates, school newsletters, local media, social media, and the annual performance report.</li> </ul>	<ul style="list-style-type: none"> <li>● Parents report on the parent survey improved home-school communication.</li> <li>● Parents of incoming Freshmen report 85% satisfaction with CCHS communication regarding transition to CCHS.</li> <li>● Increase community awareness of CCHS goals, accomplishments, and challenges as measured by informal and formal feedback.</li> </ul>

Monthly Enrollments  
10/1/2016 - 6/1/2017

Oct. 1, 2015 Enrollment with K-5 Ratios	K-5 Ratios 2015-2016	Oct. 1 2015	Oct. 1 2016	Nov. 1 2016	Dec. 1 2016	Jan. 1 2017	Feb. 1 2017	Mar. 1 2017	Apr. 1 2017	May 1 2017	June 1 2017	K-5 Ratios 2016-2017	
CCHS		333	301										
9		333	334										
10		309	325										
12		313	315										
Other		0	0										
<b>TOTAL CCHS:</b>		1288	1275	0	0	0	0	0	0	0	0		
Peabody & Sanborn		239	239										
6		232	249										
7		208	227										
8		679	715	0	0	0	0	0	0	0	0		
<b>TOTAL PEABODY (311) &amp; SANBORN (404):</b>													
	<b>2015-2016</b>	<b>10/01/15</b>										<b>2016-2017</b>	<b>10/01/16</b>
Alcott	<b>Sections</b>	<b>Ratio</b>										<b>Sections</b>	<b>Ratio</b>
K	4	21.8	87	67								4	16.8
1	4	18.8	75	90								4	22.5
2	4	20.3	81	75								4	18.8
3	4	20.8	83	81								4	20.3
4	4	18.3	73	83								4	20.8
5	4	17.8	71	71								4	17.8
<b>TOTAL ALCOTT:</b>	24		470	467	0	0	0	0	0	0	0	24	
Thoreau	<b>Sections</b>	<b>Ratio</b>										<b>Sections</b>	<b>Ratio</b>
K	4	18.3	73	71								4	17.8
1	4	16.3	65	75								4	18.8
2	4	19.3	77	70								4	17.5
3	4	18.8	75	81								4	20.3
4	4	22.5	90	75								4	18.8
5	4	19.0	76	86								4	21.5
<b>TOTAL THOREAU:</b>	24		456	458	0	0	0	0	0	0	0	24	
Willard	<b>Sections</b>	<b>Ratio</b>										<b>Sections</b>	<b>Ratio</b>
K	3	21.7	65	71								4	17.8
1	4	16.8	67	72								4	18.0
2	4	20.5	82	71								4	17.8
3	4	19.8	79	83								4	20.8
4	4	18.8	75	76								4	19.0
5	4	24.8	99	75								4	18.8
<b>TOTAL WILLARD:</b>	23		467	448	0	0	0	0	0	0	0	24	
<b>TOTAL K-12</b>													
Elementary - Grades K-5		1393	1373	0	0	0	0	0	0	0	0	0	
Elementary - Grades 1-5		1168	1164	0	0	0	0	0	0	0	0	0	
Middle - Grades 6-8		679	715	0	0	0	0	0	0	0	0	0	
CPS - Grades K-8		2072	2088	0	0	0	0	0	0	0	0	0	
CCHS - Grades 9-12		1288	1275	0	0	0	0	0	0	0	0	0	
<b>TOTAL K-12: (Not including OOD SPED)</b>		3360	3363	0	0	0	0	0	0	0	0	0	
<b>Worksheet</b>													
Kindergarten		225	209	0	0	0	0	0	0	0	0	0	
1		207	237	0	0	0	0	0	0	0	0	0	
2		240	216	0	0	0	0	0	0	0	0	0	
3		237	245	0	0	0	0	0	0	0	0	0	
4		238	234	0	0	0	0	0	0	0	0	0	
5		246	232	0	0	0	0	0	0	0	0	0	
<b>TOTAL Grades K-5:</b>		1393	1373	0	0	0	0	0	0	0	0	0	
Grade 6		239	239	0	0	0	0	0	0	0	0	0	
Grade 7		232	249	0	0	0	0	0	0	0	0	0	
Grade 8		208	227	0	0	0	0	0	0	0	0	0	
<b>TOTAL Grades 6-8:</b>		679	715	0	0	0	0	0	0	0	0	0	
<b>TOTAL Grades K-8:</b>		2072	2088	0	0	0	0	0	0	0	0	0	
Grade 9		333	301	0	0	0	0	0	0	0	0	0	
Grade 10		333	334	0	0	0	0	0	0	0	0	0	
Grade 11		309	325	0	0	0	0	0	0	0	0	0	
Grade 12		313	315	0	0	0	0	0	0	0	0	0	
Other		0	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL Grades 9-12:</b>		1288	1275	0	0	0	0	0	0	0	0	0	
<b>TOTAL K-12: (Not including OOD SPED)</b>		3360	3363	0	0	0	0	0	0	0	0	0	

Monthly Enrollments  
10/1/2016 - 6/1/2017

Oct. 1, 2015 Enrollment with K-5 Ratios	K-5 Ratios 2015-2016	Oct. 1 2015	Oct. 1 2016	Nov. 1 2016	Dec. 1 2016	Jan. 1 2017	Feb. 1 2017	Mar. 1 2017	Apr. 1 2017	May 1 2017	June 1 2017	K-5 Ratios 2016-2017
<b>Worksheet</b>												
<b>SPECIAL EDUCATION OOD</b>												
CPS OOD K-8		32	35									
CCHS OOD		46	37									
<b>TOTAL K-12 OOD: (Not in K-12 Total)</b>		<b>78</b>	<b>72</b>	0	0	0	0	0	0	0	0	0
<b>Pre-School OOD: (Not in K-12 Total)</b>												
		0	1	0	0	0	0	0	0	0	0	0
<b>METCO STUDENTS</b>												
CCHS		51	51									
Middle School		31	33									
Alcott		37	45									
Thoreau		11	5									
Willard		11	3									
<b>TOTAL K-12: METCO Students:</b>		<b>141</b>	<b>137</b>	0	0	0	0	0	0	0	0	0
<b>Other</b>												
<b>NON-TUITION-OUT OF TOWN Students</b>												
CCHS---Carlisle Students		323	320									
CCHS---Staff Students		13	16									
<b>TOTAL CCHS-Out of Town Students:</b>		<b>336</b>	<b>336</b>	0	0	0	0	0	0	0	0	0
Middle School-Staff Students		10	8									
Alcott-Staff Students		13	16									
Thoreau-Staff Students		3	3									
Willard-Staff Students		6	5									
<b>TOTAL K-8 - Out of Town Students:</b>		<b>32</b>	<b>32</b>	0	0	0	0	0	0	0	0	0
<b>CONCORD STUDENTS</b>												
CCHS		901	888									
Peabody & Sanborn		638	674									
Alcott		420	406									
Thoreau		442	450									
Willard		450	440									
<b>TOTAL CONCORD Students:</b>		<b>2851</b>	<b>2858</b>	0	0	0	0	0	0	0	0	0