

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

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537 [www.concordpublicschools.net](http://www.concordpublicschools.net)

TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations   
DATE: August 27, 2013  
RE: **Apple Lease Purchase**

In order to expand the computing environment at the Concord Middle School, the District has ordered and received 250 MacAir laptops computers.

I would recommend that the Concord School Committee confirm authorization for the three year lease purchase of these computers.

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

Vote to confirm authorization for a three year lease purchase of 250 MacAir computers from Apple Corporation, care of Apple Education Finance Program, 12545 Riata Vista Circle, MS 198-3LSE, Austin, Texas, for the school year commencing September of 2013 with three equal annual payments of \$97,477.62.

Thank you.

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TO: Concord School Committee  
FROM: Diana Rigby, Superintendent  
DATE: August 27, 2013  
SUBJECT: Accept Willard PTG Donation

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The Willard PTG has agreed to help pay to upgrade the Willard swings by replacing two toddler swings on the Willard playground with two full-size swings at a cost of \$384.71.

I would like to request that the School Committee accept the PTG donation of \$384.71 for this purpose.

**Motion:** That the Concord School Committee vote to accept the Willard PTG donation in the amount of \$384.71.

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TO: Concord-Carlisle Regional School Committee

FROM: Diana Rigby, Superintendent

DATE: August 27, 2013

SUBJECT: Approve Soccer Trip to Vermont

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Ray Pavlik is requesting permission for an overnight trip to Townshend, VT to take place on October 18 – 20, 2013.

**Motion:** That the Concord-Carlisle Regional School Committee vote to approve the overnight trip to Townshend, VT.

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TO: Concord-Carlisle Regional School Committee  
FROM: Diana Rigby, Superintendent  
DATE: August 27, 2013  
SUBJECT: Approve Band Trip – Spring 2014

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David Gresko, Director of Bands/Orchestra at CCHS, is requesting permission to plan a trip to Orlando, Florida on April 24-27, 2014 (Spring break).

Attached please find backup information on the trip. David Gresko and Peter Badalament will be in attendance at the School Committee meeting to answer any questions.

***Motion:*** That the Concord-Carlisle Regional School Committee vote to approve permission to plan the Band Trip for the spring of 2014.

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TO: Concord School Committee  
FROM: Diana Rigby, Superintendent  
DATE: August 27, 2013  
SUBJECT: Vote to Approve Annual CMS Field Trips

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Lynne Beattie, Concord Middle School Principal, is requesting approval for the annual CMS field trips:

- Merrowvista Campsite, Tuftonboro, New Hampshire (6<sup>th</sup> grade) – September 30-October 2 (Sanborn), October 2-4, 2013 (Peabody)
- Washington, D.C. (8<sup>th</sup> grade) – April 29 – May 2, 2014

Lynne Beattie will be in attendance at the meeting to answer any questions.

**Motion:** That the Concord School Committee vote to approve the Concord Middle School Annual Field Trips.

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CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

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120 MERIAM ROAD      CONCORD, MA 01742      PHONE: 978.318.1500  
FAX: 978.318.1537      [www.colonial.net](http://www.colonial.net)

**Field Trip Request Form**

**A. General Information**

Faculty Member requesting the field trip: *Lynne Beattie*  
School: *Concord Middle School*      Phone Number: *978-341-2490 x6110*  
Email: [lbeattie@colonial.net](mailto:lbeattie@colonial.net)  
Destination of field trip: *Camp Merrowvista, 147 Canaan Rd., Tuftonboro, NH*  
Dates of trip: *September 30-October 2 (Sanborn), October 2-4 (Peabody), 2013*  
Expected number of students participating in the field trip: *220*      Cost of trip: *\$235*  
Grade level of students participating in field trip: *6th*  
Number of days: *3*      School days missed: *3*  
Will there be an overnight stay? *Yes*      Number of nights: *2*

**B. Itinerary**

**Day 1**

8:45 am:      students leave CMS  
11:30 am:      students arrive at Merrowvista camp site—put belongings in cabins  
12:00 pm:      students eat lunch  
1:00 pm:      students and teachers are divided into groups of 10-12 with a Merrowvista  
staff member and complete a climbing, hiking, or team-building game  
5:00 pm:      supervised free play on the activity field and/or return to cabins to unpack  
or organize  
6:00 pm:      dinner  
7:00 pm:      night walk or other evening activity  
9:00 pm:      return to cabins  
10:00 pm:      lights out

**Day 2**

7:00 am: students wake up, option for go-getters activity, followed by breakfast  
8:30 am: activity with group and Merrowvista team leader  
Noon: students eat lunch  
1:00 pm: activity with group and Merrowvista team leader  
5:00 pm: students have 1 hour to play sports on the soccer team while they are supervised  
6:00 pm: dinner  
7:00 pm: final campfire  
9:00 pm: return to cabins  
10:00 pm: lights out

**Day 3:**

7:00 am: students wake up, pack, clean cabins, and have breakfast  
8:30 am: activity with group and Merrowvista team leader  
11:00 am: lunch followed by departure to CMS  
3:00 pm: return to CMS



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TO: Concord School Committee  
FROM: Diana Rigby, Superintendent  
DATE: August 27, 2013  
SUBJECT: Gift Acceptance – Anton Cleaners and Staples (CMS)

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Attached are two gifts to accept; they are:

- \$250 cash prize
- \$350 Staples Gift Card

**Motion:** That the Concord School Committee vote to accept the donations.



**Town of Concord**  
Finance Committee  
22 Monument Square  
P.O. Box 535  
Concord, Massachusetts 01742

To: Louis Salemy, Chair, Concord-Carlisle Regional School Committee

From: Wendy Rovelli, Chair, Guidelines Subcommittee, Concord Finance Committee *WR*

Cc: Diana Rigby, Superintendent, Concord Carlisle Regional School District  
John Flaherty, Deputy Superintendent for Finance and Operations,  
Concord Carlisle Regional School District

Date: July 30, 2013

Re: Annual Budget Data Request

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The Guidelines Subcommittee requests information to assist us as we work toward preparing budget guidelines for the Concord Carlisle Regional School District (CCRSD) for FY15. We greatly appreciate your past collaboration with us and are interested in your perspective on those matters that are likely to have a material impact on the CCRSD budgets over the next few years.

Over the last few years we have seen funding needs of CCRSD change in response to contractual obligations, changes in enrollment, transportation obligations, special education and regulatory mandates. Education reform, technology and the new building project add to the complexity of and demand for services, putting a premium on prioritization of goals and efficient delivery of services. Understanding these challenges and the school's short and longer term strategies for meeting them are important to the guidelines process (and the Finance Committee's five-year projection of real estate taxes). As we have done in the past, the Guideline committee prefers to hear about the school's recent accomplishments and to discuss educational goals, strategies and priorities for the next five years. The Guidelines Committee will carefully evaluate the implications of these matters on both short and longer term budgeting and the related property tax impacts.

We prefer to start with a general conversation with the Superintendent and the Deputy Superintendent, focusing on the operating needs and funding priorities for the schools. As Chair of the Concord Carlisle Regional School Committee, we welcome your participation and perspective on these issues as they are reviewed. We do not expect presentation of a detailed preliminary budget in October.

More specifically, we would like the presentation to address the following:

1. Current Budget. Please provide a report comparing the projected FY13 actual to budgeted expenses at the program level. Please also include an updated FY14

budget at the program level, including subtotals for regular education, special education, administration, operations, fixed cost and debt service.

2. Program Development. What are the major priorities and what changes in scope of educational programs are anticipated over the next five years? What are the goals and desired outcomes of those programs and how will they be measured? For FY15, what specific incremental staffing and changes in administrative resource needs are anticipated in order to meet those objectives? Is CCRSD able to meet the requested course demands from students? How does CCRSD evaluate/manage those demands and do we need additional staffing to meet demand? Are there plans to modify, restructure, combine or eliminate existing programs to reduce cost or provide funding for new and/or expanded programs?
3. Education Reform and New Mandates. What major new or expanded educational reform mandates is CCRSD required to accommodate or implement over the next 1-3 years? Do these requirements have staffing and/or administrative impacts that need special consideration in FY15 or beyond?
4. Technology. Please share the CCRSD technology strategy and implementation plans for the next 5 years. What is the projected FY 15 budget for technology (Tech Ed./Applied Technology and Informational Technology Services)? How does technology address new core curriculum standards, and what efficiencies does technology provide? What portion of the existing technology hardware, software and infrastructure can be moved to the new school building? Will the full cost of the technology resources planned for the new high school be met through a combination of the building fund allowances and existing stabilization funds? What portion of the FY15 technology budget will be used to meet educational requirements in the new building? Can or will some of the investment be deferred to the FY16 budget?
5. Enrollment. Please provide an overview of current CCRSD enrollment and your projections of anticipated growth and changes in the relative proportions of Concord vs. Carlisle students for the next five years. Please provide a breakdown of actual FY13, FY14 and projected FY15 students which are in district vs. out-of district and the related number of students with special educational requirements. What is the current number of METCO and non-tuition students and are there any anticipated policy changes that would impact this student enrollment for FY15 or beyond? Is CCRSD able to identify students of families living on tax exempt properties?
6. Transportation. Please identify the current CCRSD strategy for meeting student transportation needs for FY15. What is the projected annual cost for transportation under the current arrangement for housing buses in Acton and performing maintenance at the Billerica site. What alternatives are currently under consideration for FY15 and FY16, and what if any additional operating and capital expenses are anticipated under those options?

7. Collective Bargaining Agreements; Employee Benefits. Please provide an overview of the current collective bargaining agreements. Please include: 1) How many staff are covered by each agreements and what percentage of staff overall are covered by collective bargaining, 2) what fiscal years are covered by the arrangement(s), 3) what are the contractual terms under each agreement (including steps, scales and lane change and/or annual cost escalator) and 4) when will any contract renewals impacting FY15 be known. Based on current staffing levels and tenure, what are the projected FY14 and FY15 cost increases (in dollars and percentage increase) of these contractual obligations (please note any placeholders used for contracts renewing effective for FY15). Does the current CCRSD teacher contract cap of 90:1 limit the number of classes available such that students are unable to participate in a selected class? Do we anticipate any changes in contractual terms that could influence these costs for FY15? Do you anticipate any changes in employee benefits and/or cost increases in the benefits presently provided? Are CCRSD salaries and benefits competitive in the market place?
8. Special Education. Please provide an overview of the components of the special education budget and a summary of any mandated or other planned changes for serving SPED students in FY15 or FY16. What is the major driver of out-of-district placements and how does CCRSD negotiate/influence the cost of these services? Please describe the steps being taken by CCRSD to expand or revise its in-house special education capabilities to mitigate the overall trend in special education costs? Are there any anticipated changes in state circuit breaker reimbursement for special education services? Please summarize the metrics used by CCRSD for measuring the performance of students receiving special education services?
9. FY15 Operations. Please identify any other major cost drivers for FY15 operating expenses. What additional operating costs (outside of the MSBA funding agreement) are anticipated as a result of the move to the new building in the spring of 2015? Are there infrastructure or software enhancements being planned to reduce the cost or enhance the efficiency of school operations? Do you anticipate changes in the level of legal expenses? What steps are being taken or considered to control legal expenses? Please describe the types of issues and problems for which CCRSD seeks legal advice and strategies for reducing these costs. What FY15 activities and incremental operating or capital costs are anticipated in connection with the planning and implementation of the planned remediation at the CCHS site?
10. Benchmarking. What was the CCRSD cost per student for FY12, FY13 and what is the estimated cost for FY14 and projected cost for FY15? How does the average cost per student at CCRSD compare to peer school systems (exclude debt service as appropriate)? What are the drivers of the differences in cost per student among CCRSD and peer systems, and does CCRSD view these as core differentiators of our educational system?

11. OPEB. Please discuss CCRSDS' strategy for funding retirees' other post-employment benefits (OPEB). Do you have a targeted schedule for achieving a certain annual fixed contribution, or percentage of operating expenses? What is your targeted contribution for FY15, and planned contribution level for FY16 – FY20?
12. Capital Expenditures. What capital expenditures are projected over the next five years (exclusive of the approved budget for the new building project)? Are there capital investments in grounds and equipment that have been deferred and need special consideration in the FY15 budget? Will additional capital funding be required, outside the MSBA building project budget, to furnish the new school building? If yes, what is the strategy for obtaining these funds?
13. Other Resources. Please list all external sources of funds (state, federal and other grants from non-profit organizations, fees, etc) for FY13 (actual and budgeted), as well as the budgeted amounts for FY14 and the estimates for FY15. Do you anticipate any changes in the funding program design or rates which could influence CCRSD funding? On average, what does the average family with a student enrolled at CCRSD contribute in fees and expenses over the course of a school year? Has this amount changed materially in the past 5 years?
14. Stabilization Funds. Please list all existing stabilization funds and the balances in those funds as of September 30, 2013. Please identify the purpose of each fund and potential contributions from FY13 and FY14 operations. Do you anticipate using these funds in FY15?
15. Contingency Planning. In the event that the budget guideline adopted by the Finance Committee is less than the amount identified by CCRSD as necessary, what strategy would CCRSD employ to begin to reconcile the difference? For FY15, what program areas and or administrative cost categories would be targeted for adjustment (in order of priority)? If the budget guideline adopted by the Finance Committee were greater than the amount identified by CCRSD as necessary to sustain and improve current programs, what incremental investments would CCRSD target?
16. Budget Book. Can the CCRSD "budget book" be made available prior to the public hearing on the CPS/CCRSD budgets (scheduled for February, 2014) with an expanded description of each program area? What (if any) additional administrative cost would be incurred to achieve this result?
17. Future Expense Drivers. Looking beyond FY15, please provide a prediction of CCRSD's annual increases in operating expenditures for each of FY16 through FY20? What are the drivers behind these increases?

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

We have scheduled Thursday, October 10<sup>th</sup>, for our initial meeting and Thursday, November 7<sup>th</sup>, for a more detailed follow-up meeting. We would appreciate receiving a response electronically prior to this meeting, preferably by Friday, October 4<sup>th</sup> to allow time for review by Committee members.

Thank you in advance for providing this information. We greatly appreciate your collaboration and respect the challenges you face in advancing our educational system. We look forward to some interesting and constructive conversations this fall.



**Town of Concord**  
Finance Committee  
22 Monument Square  
P.O. Box 535  
Concord, Massachusetts 01742

To: Pamela Gannon, Chair, Concord School Committee

From: Wendy Rovelli, Chair, Guidelines Subcommittee, Concord Finance Committee *WR*

Cc: Diana Rigby, Superintendent, Concord Public Schools  
John Flaherty, Deputy Superintendent for Finance and Operations,  
Concord Public Schools

Date: July 30, 2013

Re: Annual Budget Data Request

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The Guidelines Subcommittee requests information to assist us as we work toward preparing FY15 budget guidelines for the Concord Public Schools(CPS). We greatly appreciate your past collaboration with us and are interested in your perspective on those matters that are likely to have a material impact over the next few years.

Over the last few years we have seen funding needs for CPS increase to accommodate contractual obligations, changes in enrollment, complexity of special education needs, transportation and regulatory mandates. Education reform, technology and parental expectations add to the complexity and demand for services, putting a premium on prioritization of goals and efficient delivery of services. Understanding these challenges and the school's short and longer term strategies for meeting them are important to the guidelines process (and the Finance Committee's five-year projection of real estate taxes). As we have done in the past, the Guideline committee prefers to hear about the school's recent accomplishments and to discuss educational goals, strategies and priorities for the next five years. The Guidelines Committee will carefully evaluate the implications of these needs on both short and longer term budgeting and the related property tax impacts.

We prefer to start with a general conversation with the Superintendent and the Deputy Superintendent, focusing on the operating needs and funding priorities for the schools. As Chair of the Concord Public School Committee, we welcome your participation and perspectives on these issues as they are reviewed. We do not expect presentation of a detailed preliminary budget in October.

More specifically, we would like the presentation to address the following:

1. Current Budget. Please provide a report of the projected FY13 actual to budget expense performance at the program level. It would also be helpful to receive an

updated FY14 budget at the program level, including subtotals for regular education, special education, administration, operations, fixed cost and debt service.

2. Program Development. What are the major priorities and what changes in scope of educational programs are anticipated over the next five years? What are the goals and desired outcomes of those programs and how will they be measured? For FY15, what specific incremental staffing and changes in administrative resources needs are anticipated to meet those objectives? Is CPS able to meet the requested course demands from students? How does CPS evaluate/manage those demands and do we need additional staffing to meet demand? Are there plans to modify, restructure, combine or eliminate existing programs to reduce cost or provide funding for new and/or expanded programs?
3. Education Reform and New Mandates. What major new or expanded educational reform mandates is CPS required to accommodate or implement over the next 1-3 years. Do these requirements have staffing and/or administrative impacts that need special consideration in FY15, or beyond?
4. Technology. Please share the CPS technology strategy and implementation plan for the next 5 years. How does technology address the new core curriculum standards, and what efficiencies does technology provide? What is the projected FY15 budget for technology (Tech Ed./Applied Technology and Informational Technology Services)? What are the major components and does this include attaining a student to computer ratio of 1:1 over time? Is there a particular funding strategy for meeting these needs and does it include partial contribution from student families? For how long is this funding strategy sustainable?
5. Enrollment. Please provide an overview of current CPS enrollment and your projections of anticipated growth for the next 5 years. Please provide a breakdown of the actual FY13, FY14 and projected FY15 students which are in district vs out-of-district and the related number of students with special educational requirements. What is the current number of METCO and staff students and are there any anticipated policy change that would impact this student enrollment for FY15 or beyond? Is CPS able to identify students of families living on tax exempt properties? When do you anticipate enrollment in our schools to reach maximum capacity and what is your plan to address the issue?
6. Transportation. Please identify the current CPS strategy for meeting student transportation needs for FY15. What is the projected annual cost for transportation under the current arrangement for housing buses in Acton and performing maintenance at the Billerica site. What alternatives are currently under consideration for FY15 and FY 16, and what if any additional operating and capital expenses are anticipated under those options?

7. Collective Bargaining Agreements; Employee Benefits. Please provide an overview of the current collective bargaining agreements. Please include: 1) How many staff are covered by each agreements and what percentage of staff overall are covered by collective bargaining, 2) what fiscal years are covered by the arrangement(s), 3) what are the contractual terms under each agreement related to steps, scales, lane change and/or annual cost escalator, and 4) when will any contract renewals impacting FY15 be known. Based on current staffing levels and tenure, what are the projected FY14 cost and FY15 cost increases (in dollars and percentage increase) of these contractual obligations (please note any placeholders used for contracts renewing effective for FY15). Do we anticipate any changes in contractual terms that could influence these costs for FY15? Do you anticipate any changes in employee benefits and/or cost increases in the existing benefits offered? Are CPS salaries and benefits competitive in the market place?
8. Special Education. Please provide an overview of the components of the special education (SPED) budget and a summary of any mandated or planned changes for serving these SPED students in FY15 or FY16. What is the major driver of out-of-district placements and how does CPS negotiate/influence the cost of these services? Please describe the steps being taken by CPS to expand or revise its in-house special education capabilities to mitigate the overall trend in special education costs? Are there any anticipated changes in state circuit breaker reimbursement for special education services? Please summarize the metrics used by CPS for measuring the performance of students receiving special education services?
9. FY15 Operations. Please identify any additional major cost drivers for FY15 operating expenses. Are there infrastructure or software enhancement planned to reduce cost or enhance the efficiency of school operations? Do you anticipate changes in the level of legal expenses? Please describe the types of issues and problems for which CPS seek legal services and any strategies for reducing these costs.
10. Benchmarking. What was the CPS cost per student for FY12, FY13 and what is the estimated cost per student for FY14 and projected for FY15. How does the average cost per student at CPS compare to peer school systems (exclude debt service as appropriate)? What are the drivers of the difference in cost per student and does CPS view these as core differentiators of our educational system?
11. Capital Expenditure. What capital expenditures are projected over the next five years? Is the current level of capital expenditures contemplated in the five year capital budget sufficient to maintain the school's capital assets? Are there critical capital investments that been deferred and need special consideration in the FY15 budget? Are the Sanborn and Peabody facilities in need of any major renovations or repairs in the next 5 years?

12. Other Resources. Please list all external sources of funds (state, federal and other grants from non-profit organizations, fees, etc.) for FY13 (actual and budget), as well as estimated amounts for FY14 and FY15. Has CPS applied for or received grant funds under the Race to the Top program? Do you anticipate any changes in any program designs or rates which could influence CPS funding?
13. Stabilization Funds. Please list all existing stabilization funds and the balances in those funds as of September 30, 2013. Please identify the purpose of each funds and potential contributions from FY13 and FY14 operations. Do you anticipate using these funds in FY15?
14. Contingency Plans. In the event that the budget guideline adopted by the Finance Committee is less than the amounts identified by CPS as necessary, what strategy would CPS employ to begin to reconcile the difference? For FY15, what program areas and/or administrative cost categories would be targeted for adjustment (in order of priority)? If the budget guideline adopted by the Finance Committee were greater than the amount identified by CPS as necessary to sustain and improve current programs, what incremental investments would CPS target?
15. Budget Book. Can the CPS "budget book" be made available prior to the public hearing on the CPS/CCRSB budgets (scheduled for February 2014) with an expanded description of each program area? What if any additional administrative cost would be incurred to provide this information?
16. Future Expense Drivers. Looking beyond FY15, please provide a prediction of CPS's annual increases in operating expenditures for each of FY16 – FY20 predicted to be? What are the drivers behind these increases?
17. Other Items. Are there any additional near-term items or long-term trends that are material to the budgeting process at CPS that should be brought to the attention of the Finance Committee?

We have scheduled Thursday, October 10<sup>th</sup>, for our initial meeting and Thursday, November 7<sup>th</sup>, for a more detailed follow-up meeting. We would appreciate receiving a response electronically prior to this meeting, preferably by Friday, October 4<sup>th</sup> to allow time for review by Committee members.

Thank you in advance for providing this information. We greatly appreciate your collaboration and respect the challenges you face in advancing our educational system. We look forward to some interesting and constructive conversations this fall.

The boys' soccer team would like to once again do a preseason overnight trip to Vermont. The trip is a chance for bonding/team building, community service work and some light training. Last year the trip was a huge success and made a big difference to our season.

- We would like to leave CCHS on Saturday evening, August 24th and return Monday afternoon, August 26th.
- The trip will be chaperoned by myself, Aaron Joncas, Steve Wells and 2-3 parents from the team.
- We will be staying at Hall Farm, owned by Concord resident Erik Janyrd, in Townshend, VT.
- The players will all be driven to VT. by coaches and parents, we are not able to take a bus due to the fact that the Farm can only be accessed via a narrow 3/4 mile dirt road that is very steep and windy.
- The trip will cost players 30-40 dollars per person

# CONCORD PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

120 MERIAM ROAD

CONCORD, MA 01742

PHONE: 978.318.1542

FAX: 978.318.1539

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

**POSITION:** Building Project and School Committees Communications Manager

**REPORTS TO:** Building Committee Chair and School Committee Chairs

## **POSITION DESCRIPTION:**

The Building Project and School Committee Communications Manager will work with the building committee and school committees and inform community and all stakeholders of the status of the building project and appropriate school committee information. The Manager will respond to stakeholder inquiries and use multiple media venues to communicate building project updates and appropriate school committee information. The manager will provide assistance to the building project team and the school committees to inform the public of various developments.

## **MAJOR RESPONSIBILITIES:**

- \* Communicate relevant information to the public by frequently utilizing a variety of communication tools
- \* Attend School Committee meetings as needed
- \* Attend all building committee and sub-committee meetings as needed
- \* Partner with the building committee's communications subcommittee to maintain current information on website
- \* Produce and submit articles to local newspapers, CCTV, and other local media outlets
- \* Work with building committee chairperson, OPM, district administration to produce and widely disseminate required MSBA reports
- \* Work with the school committee chairs and the superintendent to produce and widely disseminate appropriate school committee information
- \* Establish and maintain productive relationships with all community stakeholders
- \* Perform other duties as assigned

## **REQUIREMENTS:**

### **Education Level Required:**

A Bachelor's degree with demonstrated communications and project management experience

DLU: July 2013

Concord-Carlisle Regional School District  
Concord Public Schools

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

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

2013-14 District Goals

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

Concord-Carlisle Regional School District  
 Concord Public Schools  
 District Goals 2013-2014

**DISTRICT GOAL:**

1. Increase achievement for all students and narrow the achievement gaps for identified student groups.

Key Actions	Process Benchmarks	Outcome Benchmarks
<p>Using Atlas software, complete the alignment of the CPS and CCHS curricula with the Common Core standards in all content areas.</p>	<ul style="list-style-type: none"> <li>• Director of Teaching and Learning, K5 principals and curriculum specialists will continue to review and revise maps for currency and instructional planning.</li> <li>• Director of Teaching and Learning, CMS principal and department chairs will continue to review and revise maps for currency and instructional planning</li> <li>• Director of Teaching and Learning, CCHS principal and department chairs will continue to review and revise maps for currency and instructional planning.</li> </ul>	<p>In all CPS and CCHS classrooms, content, skills and assessments are aligned with CCSS.</p>
<p>Implement Common Assessments in ELA and Math K5 and in all subjects 6-12 to monitor student progress.</p>	<p>Teacher teams meet regularly to analyze formative and summative common assessment data and use the data to improve instruction, adjust practice or implement appropriate interventions.</p>	<ul style="list-style-type: none"> <li>• 80% mastery of critical grade level standards in ELA and Math K5</li> <li>• 80% of CMS students earning B- or higher</li> <li>• 90% of CCHS students earn 2.5 GPA or higher</li> <li>• 90% Advanced/Proficient on ELA MCAS at 5,8, and 10</li> <li>• 80% Advanced/Proficient on Math MCAS at 5, 8, 10</li> <li>• Attain a Student Growth Percentile (SGP) of 50 or greater in grades 5, 8, and 10 for ELA and Math.</li> </ul>

Concord-Carlisle Regional School District  
 Concord Public Schools  
 District Goals 2013-2014

		<ul style="list-style-type: none"> <li>• Maintain 100% Competency Determination for every graduating member of the Class of 2014.</li> </ul>
<p>Identify appropriate intervention and adjust instructional practice for students who do not meet grade level standards.</p>	<ul style="list-style-type: none"> <li>• Implement progress monitoring procedure to track student progress.</li> <li>• Implement RTI strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the achievement gap by attain an annual PPI score of 75 or better for each student group in ELA and Math.</li> <li>• Increase GPA of Boston students grades 9-12 by +.1.</li> </ul>

DRAFT

Concord-Carlisle Regional School District  
 Concord Public Schools  
 District Goals 2013-2014

**DISTRICT GOAL:**

2. Provide students with a rigorous and coherent curriculum and high quality instruction that motivates and engages all students to develop their curiosity, creativity, critical thinking and collaborative problem solving skills.

Key Actions	Process Benchmarks	Outcome Benchmarks
Plan instruction that meets the individual needs of students through the use of formative assessments.	<ul style="list-style-type: none"> <li>• Use tiered instruction, differentiated instruction, scaffolding.</li> <li>• Review and evaluate current practices of differentiated instruction.</li> </ul>	<ul style="list-style-type: none"> <li>• Instructional practices will reflect high expectations, active student engagement, and differentiation.</li> </ul>
Technology specialists collaborate with teachers to integrate use of digital tools in classroom instruction and assessment.	<ul style="list-style-type: none"> <li>• Students in Grades 3,4,5 will participate in digital writing projects.</li> <li>• Students in grades 6-12 increase their use of digital tools including one-to-one pilot, Moodle, Google Apps for education, ebooks, and other online resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Students in Grades 3,4,5 will participate in digital writing projects.</li> <li>• Students use digital tools to collaborate, construct, and publish for an audience beyond the classroom.</li> </ul>

Concord-Carlisle Regional School District  
 Concord Public Schools  
 District Goals 2013-2014

**DISTRICT GOAL:**

3. Foster a respectful and empathic learning environment in which all students become more responsible citizens.

Key Actions	Process Benchmarks	Outcome Benchmarks
<ul style="list-style-type: none"> <li>• K5 Mental Health Team provides leadership and support for teachers to implement open circle, Bullyproofing curricula and mindfulness activities.</li> <li>• 6-8 Mental Health Team provides leadership and support for teachers to implement CMS Stands Together and mindfulness activities.</li> <li>• Develop, implement, and enhance community building activities and interpersonal connections for students 9-12.</li> </ul>	<ul style="list-style-type: none"> <li>• K5 Reinforce pro-social behaviors by using strategies such as the “peace table,” reinforcing Open Circle and recognizing and celebrating pro-social behaviors.</li> <li>• In grade 6-8, teachers and guidance staff collaborate to develop and implement new process for CMS Stands.</li> <li>• Evaluate and update advisory program for students in grades 9-12 to ensure that it is meeting program goals.</li> </ul>	<ul style="list-style-type: none"> <li>• K5 reduction in incidents of hurtful behavior by 5%.</li> <li>• In grades 6-8, increased participation of students engaging in positive activities sponsored by student groups to reduce hurtful behavior by 5%.</li> <li>• 90% of students participate in at least one co-curricular activity each year.</li> <li>• 100% of students 9-12 report a connection to at least one adult in the school climate survey.</li> </ul>

Concord-Carlisle Regional School District  
 Concord Public Schools  
 District Goals 2013-2014

**DISTRICT GOAL:**

4. Develop professional collaboration by analyzing student work and assessment data, sharing instructional strategies, and providing job-embedded professional development that supports district teaching and learning goals.

Key Actions	Process Benchmarks	Outcome Benchmarks
Educators work with colleagues to gather information, analyze data, examine issues, set goals and develop new approaches in order to improve teaching and learning.	<ul style="list-style-type: none"> <li>• Participate in regularly scheduled grade level meetings K5.</li> <li>• Participate in regularly scheduled department, grade level (by department) and house meetings 6-8.</li> <li>• Further utilize a variety of methods for looking at student work, analyzing data, and differentiating instruction 9-12.</li> <li>• Provide professional development for educators to learn and use Baseline Edge for K8 student assessment data K8.</li> </ul>	<ul style="list-style-type: none"> <li>• A school culture of reflective practice, shared commitment to high expectations, and continuous learning for educators will be promoted.</li> <li>• A process for data collection and analysis in all subjects will be implemented.</li> <li>• In Grades 9-12, department teams will look at student work and analyze data to establish a baseline for comparison to outcomes in 2014-2015.</li> </ul>

Concord-Carlisle Regional School District  
 Concord Public Schools  
 District Goals 2013-2014

**DISTRICT GOAL:**

5. Implement the new Educator Evaluation system with a focus on continuous improvement for teaching and learning.

Key Actions	Process Benchmarks	Outcome Benchmarks
Implement professional development for K8 school leadership teams in DESE educator evaluation model.	K8 school leadership teams provide training in DESE Training Modules to school site educators.	CPS Educators implement new educator evaluation system.
K8 educators will utilize Baseline Edge to complement the implementation of the new educator evaluation system.	Provide professional development in Baseline Edge to K8 educators .	K8 educators use Baseline Edge to complete the components of the educator evaluation system.
Collaborate with the CTA to implement the new educator evaluation system.	<ul style="list-style-type: none"> <li>• Co-facilitate a joint labor-management committee.</li> <li>• Promote open and frequent communication.</li> </ul>	All five components of the new educator evaluation system are implemented.
CCHS Administration and DCG will work with faculty to identify District Determined Measures in each content area to pilot during 2013-2014.	Department teams will implement District Determined Measures in all content areas and collect data.	District Determined Measures will be identified in all content areas by June 2014.
CCHS joint supervision and evaluation committee will continue to collaborate on ways to implement and adjust the new educator evaluation system.	CCHS joint supervision and evaluation committee will meet regularly.	All components of the new educator evaluation system are implemented.

Concord-Carlisle Regional School District  
 Concord Public Schools  
 District Goals 2013-2014

**DISTRICT GOAL:**

6. Provide students and staff with the resources, materials, and infrastructure to support high quality learning environments.

Key Actions	Process Benchmarks	Outcome Benchmarks
<p>Work with Administrative team and School Committee to identify FY 15 student learning needs, cost drivers, and additional resources.</p>	<ul style="list-style-type: none"> <li>• Work with Concord and Carlisle Finance Committees and School Committees to develop budgets that support the FY15 school district goals and are within levy limits.</li> <li>• Develop plans to demonstrate impacts of Concord and Carlisle Fin Com guidelines and levy limits.</li> <li>• Present Prelim FY15 budgets to School Committee.</li> <li>• Present School Committee adopted FY 15 budgets at Fin Com hearings and Town Meeting and in FY15 Budget Book.</li> </ul>	<p>FY 15 budgets approved at both Concord and Carlisle Town Meetings.</p>
<p>Work with CCHS Building Committee and CCHS Building Project Team to maintain project budget, scope and timeline.</p>	<p>Meet weekly with Project Team and monthly with CCHS Building Committee to review and inform project scope, budget, and schedule.</p>	<p>CCHS Building Project remains on budget, scope and timeline.</p>

Concord-Carlisle Regional School District  
Concord Public Schools  
District Goals 2013-2014

Assist School Committee in determining long-term solution for Transportation Services in FY15.	Work with transportation consultant to identify most cost effective and efficient long-term transportation services.	School Committee determines long -term solution for Transportation services for FY15.
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Concord-Carlisle Regional School District  
 Concord Public Schools  
 District Goals 2013-2014

**DISTRICT GOAL:**

7. Build support, consensus, and community engagement around the district mission, core values, goals, challenges, accomplishments, and critical decisions using a variety of communication strategies.

Key Actions	Process Benchmarks	Outcome Benchmarks
<p>All members of the K12 school community will promote positive collaboration and a professional culture in grade level teams, department teams, and community building activities and events.</p> <p>All members of the K12 school community will develop effective communication and collaborative systems that contribute to decision making on school/district wide practices.</p> <p>All members of the K12 school community will collaborate to improve trust, respect, support, communication, consensus, and the decision-making process among colleagues.</p> <p>School Committee action to be determined</p>	<ul style="list-style-type: none"> <li>• All members of the K12 school community will collaborate with colleagues to share ideas and insights during professional meetings, committee work and school events.</li> <li>• Implement site-based TELL MASS recommendations.</li> <li>• CTA leadership and K8 administration meet monthly.</li> <li>• CCTA leadership meets monthly with the Superintendent and the High School Principal.</li> <li>• CPS TELL MASS committee meets monthly and works with Dr. Donna Hicks to resolve conflict using her Dignity model.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased educator satisfaction with their level of input into school/district decision-making process as measured by formal and informal feedback.</li> <li>• 85% of teachers at each school will complete the 2014 TELL MASS Survey</li> <li>• There will be an increase in the percentage of positive responses in the Teacher and School Leadership categories of the 2014 TELL MASS survey compared to 2012.</li> </ul>

# CONCORD PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

120 MERIAM ROAD

CONCORD, MA 01742

PHONE: 978.318.1500

FAX: 978.318.1537

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

## Field Trip Request Form

To be turned into the building principal

### A. General Information

Faculty Member requesting the field trip: Mitchell Stern/Lynne Beattie

School: Concord Middle School Phone Number: 978-341-2490

Email: mstern@colonial.net

Destination of field trip: Washington, DC. Dates of trip: April 29-May 2, 2014

Expected number of students participating in the field trip: 200 Cost of trip: \$775

Grade level of students participating in field trip: 8th

Number of days: 4 School days missed: 4

Will there be an overnight stay? Yes Number of nights: 3

B. Itinerary: The dates of certain events may change depending on availability

### Tuesday, April 29

5:30 am: leave Concord, MA

9:00 am: stop for breakfast in Connecticut

1:00 pm: stop for lunch in Maryland or Delaware

5:00 pm: arrive in Washington for tours on the mall, games, and night tour

9:00 pm: arrive at the hotel

### Wednesday, April 30

7:00 am: breakfast in hotel

9:00 am: wreath-laying ceremony at Tomb of Unknown Soldier, visit Arlington Cemetery,

11:00 am: walking tour of DC (i.e. Lincoln Memorial, Washington Monument, etc.)

12:30 pm: lunch

1:30 pm: Holocaust Museum

4:00 pm: return to hotels to change for theater

5:00 pm: dinner

7:00 pm: attend performance at Ford's Theatre

### Thursday, May 1

7:00 am: breakfast in hotel

9:00 am: visit World War II Memorial, Korean War Memorial, Vietnam Memorial

Noon: lunch

1:00 pm: Smithsonian Museums (Air and Space, US history, etc.)

5:00 pm: return to hotels to change for dinner/dance and boat ride

6:00 pm: dinner cruise on the Potomac

### Friday, May 2

7:00 am: breakfast in hotel

9:00 am: visit to National Zoo, Supreme Court, etc.

Noon: leave for Concord

1:30 pm: lunch in Delaware

7:00 pm: dinner in Connecticut

10:00 pm: return to Concord

**C. Curricular**

1. *Is the field trip directly related to a unit of study or a school-sponsored program or activity in which students are involved? Please explain.*

The school has taken eighth grade students to Washington, D.C. for over sixteen years. The eighth grade social studies curriculum focuses on the study of Justice. They begin with the study of the US Constitution. In later units, they study the Holocaust and African-American history. During their visit to Washington D.C, the students visit the memorials of figures instrumental in the writing and evolution of the US Constitution. They visit the Capitol Building and often the Supreme Court building. They also visit the Holocaust Museum where they can apply what they have learned in the Facing History and Ourselves curriculum. Visiting Washington D.C. provides a connection for students to both their studies and their nation.

2. *Is the field trip used to build group identity and/or culminate group work? Please explain.*

While the Washington trip is curriculum-related, a primary goal is to provide a meaningful closure opportunity for eighth grade students at CMS as they begin to conceptualize their transition to high school. In particular, Sanborn and Peabody students connect with peers differently than they are able to do under the constraints of the two-building CMS structure. This is invaluable toward their transition to high school in the fall.

3. *Is the field trip going to be used to celebrate or culminate group work? Please explain.*

The students see the trip as a bonding event for the eighth grade. A slide show at their Closing Ceremony is an important event.

4. *Is the purpose of the field trip to enhance extracurricular activities? Please explain.*

No.

**D. Approval Signatures**

Principal           Lynae Beattie           Date 8/15/12  
Superintendent \_\_\_\_\_ Date \_\_\_\_\_  
School Committee \_\_\_\_\_ Date \_\_\_\_\_

## **FY2015 Budget Development Timeline**

- July - September
  - Review FY 13 years financial performance, review FY 2014 Year to Date performance, discuss FY 15 needs with Administration Team and School Committee
- August 2013 - September 2013
  - Begin preparation of Concord Finance Committee Data Request response
- September 19 - Joint Coordination Meeting
- October 1 - Compile Enrollment Information. Calculate CCRSD Assessment ratios for FY 2015, Prepare NESDEC submittals for enrollment projection update
- October 27 - 24
  - Concord Finance Committee prepares guidelines
- November 7 - Response to Concord Guideline
- November 21 - Concord FINCOM Final Guideline
- December 7 - Town Meeting Coordination Meeting
- December 10 - Present FY 15 budget requests and warrants to School Committees for review and adoption
- January 2, 2014 - Warrant closes, Prepare Performance Report and Budget Book
- January - March - Carlisle Finance Committee review of CCRSD's request, attend faculty meetings to discuss budget proposals
- February (Fourth Week) - Public Hearing
- April/May - Town Meetings

John F. Flaherty  
Deputy Superintendent of Finance & Operations



# ORLANDO

Come to Orlando and make memories with the **only music festival to offer you two parks as part of the standard package!** WorldStrides Heritage Performance programs and Wet n' Wild teamed up to provide you with an unforgettable musical and fun experience. Orlando offers a galaxy of fun at Universal Orlando, Walt Disney World®, SeaWorld®, Orlando, and the Kennedy Space Center Visitor Complex. Come create your own magic at this great festival in the heart of sunny Florida.

**2014 Festival Dates:**  
 Mar 13-16, 20-23, 27-30  
 Apr 3-6, 10-13, 24-27  
 May 1-4, 8-11

## 2014 Orlando Festival Package Overview

Performing inclusions:	Included group activities:
<ul style="list-style-type: none"> <li>● Performance in a National Music Festival</li> <li>● Positive, constructive adjudication with recorded and written comments</li> <li>● On-stage mini-clinic</li> <li>● Professional performance recording</li> </ul>	<ul style="list-style-type: none"> <li>● Private after-hours awards ceremony &amp; BBQ cookout at Wet n' Wild</li> <li>● One-day pass to Universal Studios or Islands of Adventure</li> </ul>
<b>Benefits of traveling with WorldStrides Heritage Performance programs:</b>	
<ul style="list-style-type: none"> <li>● One free package for every 25 full-paying participants</li> <li>● Nationally acclaimed adjudicators</li> <li>● Medical, accident, and liability insurance coverage</li> <li>● Free professional development for directors</li> <li>● Free academic credit for students</li> </ul>	<ul style="list-style-type: none"> <li>● Meaningful awards and trophies</li> <li>● Heritage approved, student friendly hotels</li> <li>● Gift for the Director</li> <li>● Commemorative pin for each student</li> </ul>
<b>Optional group activities:*</b>	
<ul style="list-style-type: none"> <li>● Universal Studios 2-day pass upgrade</li> <li>● Walt Disney World Theme Parks</li> <li>● Sea World &amp; Aquatica Waterpark</li> <li>● Kennedy Space Center</li> </ul>	<ul style="list-style-type: none"> <li>● Wet N' Wild All Day Pass</li> <li>● Hard Rock Café or Planet Hollywood (breakfast, lunch, or dinner)</li> <li>● Medieval Times Dinner Show and Tournament</li> <li>● Blue Man Group</li> <li>● Universal Studios Performance Opportunity</li> </ul>
See the hottest Broadway musicals and plays when you visit Orlando at the beautiful Bob Carr Performing Arts Centre! ** <small>** (limited showings available)</small>	<ul style="list-style-type: none"> <li>● Evita: March 25-30</li> <li>● Jersey Boys: April 15-27</li> <li>● Ghost the Musical: May 13-18</li> </ul>

\*Optional activities may require additional fees. Contact your WorldStrides Heritage Performance representative for details.

**Call Today! 1-800-223-4367**  
[www.worldstridesheritageperformance.org](http://www.worldstridesheritageperformance.org)  
 P.O. Box 571187 • Salt Lake City, UT 84157-1187



## 2014 Orlando Sample 3-Night Itinerary\*

	Morning	Afternoon	Evening
<b>Day 1</b>	Arrive in Orlando  Welcome to Florida!	Optional activities available afternoon and evening  Check-in at hotel after 4:00 p.m.	
<b>Day 2</b>	Optional breakfast	<b>Music festival begins</b>  Adjudicated performances	Overnight in Orlando
<b>Day 3</b>	Optional Breakfast  <b>Music festival continues</b>	Warm-up Adjudicated performance On-stage mini-clinic Written & recorded comments	<b>Awards Ceremony at                      Wet 'n Wild with                      BBQ buffet                      (exclusive after-hours pass)</b>  Overnight in Orlando
<b>Day 4</b>	Optional breakfast  Check-out of hotel	Other optional activities	Departure for home!

\*4- and 5-night itineraries also available.

<b>Price per person in US dollars*</b>				
	Quad room	Triple room	Double room	Single room
<b>2 nights</b>	\$245	\$265	\$305	\$423
<b>3 nights</b>	\$275	\$305	\$365	\$543
<b>4 nights</b>	\$305	\$345	\$424	\$663

\*Spring 2013 Early Registration Pricing

Prices subject to change. Updated 5/31/13.



March 7, 2013

Concord Middle School  
Maria McDermott  
835 Old Marlboro Rd  
Concord, MA 01742

Dear Maria:

Congratulations to the Concord Middle School on placing 3<sup>rd</sup> in the *Coats for Kids* School Rewards program

Enclosed are the following prizes:

- \$250 Cash Prize
- \$350 Staples Gift Card to purchase school supplies

We salute you for helping us make sure that anyone who needed a coat this winter, received one.

If you have any questions, do not hesitate to contact me at 978-851-3721 or by email at [Stephanie@antons.com](mailto:Stephanie@antons.com)

Sincerely,

Stephanie Littlefield  
Coats for Kids Coordinator

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

120 MERIAM ROAD

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To: Diana F. Rigby, Superintendent of Schools

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

Re: School Security Update

Date: August 23, 2013

Following last December's tragedy a decision was made to improve the security and monitoring of school site entrances. The Police and schools met on December 18, 2012 with an immediate focus on the best way to move forward quickly on implementation of a district wide system that would enhance emergency responders ability to intervene quickly in crisis situations. Chief Barry Neal assigned Lieutenants Roy Mulcahy and Tom Mulcahy, and School Safety Resource Officer, Scott Camillieri to this effort and this team immediately displayed a strong commitment and understanding of the District's needs.

As the 2013 – 2014 School Year is about to commence doors will be locked at school sites throughout the school day, and entrance by non-school staff will be limited to the main entrances. Staff at each CPS location will be assigned security badges that will allow them access at secured school entrances that are monitored by cameras. Visitors will be required to use an intercom system to gain access to the buildings. This monitoring system will allow immediate notification to the Police Department to maximize response time if needed.

I would like to thank the district's IT team as well as our Facilities Management team, and the Concord Police and Town of Concord IT departments for their leadership and focus on this project.

cc: Barry Neal, Concord Police Chief  
Peter Kelly, Project Manager  
Brian Schlegel, Facilities Manager  
Gene Warfel, Director of Informational Technology  
Mark Howell, Concord Chief Technology Officer

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To: Diana F. Rigby, Superintendent of Schools

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

Re: Transportation Consultant

Date: August 23, 2013

On August 6, 2013, the School Bus Consultants (SBC) team arrived at Ripley for a three day evaluation of our transportation operations and current operational challenges. At Ripley, the SBC team reviewed the administrative processes used in the transportation department, including use of routing software and review of financial performance data. The SBC team also performed on-site evaluations of the Billerica repair facility and the Acton bus storage location. In addition to the school operated sites, the team also toured facilities at the Concord Municipal Light Plant and the DPW site at Keyes Rd.

The SBC team is currently reviewing the fleet demographics and previous bid results and is developing its eventual recommendations to the School Committees. The SBC team was also informed about possible actions related to a parcel of land for sale on Knox Trail in Acton and school department owned land.

The SBC team demonstrated a strong understanding of the challenges of operating from three separate sites, and I believe their report will be beneficial to the School Committees in their decision making process.

For the upcoming school year we have renewed the Billerica lease to provide vehicle repair capacity, and I currently anticipate renewal of the Acton bus storage and fueling location this fall. The Transportation unit is nearly fully staffed for the start of school and we anticipate a successful start to the 2013 – 2014 School Year.

cc: Wayne Busa, Transportation Manager  
John Arena, Transportation Coordinator

## TRIP REQUEST

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**Groups:** Concord-Carlisle High School Repertory Band, Concert Band and Orchestra

**Location:** Orlando, Florida

**Date:** April 24-27, 2014 ( Thursday-Sunday of Spring Break)

**Transportation:** Air to/from Logan/Orlando (bus transportation to airport, hotels, parks and performance venues)

**Number of Students:** Approx. 90-120

**Group Leader:** David Gresko, CCHS Director of Bands/Orchestra

**Chaperones:** 9-12

**Hotel:** Double Tree Universal Studios

**Performance:** WorldStrides Heritage Festival (Adjudicated Festival and Clinic Session)

**Cost-** \$825-\$975 per participating member (will be finalized once all group flights options become available)

**Includes:**

- Airfare to from Orlando from Boston
  - Ground transportation/tips
  - 2-day Park Hopper Pass (Universal Studios/Islands of Adventure)
  - Wet n' Wild pass and private BBQ
  - 3 breakfast buffets
  - 3 dinners (Rainforest Cafe, HardRock Cafe and Wet n' Wild BBQ)
  - 1 lunch
- \* Students will be responsible for only 2 meals and spending money.

**Fundraising Opportunities:**

- Genevieve Fundraiser (September)
  - PRISM Benefit Concert (February)
  - Raffle (December)
- \* Student assistance will be available to make sure all students who want to attend can.

Respectfully Submitted,

David Gresko  
Director of Bands/Orchestra  
CCHS