

Superintendent and School Committee's FY2019 Adopted Budget



Migrations by CCRSD Student
Daphne Baldoumas

Concord-Carlisle Regional School District
Concord, Massachusetts



January 2018

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Mission

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



CORE VALUES & BELIEFS

Academic Excellence

Respectful and Empathic Community

Educational Equity

Continuous Improvement

Professional Collaboration

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Section I: Introduction

Executive Summary

The Concord-Carlisle Regional School District completed the FY2019 budget development process with the vote of the school committee on December 12, 2017. The district administration starts the process annually working with internal stakeholders and the school committee to develop the budget, and carries the process through to creating a budget that is adopted by the school committee. The core budgeting principles remain unchanged from previous years and 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 the impact on taxpayers.

The district administration presented to each of Concord and Carlisle's Finance Committees during the fall of 2017 as well as at the Concord December Town Coordination meeting. Since 2007 the district has been able to meet the guidelines set by the Finance Committee without an override request to the Concord voters, and for nine years without an override request to the Carlisle voters. The FY2019 request does not require an override; however this request is above the Finance Committee guidelines as of the date of this publication.

Funding

Chapter 70 state funding levels continue to remain stable but still do not match the increase in the budgetary demands associated with district educational objectives. The support of these objectives will continue to be provided by the local contribution. The Special Education Circuit Breaker program provides funding for educating high-cost special education students. The state reimburses a portion of district costs above a certain threshold. The threshold for eligibility is tied to four times the state average foundation budget per pupil as calculated under the chapter 70 program, the state paying 75% of the eligible costs above that threshold. However, the average reimbursement percentage from 2011-2017 was 73% and the reimbursement rate for FY18 has been unexpectedly reduced to 65%. The district has budgeted circuit breaker with level assumptions and will continue to monitor the direction of circuit breaker funding. External funds through state and federal grants are projected to remain flat.

Budget

The FY2019 operating budget request for CCHS of \$29,257,381 represents a 4.3% increase above the FY2018 appropriation. This brings the five year average increase to 4.14%, up from the previous average of 3.48%. This request is below the levy limits but does exceed the guidelines issued by both Concord and Carlisle. The district maintained a strong Aaa bond rating, the Excess and Deficiency (E&D) fund continues to decline with a balance of 3.2%. Future borrowing results are expected to remain favorable with the increased budget.

The FY2019 budget process involved the following cost drivers: \$526,057 required for CCTA contract obligations, \$370,632 for other salary obligations, \$23,841 to increase a nursing position to support increased student need, \$41,645 for equipment, supplies and materials in the areas of health and fitness and science, \$7,852 for field trip transportation and expenses, \$20,500 for additional equipment and \$64,993 for a Digital Literacy Administrator, \$95,827 for medical and other insurance, \$36,328 for retirement, \$127,120 for State Assessments and Other Fixed Costs, \$603,446 increase in Special Education, \$167,748 for building maintenance and capital outlay and \$44,227 in other net increases.

Beginning in the 2017-2018 school year the district moved the high school start time from 7:30 a.m. to 8:00 a.m. This initiative, supported by the school committee, has resulted in a positive impact on learning and stress.

The FY2019 operating budget is apportioned 67% employee costs and 33% non-employee costs. The \$526,057 in CCTA contract obligations represents \$189,323 for step costs, \$251,734 for scale percentage, and \$85,000 for lane changes. Non-employee costs are spread through the operating budget.

The district funding schedule for OPEB has grown to a sizable portion of the annual operating budget as illustrated in the table below. The incremental contributions are a major factor in the operating budget increases and since 2014 the district has committed \$2,957,144 of operating funds to the OPEB requirement. In the future, the district will face challenges in meeting both the Annual Required Contribution (ARC) for OPEB with the current funding policy, and maintaining contractual and legal obligations.

Fiscal Year	OPEB Contribution
2014	\$76,954
2015	\$350,000
2016	\$489,691
2017	\$705,000
2018	\$735,499
2019 proposed	\$600,000
Total	\$2,957,144

If the FY19 Adopted Budget is not passed the following additional cuts have been identified to meet the Finance Committee guideline:

- 1 FTE School Psychologist
- 5 FTE Teachers – 1 per core content area; English, Math, Science, Social Studies and World Language
- 1 FTE Arts Teacher – Part time cuts across art and music to equal 1 FTE
- 2 Tutors
- 2 Administrative Assistants
- 1 Campus Security Monitor
- 1 District Level Digital Literacy Administrator

Enrollment

Enrollment at the high school decreased this year by 3 students to 1,272. The 5-year outlook based upon the historical actuals remains stable. The assessment ratio on October 1, 2017 for the FY2019 budget year is 75.46% Concord and 24.54% Carlisle which is calculated based on the most recent enrollment reports. As a result of Concord's high school enrollment increasing by 19 students and Carlisle's high school enrollment decreasing by 25 students the operating budget cost share between the two communities has shifted and the budget impact to Concord is an increase of approximately \$505,000. There are no anticipated policies or DESE changes that would affect student enrollment.

District Goals

The major priorities for the Concord-Carlisle Regional School District this year include students mastering critical end of year grade level standards; learning experiences that are personalized, engaging, standards-based, and include skills/strategies for college, career, and citizenship; students feel safe, included, supported, and respected by peers and adults; improve supervision and evaluation process by calibrating the 5-step cycle, increasing rater-reliability, and aligning supervision and evaluation with student data; provide students and staff with the resources, materials, and infrastructure to support high quality learning environments; and build support, consensus, and community engagement for the district mission, core values, challenges, and accomplishments, and critical decisions using multiple communication strategies. The district will utilize multiple strategies to attain these goals as outlined in the actions section of the goals worksheet.

The Concord-Carlisle Regional School District School Committee voted to adopt the FY2019 budget at the December 12, 2017 School Committee Meeting. This adopted budget and additional district data are presented in the following pages.

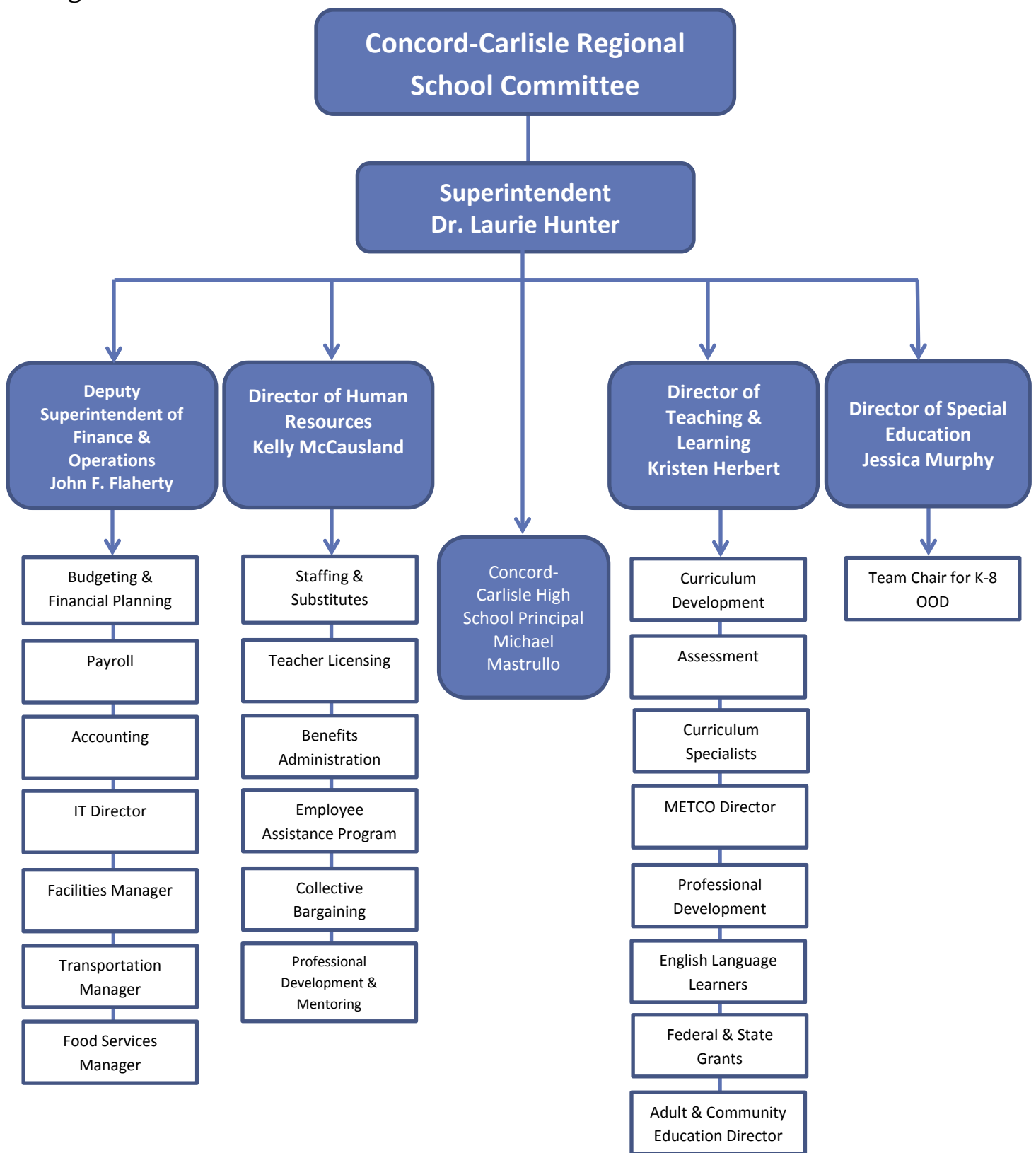
District Goals

Goal I: Utilize student work and data to drive targeted innovations and/or adjustments in teaching and learning		
Key Actions	Process Benchmarks	Outcome Benchmarks
<ul style="list-style-type: none"> Identify and formalize a process to look at student assessments and school-wide programs Formalize an RTI (Response to Intervention) process with targeted interventions for students 	<ul style="list-style-type: none"> Identify and use data sources (formative assessments, grades, progress reports, MCAS, SATs, ACTs, common assessments etc.) to improve student learning Determine which adjustments work best for students Collect student feedback on best practices and adjustments Utilize the Concord Fellows Courses on Feedback and Data 	<ul style="list-style-type: none"> Implement adjustments to instruction to improve student learning RTI work produces targeted recommendations for students, as well as systemic recommendations for the school
<p>Presentation skills</p> <ul style="list-style-type: none"> Implement pilot across disciplines Maintain focus on students' presentation skills across disciplines 	<ul style="list-style-type: none"> Familiarize students with presentation skills rubrics (most relevant via academic courses where they will actually be used) Connect with schools who have focused on this Collect student feedback on presentation skills 	<ul style="list-style-type: none"> School-wide understanding and implementation of best practices in presentations Increased achievement in students' presentation skills as noted via observation data Assess improvement of student presentation skills across disciplines and explore various technical platforms for scoring/grading presentations

Goal II: Cultivate positive connections among all community members in order to promote a mindful culture of wellness, responsibility, and good citizenship.		
Key Actions	Process Benchmarks	Outcome Benchmarks
<ul style="list-style-type: none"> Evaluate programs including: Internship, Advisory, ADL training and aspects of school climate that led to its implementation, and SPED services 	<ul style="list-style-type: none"> Committee (faculty, advisory coordinators, student, admin, parent) to review data and existing curriculum; make recommendations <ul style="list-style-type: none"> Review advisory programs at public and private schools Define purpose and intended outcomes Survey students and staff Process for adding curriculum/content to advisory (eg. digital citizenship) Discuss in-house versus outsourcing of internship Secure additional sites for student internship placements Partner with an outside consultant to conduct a comprehensive review of SPED services 	<ul style="list-style-type: none"> Revised program curriculum which includes the voice of all stakeholders Create an in-house internship liaison position for internship Analyze and implement SPED recommendations
<ul style="list-style-type: none"> Implement the Q5 program 	<ul style="list-style-type: none"> Collect and review curriculum submissions Collect Q5 feedback from students, staff, community members and schools with similar programs via surveys and focus groups Visit and speak with schools with similar programs 	<ul style="list-style-type: none"> Explore Q5 coordinator position Effectively implement Q5 program in June 2018
<ul style="list-style-type: none"> Offer opportunities for students and staff to learn and practice mindfulness and inspiring a mindfulness culture 	<ul style="list-style-type: none"> K-12 Mindfulness committee creates strategic plan Speakers, workshops, and mindfulness moments inserted in daily activities and discussions 	<ul style="list-style-type: none"> Implement strategic plan Students and staff discuss mindfulness in formal and informal dialog Work closely with Concord based Ivy Child

Goal III: Foster a culture of academic engagement, curiosity, honesty, and inquiry.		
<p>Reading culture</p> <ul style="list-style-type: none"> • One School, One Question summer reading • Faculty and student inquiry into "What is a reading culture?" 	<ul style="list-style-type: none"> • Incorporate focused pleasure reading for inquiry-based units • Study school practices - developing a reading culture • Publicize faculty reading/faculty recommendations 	<ul style="list-style-type: none"> • Secure baseline data for student participation in reading incentive activity (to compare and assess future growth in participation) • Evaluate One School, One Question summer reading
<p>Challenge Success</p> <ul style="list-style-type: none"> • Increase students' well-being and reduce student stress through work in three focal areas: homework, engagement, extracurricular activities • Establish an interdisciplinary faculty/student committee to develop a school-wide academic integrity policy • Develop educational program for students and parents to learn/increase awareness about academic integrity • Investigate an academic review board • Consistent use of Noodle Tools for bibliographies and citation to demonstrate source evaluation and ethical use of information 	<ul style="list-style-type: none"> • Challenge Success Committee <ul style="list-style-type: none"> ○ Fine-tune actions targeting homework, engagement, and extracurricular activities based on late Spring 2017 progress data from students, educators, and parents ○ Collaborate with consultant fall/winter 2017, and participate in spring 2018 conference, to make further progress in focal areas ○ Examine and act on intersection of Academic Integrity work with CS ○ Get department and student/student government feedback on school-wide academic integrity policy ○ Incorporate feedback ○ Develop student talking points (scenarios dealing with integrity issues) 	<ul style="list-style-type: none"> • All educators uphold HW Essential Practices (from Homework Committee final doc) • Implement action items developed from Challenge Success data and work • A school-wide academic integrity policy that students are familiar with and teachers utilize • Launch pilot for feedback

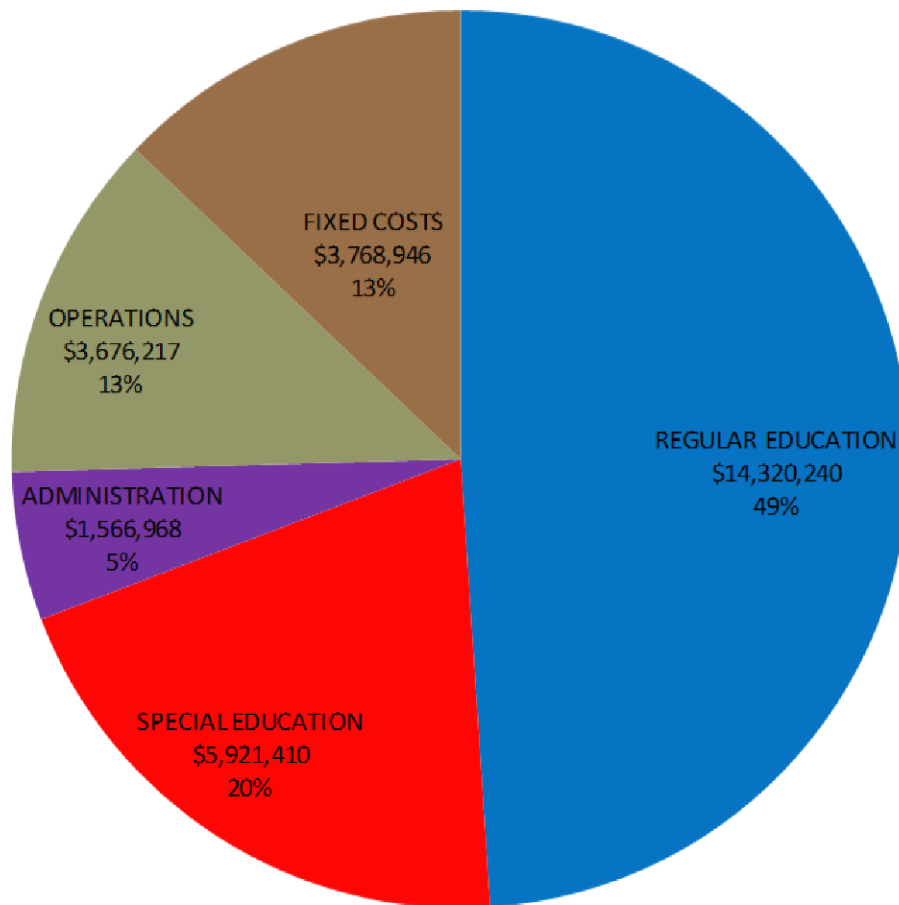
Organization Chart



Section II: FY2019 Budget Summaries

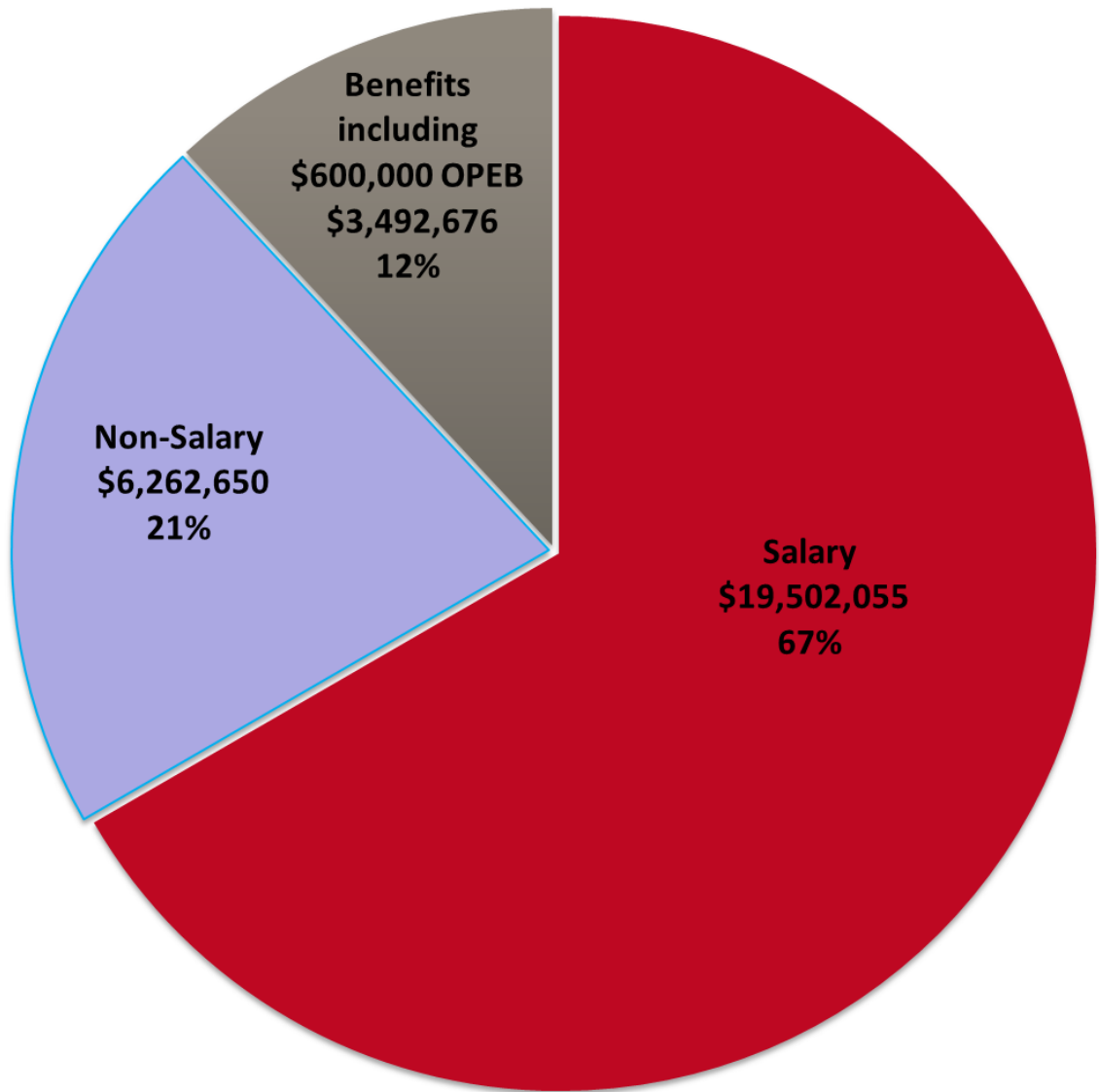
Budget Summary

FY2019 CCRSD Preliminary Operating Budget

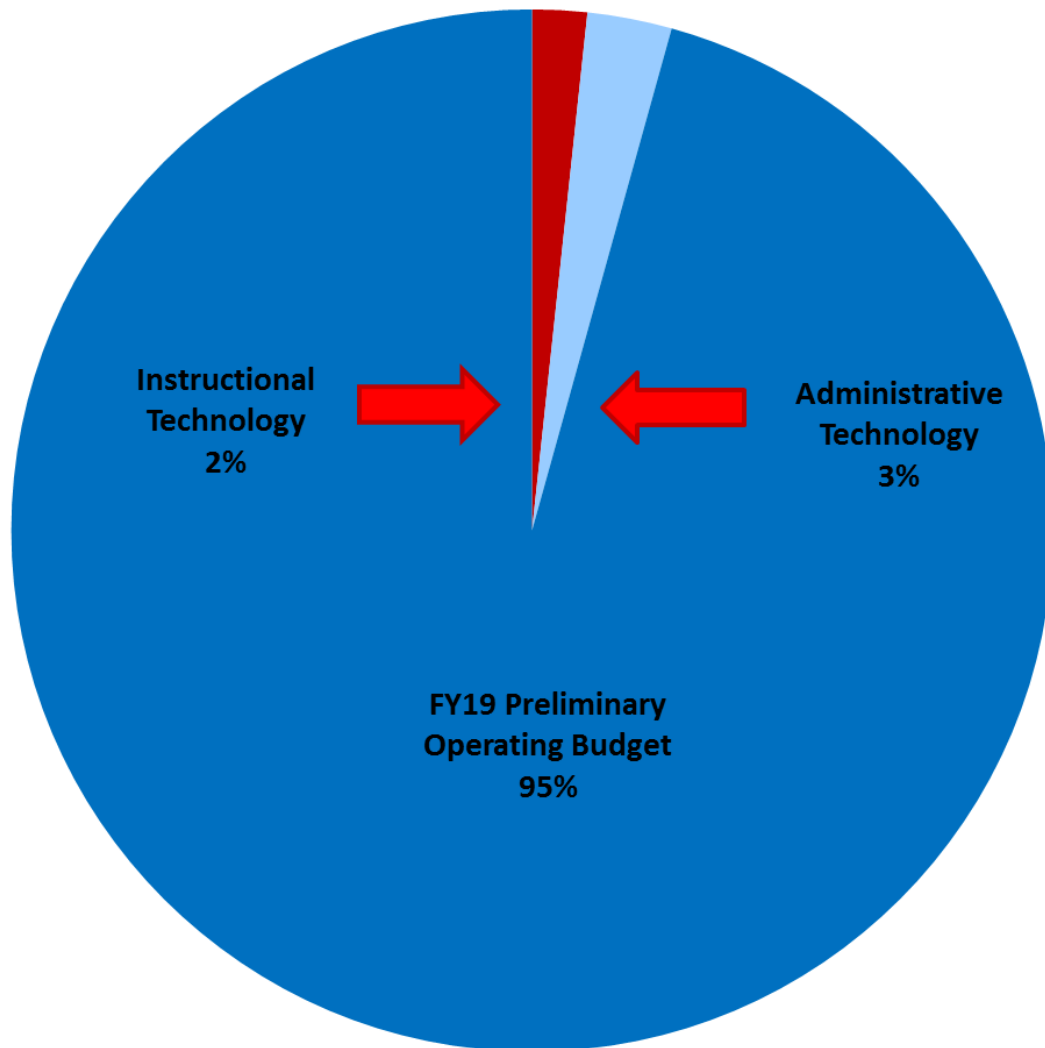


Major Program Area	FY18 BUDGET	FY19 PRELIMINARY BUDGET	\$ CHANGE	% CHANGE
REGULAR EDUCATION	\$13,891,490	\$14,320,240	\$428,749	3.09%
SPECIAL EDUCATION	\$5,471,114	\$5,921,410	\$450,297	8.23%
ADMINISTRATION	\$1,599,099	\$1,566,968	-\$32,130	-2.01%
OPERATIONS	\$3,567,526	\$3,676,217	\$108,691	3.05%
FIXED COSTS	\$3,509,671	\$3,768,946	\$259,275	-0.91%
OPERATING BUDGET	\$28,042,499	\$29,257,381	\$1,214,882	4.33%

FY2019 CCRSD Salary & Non-Salary



FY19 CCRSD Technology Budget Components



Assessments

		FY18 SC Adopted Budget	FY19 SC Adopted Needs	FY19 SC Adopted Change \$	FY19 / FY18 SC Adopted %	FY19 11/30/2017 FINCOM Guideline	FY19 FINCOM Budget Change \$	FY19 / FY18 FINCOM Budget %
Concord-Carlisle Regional High School								
Operations	\$	28,042,499	29,257,381	\$ 1,214,882	4.33%	28,393,770	\$ 351,271	1.25%
Debt Service		4,984,609	4,647,700	(336,909)	-6.76%	4,647,700	(336,909)	-6.76%
Total Budget		33,027,108	33,905,081		2.66%	33,041,470		0.04%
Financing Sources								
State Aid - Chapter 70		2,321,678	2,429,801 *	108,123	4.66%	2,429,801 *	108,123	4.66%
State Aid - MSBA (Excluded Debt)		0	0			0		
Prior Year Reserved Debt Service		162						
State Aid -								
-- Regional Transportation		505,311	388,038 *	(117,273)	-23.21%	388,038 *	(117,273)	-23.21%
-- Charter Tuition Reimbursement		16,963	4,465 *	(12,498)	-73.68%	4,465 *	(12,498)	-73.68%
-- Charter Facility Reimbursement		0	0	-		0	-	
District Funds								
-- Excess & Deficiency		700,000	500,000	(200,000)	-28.57%	500,000	(200,000)	-28.57%
-- Investment Income		50,499	20,000	(30,499)	-60.40%	20,000	(30,499)	-60.40%
-- Miscellaneous Income		50,000	15,000	(35,000)	-70.00%	15,000	(35,000)	-70.00%
		3,644,613	3,357,304		-7.88%	3,357,304		-7.88%
Assessments to Member Towns	\$	29,382,495	30,547,777		3.97%	29,684,166		1.03%
Total Financing Sources		33,027,108	33,905,081	0	2.66%	33,041,470	0	0.04%
Assessments								
Concord		73.51%	75.46%			75.46%		
Within the levy limit	\$	17,935,005	19,544,198	1,609,193	8.97%	18,892,517	957,512	5.34%
Debt service		3,561,484	3,404,345	(157,139)	-4.41%	3,404,345	(157,139)	-4.41%
School Bus Debt Service		102,583	102,809	226		102,809	226	
		21,599,072	23,051,352	1,452,280	6.72%	22,399,671	800,599	3.71%
Carlisle		26.49%	24.54%			24.54%		
Within the levy limit		6,463,043	6,355,879	(107,164)	-1.66%	6,143,949	(319,094)	-4.94%
Debt service		1,320,380	1,140,546	(179,834)	-13.62%	1,140,546	(179,834)	-13.62%
		7,783,423	7,496,425	(286,998)	-3.69%	7,284,495	(498,928)	-6.41%
Total Assessments	\$	29,382,495	30,547,777	(286,998)	3.97%	29,684,166	(498,928)	1.03%
* 10.4.2017 MA DOR Cherry Sheet								

Summary of Cost Drivers

DESCRIPTION	FY14 SC Adopted Budget = FinCom GL	FY15 SC Adopted Budget = FinCom GL	FY16 SC Adopted Budget = FinCom GL	FY17 SC Adopted Budget = FinCom GL	FY18 SC Adopted Budget = FinCom GL	FY19 SC Adopted Budget 12.12.2017	FY19 11/30/2017 Finance Committee Guideline
NET OPERATING BUDGET	\$ 23,886,464	\$ 24,605,506	\$ 25,802,829	\$ 26,608,381	\$ 28,042,499	\$ 29,257,381	\$ 28,393,770
OPERATING BUDGET % INCREASE	1.01%	3.01%	4.87%	3.12%	5.39%	4.33%	1.25%
5 Year Operating Average Increases	3.42%	2.92%	2.90%	2.76%	3.48%	4.14%	3.53%
OPEB Actual & Planned Contributions	\$76,954	\$350,000	\$489,691	\$705,000	\$735,499	\$600,000	\$800,000
SALARIES	\$ 15,833,348	\$ 16,124,599	\$ 16,889,996	\$ 17,420,598	\$ 18,673,176	\$ 19,502,055	
NON - SALARIES	8,053,116	8,480,907	8,912,802	9,187,782	9,369,323	9,755,326	
DEBT SERVICE AMOUNTS	2,419,139	2,831,824	4,840,209	5,133,393	4,984,609	4,647,700	4,647,700
TOTAL	\$ 26,305,603	\$ 27,437,330	\$ 30,643,007	\$ 31,741,774	\$ 33,027,108	\$ 33,905,081	\$ 33,041,470
OPERATING BUDGET FUNDING IMPACT	\$ 239,077	\$ 719,042	\$ 1,140,029	\$ 805,552	\$ 1,434,118	\$ 1,214,882	\$ 351,271
OPERATING BUDGET DELTA AT FINCOM GUIDELINE							\$ (863,611)

Revenue

DESCRIPTION	FY19 SC Adopted Budget 12.12.2017	FY19 11/30/2017 Finance Committee Guideline
SOURCES OF REVENUE		
LOCAL SOURCES		
ASSESSMENTS FROM CONCORD & CARLISLE	\$ 30,547,777	\$ 29,684,166
EXCESS & DEFICIENCY	500,000	500,000
INVESTMENT INCOME	20,000	20,000
MISCELLANEOUS INCOME	15,000	15,000
PRIOR YEAR RESERVED DEBT SERVICE		
STATE SOURCES (DOE)		
CHAPTER 70	2,429,801	2,429,801
REGIONAL TRANSPORTATION AID	388,038	388,038
CHARTER TUITION REIMBURSEMENTS	4,465	4,465
OTHER STATE SOURCES		
TOTAL REVENUE BUDGET	\$ 33,905,081	\$ 33,041,470
PROJECTED USES OF REVENUE		
SALARIES	\$ 19,502,055	
NON-SALARIES	\$ 9,155,326	
DEBT SERVICE	\$ 4,647,700	
OPEB LIABILITY	\$ 600,000	
TOTAL EXPENSES BUDGET	\$ 33,905,081	

Major Escalation & Cost Drivers

MAJOR ESCALATION/COST DRIVERS			FY19 SC Adopted Budget
Program Area			INCREASED
STEPS	1010 -2410		\$ 189,323
LANES	1011 -2410		\$ 85,000
SCALE %	1012 -2410		\$ 251,734
			1.9%
TEACHER SALARY ESCALATION			\$ 526,057
PARAPROFESSIONALS	2400		\$ 5,898
ATHLETICS CLERICAL	2310		\$ 11,200
CO-CURRICULAR SUPPLIES & FEES	2330		\$ 15,479
PROFESSIONAL DEVELOPMENT	1160		\$ 5,032
OTHER CBU & NON CBU SALARY Escalation/Staffing Adjustments	1010-4661		\$ 333,023
			1.3%
OTHER SALARY ESCALATION			\$ 370,632
HEALTH & FITNESS SUPPLIES & MATERIALS	1110		\$ 6,390
NURSING STAFFING ADJUSTMENT	2390		\$ 23,841
DIGITAL LITERACY ADMINISTRATOR	1020		\$ 64,993
EQUIPMENT	2360		\$ 20,500
SCIENCE EQUIPMENT & MATERIALS	1180		\$ 35,255
FIELD TRIP TRANSPORTATION & EXPENSES	2370		\$ 7,852
			0.6%
			\$ 158,831
STATE ASSESSMENTS	5830		\$ 106,537
OTHER FIXED COSTS (Audits, Banking Services, Postage)	5840		\$ 20,583
MEDICAL, WORKERS COMPENSATION & OTHER INSURANCE	5810		\$ 95,827
OPEB			
RETIREMENT	5820		\$ 36,328
			0.9%
BENEFITS ESCALATION			\$ 259,275
SPECIAL EDUCATION Out-of-District	1200		285,000
SPECIAL EDUCATION TUTORS	1200		93,799
SPECIAL EDUCATION TEACHERS	1200		224,647
			2.2%
SPECIAL EDUCATION ESCALATION			\$ 603,446
CAPITAL OUTLAY	4610		
REPLACEMENT BUSES (Total of 2 of 3 replacement buses being	4660		\$ 40,000
UTILITIES (Heating , Electricity, Water, Trash)	4680 & 4690		\$ 27,945
BUILDING MAINTENANCE	4640		\$ 99,803
			0.6%
OPERATIONS ESCALATION			\$ 167,748
OTHER NET ESCALATION	0.16%	1010 - 5800	\$ 44,227
TOTAL INCREASES \$			\$ 2,130,216
TOTAL INCREASES %			7.60%

Offsetting Reductions

Program Area		DECREASED COSTS	DECREASED COSTS
CONTINGENCIES	1020		\$ (194,025)
OPEB (\$735,499 FY18 Amount decreased by \$135,499, instead of \$800K for FY2019)	5810		\$ (135,499)
PROFESSIONAL STAFFING			\$ (105,410)
INSTRUCTIONAL SUPPLIES & MATERIALS	1010 - 2390		\$ (31,842)
PROFESSIONAL DEVELOPMENT	1160		\$ (17,084)
INSTRUCTIONAL CONTRACTED SERVICES	1130		\$ (50,000)
SUPPORT STAFF	2350		\$ (25,476)
CAPITAL OUTLAY	4610		\$ (17,500)
INFORMATION TECHNOLOGY	4630		\$ (28,715)
SPECIAL EDUCATION TRANSPORTATION	4670		\$ (202,287)
COMPUTER INSTRUCTION (Software & Materials)	1020		\$ (42,000)
ADMINISTRATION SUPPLIES & MATERIALS & SERVICES	3510, 3530		\$ (37,182)
SUPPORT STAFF	1120		\$ (48,892)
OPERATIONS & FIXED COSTS REDUCTION AT SC GUIDELINE			\$ (935,914)
			-3.3%
TOTAL ADDITIONAL REDUCTIONS TO MEET TENTATIVE GUIDELINE			\$ (863,611)
			-6.4%
TOTAL FY19 OPERATING BUDGET CHANGE AT SC ADOPTED LEVEL			4.33%
GROWTH AT FY2019 TENTATIVE CONCORD FINANCE COMMITTEE GUIDELINE			1.25%

External Funds

DESCRIPTION	FY14 SC Adopted Budget = FinCom GL	FY15 SC Adopted Budget = FinCom GL	FY16 SC Adopted Budget = FinCom GL	FY17 SC Adopted Budget = FinCom GL	FY18 SC Adopted Budget = FinCom GL	FY19 SC Adopted Budget 12.12.2017	FY19 11/30/2017 Finance Committee Guideline
GENERAL FUNDS							
TOTAL GENERAL FUND BUDGET LEVELS	26,305,603	27,437,330	30,643,007	31,741,774	33,027,108	33,905,081	33,041,470
- less debt service	2,419,139	2,831,824	4,840,209	5,133,393	4,984,609	4,647,700	4,647,700
GENERAL FUND OPERATING BUDGET LEVELS	23,886,464	24,605,506	25,802,798	26,608,381	28,042,499	29,257,381	28,393,770
EXTERNAL FUNDS							
FEDERAL GRANTS	345,876	379,059	341,153	341,153	341,153	307,038	307,038
STATE GRANTS-METCO	369,509	367,342	344,719	344,719	344,719	344,719	344,719
EXTERNAL FUNDS TOTAL	715,385	746,401	685,872	685,872	685,872	651,757	651,757
ALL FUNDS TOTAL	27,020,988	28,183,731	31,328,879	32,427,646	33,712,980	34,556,838	33,693,227
EXTERNAL FUNDS AS % OF GRAND TOTAL	2.6%	2.6%	2.2%	2.1%	2.0%	1.9%	1.9%

Program Area Budget

PROGRAM AREA:	ACCOUNT TITLE	FY2017 BUDGET	FY2017 EXPENSES	FY2017 BALANCE	FY2018 BUDGET	FY19 PRELIM BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 BUDGET
PROGRAM AREA 1010: ART		634,041	641,331	-7,290	665,324	693,330	28,006	4.2%
PROGRAM AREA 1020: COMPUTER INSTRUCTION		518,087	212,329	305,758	462,109	519,614	57,505	12.4%
PROGRAM AREA 1050: ENGLISH		1,590,325	1,589,962	363	1,694,492	1,770,126	75,634	4.5%
PROGRAM AREA 1070: ELL		43,041	51,968	-8,927	44,915	44,555	(360)	-0.8%
PROGRAM AREA 1080: FOREIGN LANGUAGES		1,290,921	1,423,847	-132,926	1,357,712	1,481,486	123,774	9.1%
PROGRAM AREA 1090: GUIDANCE		1,001,887	1,047,616	-45,729	1,044,643	1,104,254	59,612	5.7%
PROGRAM AREA 1100: HEALTH EDUCATION		3,302	10,280	-6,978	5,000	7,290	2,290	45.8%
PROGRAM AREA 1110: HEALTH & FITNESS		568,723	556,176	12,547	585,649	616,561	30,911	5.3%
PROGRAM AREA 1120: LIBRARY & MEDIA SERVICES		278,513	226,915	51,598	285,797	213,376	(72,421)	-25.3%
PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION		183,657	242,977	-59,320	273,450	109,026	(164,425)	-60.1%
PROGRAM AREA 1140: MATHEMATICS		1,715,872	1,717,268	-1,396	1,838,521	1,919,046	80,525	4.4%
PROGRAM AREA 1150: MUSIC		287,243	247,057	40,186	301,426	301,915	489	0.2%
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT		242,644	221,438	21,206	274,909	254,260	(20,649)	-7.5%
PROGRAM AREA 1180: SCIENCE		1,764,431	1,851,718	-87,287	1,823,155	1,987,863	164,708	9.0%
PROGRAM AREA 1190: SOCIAL STUDIES		1,378,456	1,496,129	-117,673	1,440,938	1,613,421	172,483	12.0%
PROGRAM AREA 1200: SPECIAL EDUCATION		4,699,365	4,687,845	11,520	4,777,190	5,429,774	652,584	13.7%
PROGRAM AREA 1210: SUBSTITUTES		80,085	82,046	-1,961	90,000	88,500	(1,500)	-1.7%
PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY		10,545	10,161	384	10,545	10,780	235	2.2%
PROGRAM AREA 1240: CURRICULUM LEADERSHIP		0	150	-150	0	0	-	
PROGRAM AREA 1250: THEATRE ARTS		21,500	18,323	3,178	21,500	20,800	(700)	-3.3%
PROGRAM AREA 2300: ADULT & COMMUNITY EDUCATION		4	0	4	4	4	-	0.0%
PROGRAM AREA 2310: ATHLETICS		593,778	620,344	-26,566	632,683	676,245	43,562	6.9%
PROGRAM AREA 2320: CENTRAL SUPPLY		2,077	5,704	-3,627	2,077	6,051		191.4%
PROGRAM AREA 2330: CO-CURRICULAR		282,971	318,660	-35,689	326,297	354,679	28,382	8.7%
PROGRAM AREA 2340: CONTINGENCY		229,240	77,413	151,827	341,014	146,989	(194,025)	-56.9%
PROGRAM AREA 2350: COPY SERVICE		66,558	54,871	11,687	70,894	38,499	(32,395)	-45.7%
PROGRAM AREA 2360: EQUIPMENT		9,500	37,428	-27,928	9,500	30,000	20,500	215.8%
PROGRAM AREA 2370: FIELD TRIPS		30,000	26,253	3,747	20,000	27,852	7,852	39.3%
PROGRAM AREA 2390: HEALTH SERVICES		132,266	146,358	-14,092	137,892	156,550	18,658	13.5%
PROGRAM AREA 2400: PARAPROFESSIONALS		121,102	154,084	-32,982	125,545	125,467	(78)	-0.1%
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL		11,500	1,403	10,097	5,500	1,700	(3,800)	-69.1%
PROGRAM AREA 3510: ADMINISTRATION		740,971	939,705	-198,734	822,691	788,035	(34,656)	-4.2%
PROGRAM AREA 3520: PRINCIPALS		722,927	744,475	-21,548	764,100	769,819	5,719	0.7%
PROGRAM AREA 3530: SCHOOL COMMITTEE		12,307	5,246	7,061	12,307	9,114	(3,193)	-25.9%
PROGRAM AREA 4610: CAPITAL OUTLAY		27,500	32,058	-4,558	67,500	50,000	(17,500)	-25.9%
PROGRAM AREA 4620: CUSTODIAL SERVICES		561,448	592,959	-31,511	607,502	622,554	15,053	2.5%
PROGRAM AREA 4630: INFO. TECH. SERVICES		798,171	735,306	62,865	842,519	802,147	(40,372)	-4.8%
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS		305,612	437,343	-131,731	415,465	424,478	9,013	2.2%
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES		28,028	142,446	-114,418	36,577	151,121	114,544	313.2%
PROGRAM AREA 4660: REGULAR TRANSPORTATION		957,693	757,328	200,365	1,112,848	1,112,856	8	0.0%
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION		631,667	588,746	42,921	693,923	491,636	(202,287)	-29.2%
PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS		159,452	67,617	91,835	79,784	82,498	2,714	3.4%
PROGRAM AREA 4690: UTILITIES/OTHER		473,377	390,532	82,845	405,331	430,562	25,230	6.2%
PROGRAM AREA 5800: DEBT SERVICE		5,136,993	5,144,926	-7,933	4,988,209	4,651,300	(336,909)	-6.8%
PROGRAM AREA 5810: INSURANCE		2,515,579	2,444,213	71,366	2,646,521	2,742,348	95,827	3.6%
PROGRAM AREA 5820: RETIREMENT		666,849	666,849	0	708,000	744,328	36,328	5.1%
PROGRAM AREA 5830: ASSESSMENTS		135,000	197,037	-62,037	102,500	209,037	106,537	103.9%
PROGRAM AREA 5840: OTHER FIXED COSTS		76,650	68,989	7,661	52,650	73,233	20,583	39.1%
Grand Total		31,741,858	31,733,828	8,030	33,027,108	33,905,081	652,592	2.66%
-- less Debt Service		5,133,393	5,133,392		4,984,609	4,647,700		
Total Operating Budget		26,608,465	26,600,436	8,030	28,042,499	29,257,381	1,214,882	4.33%

Section III: FY2019 Budget Detail

Adopted Budget

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1010 : ART	641,331	665,324	693,330	28,006	4.2%
Art Teaching Salary	588,270	611,369	637,304	25,936	4.2%
Art Clerical Salary	0	-	-	0	
Art Dept. Chair	150	-	-	0	
Art Longevity	7,830	5,406	8,200	2,794	51.7%
Total Salary	596,250	616,774	645,504	28,730	4.7%
Art Teaching S/M	33,678	35,000	35,729	729	2.1%
Art Textbooks	191	300	202	-98	-32.5%
Art Maintenance Contracts	1,246	1,750	1,322	-428	-24.5%
Art New Equipment	6,418	6,750	6,808	58	0.9%
Art Replacement Equipment	3,548	4,750	3,764	-986	-20.8%
Total Non-Salary	45,081	48,550	47,826	-724	-1.5%
Total Program	641,331	665,324	693,330	28,006	4.21%

Art – 5.75 FTE Teachers

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

Applied Technology course offerings include courses utilizing the latest computer and video technology in addition to an architecture class involving traditional drawing and design materials. Technical courses are offered in computer programming and web design, digital imaging, digital photography and digital video courses. All courses stress content and the use of the computer as a creative tool. Students may choose from a variety of electives or focus on one area of interest; advanced level classes require successful completion of the introductory class.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1020: COMPUTER INSTRUCTION	212,329	462,109	519,614	57,505	12.4%
Instr. Tech. Specialist	60,812	75,919	68,432	-7,487	-9.9%
Comp. Instr. Teaching Salary	190	190	190	0	0.0%
Digital Literacy Administrator	84		64,993	64,993	
Total Salary	61,086	76,109	133,614	57,505	75.6%
Computer Instr. S/M	0	27,000	0	-27,000	-100.0%
Computer Software	0	55,000	0	-55,000	-100.0%
Computer Hardware	151,243	304,000	386,000	82,000	27.0%
Total Non-Salary	151,243	386,000	386,000	0	0.0%
Total Program	212,329	462,109	519,614	57,505	12.44%

Computer Instruction – 1.0 FTE

Each classroom teacher has a MacBook Air (180), interactive whiteboard and data projector, infrared Lightspeed sound amplification system, Apple TV, and access to iPads (133), Desktops (452), scanners, digital cameras, digital video cameras, document cameras, usb probes and microscopes, digital recording equipment, ActiVote devices, eBooks, and audiobooks. CCHS has a digital imaging lab, language lab, Green Screen for Weather Services, Digital Recording Studio, Radio Station, CCTV, and Media Wall. The Technology Specialist is available to guide, support, and coach teachers in integrating these digital tools and software in to their daily curriculum.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1050: ENGLISH	1,589,962	1,694,492	1,770,126	75,634	4.5%
English Teaching Salary	1,486,896	1,595,558	1,663,244.89	67,687	4.2%
English Dept. Chair	63,940	58,112	66,523	8,411	14.5%
English Longevity	24,360	23,422	25,344	1,922	8.2%
Total Salary	1,575,196	1,677,092	1,755,112	78,020	4.7%
English Teaching S/M	5,528	8,250	5,865	-2,385	-28.9%
English Textbooks	9,238	9,150	9,150	0	0.0%
Total Non-Salary	14,766	17,400	15,015	-2,385	-13.7%
Total Program	1,589,962	1,694,492	1,770,126	75,634	4.46%

English – 15.25 FTE Teachers and 0.5 FTE Department Chair

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

For the freshman, sophomore, and junior years, each student is recommended for a level, Honors or College Preparatory. During the junior year, English is separated into two semesters; Semester I is the literature-based Junior English, with a College Preparatory and an Honors section, and in Semester II juniors choose between two writing-based courses, Writing Workshop (College Preparatory) or Rhetoric (Honors.) Any senior who has successfully completed the freshman, sophomore, and junior English requirements may select courses from the senior electives.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1070: ELL	51,968	44,915	44,555	-360	-0.8%
ELL Teaching Salary	42,800	30,229	44,530	14,300	47.3%
ELL Tutor Salary	9,143	13,780	-	-13,780	-100.0%
Total Salary	51,944	44,009	44,530	520	1.2%
ELL S/M	24	906	25	-881	-97.2%
Total Non-Salary	24	906	25	-881	-97.2%
Total Program	51,968	44,915	44,555	-360	-0.80%

English Language Learner – 0.4 FTE Teacher

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

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1080: FOREIGN LANGUAGES	1,423,847	1,357,712	1,481,486	123,774	9.1%
For. Language Teaching Salary	1,297,884	1,240,362	1,367,980.71	127,619	10.3%
Foreign Lang. Dept. Chair	64,523	66,670	67,130	460	0.7%
Foreign Lang. Longevity	13,534	17,943	14,081	-3,862	-21.5%
Total Salary	1,375,941	1,324,975	1,449,192	124,217	9.4%
For. Language Teaching S/M	7,198	6,778	7,637	859	12.7%
Foreign Language Textbooks	38,674	17,500	22,500	5,000	28.6%
For. Language Maint. Contracts	2,034	8,459	2,158	-6,301	-74.5%
Total Non-Salary	47,906	32,737	32,295	-442	-1.4%
Total Program	1,423,847	1,357,712	1,481,486	123,774	9.12%

World Languages – 13.25 FTE Teachers and 0.5 FTE Department Chair

Four foreign languages are available to students, each one offering a sequence of study that can be followed through to senior year: Spanish, French, Latin and Chinese. Each language has two levels available (College Prep and Honors.) Spanish and French offer AP level classes as well. Travel programs and exchanges are arranged to French and Spanish speaking countries when there is sufficient interest.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1090: GUIDANCE	1,047,616	1,044,643	1,104,254	59,612	5.7%
Guidance Professional Salary	862,110	835,338	896,939	61,602	7.4%
Career Ed. Coordinator Salary	0	-	-	0	
Guidance Home Tutor Salary	3,050	22,305	7,500	-14,805	-66.4%
Career Ed. Assistant Salary	0	-	-	0	
Registrar Salary	0	-	-	0	
Guidance Clerical Salary	95,485	104,737	109,180	4,443	4.2%
Guidance Dept. Chair	62,240	59,446	64,754	5,308	8.9%
Guidance Longevity	17,400	7,207	18,103	10,896	151.2%
Total Salary	1,040,285	1,029,033	1,096,477	67,444	6.6%
Guidance S/M	1,107	1,172	1,174	2	0.2%
Guidance Testing S/M	270	4,000	286	-3,714	-92.8%
Career Ed. S/M	358	1,000	380	-620	
Guidance Publications	725	1,300	769	-531	-40.8%
Career Ed. Computer Software	4,872	2,500	5,168	2,668	106.7%
ELL Consultant	0	0	0	0	
Guidance College Visits	0	132	0	-132	
Guidance Contractual	0	5,506	0	-5,506	-100.0%
Total Non-Salary	7,331	15,610	7,778	-7,832	-50.2%
Total Program	1,047,616	1,044,643	1,104,254	59,612	5.71%

Guidance – 6.5 FTE Guidance Counselors, 2 FTE School Adjustment Counselors, and 0.5 FTE Department Chair

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

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

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1100: HEALTH EDUCATION	10,280	5,000	7,290	2,290	45.8%
Health Ed. Curriculum Specialist	0	-	-	0	
Health Ed. Longevity	0	-	-	0	
Health Ed. Clerical	0	-	-	0	
Total Salary	0	-	-	0	
Health Ed. S/M	10,280	5,000	7,290	2,290	45.8%
Total Non-Salary	10,280	5,000	7,290	2,290	45.8%
Total Program	10,280	5,000	7,290	2,290	45.80%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1110: HEALTH & FITNESS	556,176	585,649	616,561	30,911	5.3%
Health & Fitness Teaching Salary	464,956	498,441	519,586	21,145	4.2%
Hlth. & Fitness Dept. Chair	65,830	66,220	69,030	2,809	4.2%
Hlth. & Fitness Longevity	12,180	13,363	13,930	567	4.2%
Total Salary	542,965	578,024	602,545	24,521	4.2%
Health & Fitness S/M	4,055	3,579	4,302	723	20.2%
Hlth. & Fitness Replacement Equipment	6,679	2,110	7,086	4,976	235.8%
Health Textbooks	2,477	1,936	2,628	692	35.8%
Total Non-Salary	13,211	7,625	14,015	6,390	83.8%
Total Program	556,176	585,649	616,561	30,911	5.28%

Health & Fitness – 5.5 FTE Teachers, 0.5 FTE Department Chair

The Health and Fitness Program is designed to build the skills, knowledge and confidence needed to maintain an active, healthy lifestyle. Health education and physical education are combined to make up the Health and Fitness Program. All classes are coeducational, and students are placed in groupings of freshman, sophomores, and Juniors/Seniors. At the freshman and junior levels Health Education is a separate course in addition to an activity-based Fitness Education course. The sophomore level program has Health Education topics integrated within the Health Fitness course. Seniors complete a Senior Wellness Project.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1120: LIBRARY & MEDIA SERVICES	226,915	285,797	213,376	-72,421	-25.3%
Library/Media Coord. Salary	0	-	-	0	
CCHS Librarian Salary	115,026	117,326	119,673	2,347	2.0%
Library/Media Clerical Salary	1,150	1,160	1,220	60	5.2%
Library Aides Salary	80,167	133,942	60,050	-73,892	-55.2%
Media Aide Salary	0	-	-	0	
Media Repair Tech. Salary	0	-	-	0	
Library/Media Longevity	0	-	-	0	
Library/Media Addtl. Comp.	0	-	-	0	
Total Salary	196,343	252,428	180,942	-71,485	-28.3%
Library/Media Office S/M	4,580	405	4,859	4,454	1099.7%
Library S/M	656	866	696	-170	-19.6%
Library/Media Software S/M	1,572	2,500	1,668	-832	
Library/Media Audio-Visual S/M	0	2,500	0	-2,500	
Media Repair S/M	85	3,500	90	-3,410	-97.4%
Library Books and E-books	3,232	5,200	3,429	-1,771	-34.1%
Media AV Maintenance Contracts	6,024	0	6,391	6,391	
CCHS On-Line Search	0	4,148	0	-4,148	-100.0%
Databases	14,422	12,750	15,300	2,550	20.0%
Library/Media Professional Ref.	0	500	0	-500	
Library/Media New Equipment	0	500	0	-500	
Library/media Replacement Equip.	0	500	0	-500	
Total Non-Salary	30,571	33,369	32,433	-936	-2.8%
Total Program	226,915	285,797	213,376	-72,421	-25.34%

Library & Media Services – 1 FTE Library/Media Specialist, 2 additional library staff

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

Services in the Learning Commons have been reduced by decreasing staff hours as depicted above by approximately \$74,000.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION	242,977	273,450	109,026	-164,425	-60.1%
Instr: Senior Project Advisor Salary	57,256	57,015	59,433	2,419	4.2%
Planning Room Supervisor	101,780	105,410	-	-105,410	-100.0%
MCAS Remedial Instr.	0	-	-	0	
VHS Coordinator	5,000	17,016	5,200	-11,816	-69.4%
Virtual H.S. Membership Fee	7,962	9,010	9,392	382	4.2%
MCAS Remedial S/M	0	0	-	0	
Inter. Instr. Contracted Services	70,979	85,000	35,000	-50,000	-58.8%
Total Program	242,977	273,450	109,026	-164,425	-60.13%

Interdepartmental Instruction – 0.25 FTE Special Project Advisor, 0.5 FTE Advisory Coordinator, 1 FTE School Adjustment Counselor

Special Projects provides opportunities for CCHS seniors to engage in an independent learning project. The Special Project Advisor, coordinates and guides the efforts of approximately 25-40 seniors.

All School Advisory Program connects adults and students outside the classroom and helps ensure every student has an advocate when needed. The Advisory Coordinator coordinates the 2x monthly meetings to improve student achievement and behavior while enriching the lives of students and teachers through personalizing the learning experiences.

The Planning Room Supervisor is a School Adjustment Counselor who works with students with inappropriate behaviors and provides appropriate consequences, academic support, and counseling. Funding for this position has been eliminated for the FY19 budget.

Virtual High School Program (VHS) is an online learning platform that provides students with opportunities to enroll in courses that CCHS does not offer. VHS requires membership fee and a site coordinator to facilitate the online experience for our students as well as a CCHS teacher to teach one VHS course.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1140: MATHEMATICS	1,717,268	1,838,521	1,919,046	80,525	4.4%
Mathematics Teaching Salary	1,607,447	1,735,335	1,808,951	73,617	4.2%
Mathematics Dept. Chair	64,523	64,867	67,130	2,262	3.5%
Mathematics Longevity	27,840	24,319	28,965	4,646	19.1%
Total Salary	1,699,810	1,824,521	1,905,046	80,525	4.4%
Mathematics S/M	9,732	7,000	7,000	0	0.0%
Mathematics Textbooks	7,726	7,000	7,000	0	0.0%
Total Non-Salary	17,458	14,000	14,000	0	0.0%
Total Program	1,717,268	1,838,521	1,919,046	80,525	4.38%

Mathematics – 18.25 FTE Teachers, 0.5 FTE Department Chair

The Mathematics Department offers courses designed to help students develop skills in a number of areas in mathematics. The program attempts to achieve a balance of instruction in algebra, data representation, functions, geometry, and measurement, number systems, and problem solving. The course sequences and levels (AP, Honors, CP1, CP2, and CP3) with differences in rigor, pacing and methodologies, focus on the areas of Algebra, Geometry, Algebra II, Pre-calculus, Calculus, Statistics, and Discrete Math.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1150: MUSIC	247,057	301,426	301,915	489	0.2%
Music Teaching Salary	206,173	238,686	248,812	10,126	4.2%
Music Clerical Salary	0	-	-	0	
Music Field Trip Salary	3,459	3,305	3,444.71	140	4.2%
Music Dept. Chair	450	-	-	0	
Music Longevity	1,740	-	-	0	
Total Salary	211,822	241,991	252,256	10,266	4.2%
Music S/M	3,860	8,500	4,095	-4,405	-51.8%
Music Registration Fees	2,875	2,500	3,050	550	22.0%
Music Maintenance Contracts	1,270	3,922	1,348	-2,574	-65.6%
Sheet Music	3,438	4,415	3,647	-768	-17.4%
Music New Equipment	6,530	9,300	7,500	-1,800	-19.4%
Music Replacement Equipment	750	17,267	12,500	-4,767	-27.6%
Music Accompanist	16,513	13,531	17,518	3,987	29.5%
Total Non-Salary	35,236	59,435	49,659	-9,776	-16.4%
Total Program	247,057	301,426	301,915	489	0.16%

Music – 1 FTE Band/Orchestra Director, 1 FTE Choral Director

CCHS has 1 FTE Band/Orchestra Director and 1 FTE Choral Director. The Music Department offers courses designed to contribute to the musical and aesthetic education of students with a wide variety of abilities and interests. The program provides opportunities to increase proficiency with a musical instrument or the musical voice through solo and group performance, or to experience music as a form of expression. In addition to courses, which may be scheduled during the school day, additional opportunities are provided through the annual Musical and private lesson program.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT	221,438	274,909	254,260	-20,649	-7.5%
Prof. Dev. Director Salary	0	-	-	0	
Curr. Dev. Stipends	57,600	54,007	59,927	5,920	11.0%
Staff Development/Pupil	0	16,202	5,000	-11,202	-69.1%
Professional Dev. Substitute Salary	14,600	24,303	16,000	-8,303	-34.2%
Professional Sabbatical Salary	0	-	-	0	
Staff Dev. Developer Salary	0	-	-	0	
Staff Dev. Professional Salary	15,438	10,802	16,061	5,259	48.7%
Staff Dev. Tuition Reimbursement	13,784	30,200	30,200	0	0.0%
Staff Dev. Mentoring	12,363	8,101	12,862	4,761	58.8%
Curr. Dev. Summer Clerical Salary	0	-	-	0	
Dept. Chair Training Reimbursement	0	-	-	0	
Total Salary	113,784	143,615	140,051	-3,564	-2.5%
Curr. Dev. S/M	7,846	0	8,324	8,324	
Staff Dev. S/M	269	0	285	285	0.0%
Dimensions S/M	0	0	0	0	
Staff Dev. Student Support	2,401	2,393	2,547	154	6.4%
Staff Dev. Conferences	21,329	13,989	22,628	8,639	61.8%
Staff Dev. Contracted Services	43,538	65,000	46,189	-18,811	-28.9%
Alt. Sabbatical Prof. Dev.	0	0	0	0	
District Prof. Dev. Memberships	0	11,712	0	-11,712	-100.0%
District Memberships	32,271	38,200	34,236	-3,964	-10.4%
Total Non-Salary	107,654	131,294	114,210	-17,084	-13.0%
Total Program	221,438	274,909	254,260	-20,649	-7.51%

Professional Development

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

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1180: SCIENCE	1,851,718	1,823,155	1,987,863	164,708	9.0%
Science Teaching Salary	1,674,829	1,671,609	1,797,522	125,913	7.5%
Science Dept. Chair	67,082	70,864	69,792	-1,072	-1.5%
Science Longevity	21,750	18,017	22,629	4,612	25.6%
Chemical Hygiene Coord.	0	4,500	4,500	0	0.0%
Total Salary	1,763,661	1,764,990	1,894,443	129,453	7.3%
Science S/M	49,856	23,500	23,500	0	0.0%
Science Textbooks	25,359	15,233	10,000	-5,233	-34.4%
Science Maintenance Contracts	1,430	1,500	1,517	17	
Science Toxic Waste Disposal	0	2,613	2,613	0	0.0%
Science Equipment	11,412	15,319	15,319	0	0.0%
Total Non-Salary	88,058	58,165	93,420	35,255	60.6%
Total Program	1,851,718	1,823,155	1,987,863	164,708	9.03%

Science – 17.5 FTE Teachers, 0.5 FTE Department Chair

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

The department is offering a series of Engineering courses designed to teach students the major concepts they would encounter in a post-secondary engineering course of study. The introductory course, Engineering Problem Solving & Technical Communication, is designed to include concepts in Engineering Design, Construction Technologies, Communication Technologies, and Energy and Power Technologies (Fluid, Thermal and Electrical Systems). In addition to the introductory course, courses are available in the fields of 3-D Graphics (CAD), Mechanical Engineering, and Electrical Engineering. All engineering courses are taught at the Enriched Level.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1190: SOCIAL STUDIES	1,496,129	1,440,938	1,613,421	172,483	12.0%
Social Studies Teaching Salary	1,399,637	1,335,333	1,516,981	181,648	13.6%
Soc. Studies Dept. Chair	51,829	66,553	53,923	-12,630	-19.0%
Soc. Studies Longevity	28,710	23,422	29,870	6,448	27.5%
Total Salary	1,480,176	1,425,308	1,600,774	175,466	12.3%
Social Studies S/M	6,528	7,333	6,925	-408	-5.6%
Social Studies Textbooks	9,426	5,722	5,722	0	0.0%
Social Studies Collaborative	0	2,575	0	-2,575	-100.0%
Total Non-Salary	15,954	15,630	12,647	-2,983	-19.1%
Total Program	1,496,129	1,440,938	1,613,421	172,483	11.97%

Social Studies – 14 FTE Teachers, 0.5 FTE Department Chair

The Social Studies Department offers two core courses for freshmen and sophomores: World Cultures and US History. For juniors and seniors they offer a range of elective courses including World Religions, 19th Century U.S., The American Presidency, Constitutional Law, Russian History, and Psychology.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1200: SPECIAL EDUCATION	4,687,845	4,777,190	5,429,774	652,584	13.7%
SPED Director Salary	65,061	65,518	67,816	2,299	3.5%
SPED Teaching Salary	813,520	770,070	882,738	112,668	14.6%
SPED Tutor Salary	992,906	914,593	1,008,392	93,799	10.3%
SPED Home Tutor Salary	5,275	-	-	0	
SPED Alt. Ed. Regular Teaching Salary	20,552	21,090	21,985	895	4.2%
SPED H.S. Psych. Salary	323,662	235,231	347,210	111,979	47.6%
SPED Aides Salary	30,491	-	35,000	35,000	
SPED Clerical Salary	56,308	54,009	61,300	7,291	13.5%
Pathw ays Summer Program Sal.	18,946	29,466	29,466	0	0.0%
H.S. S/L Pathologist	104,393	112,202	112,202	0	0.0%
Special Ed. Dept. Chair	67,082	70,516	73,508	2,991	4.2%
Special Ed. Longevity	15,660	15,590	16,251	661	4.2%
Special Ed. Addtl. Comp.	0	-	-	0	
Summer School SPED Teaching	2,765	-	-	0	
Summer School SPED Tutor	3,623	-	-	0	
Total Salary	2,520,244	2,288,283	2,655,867	367,584	16.1%
SPED Supervision S/M	2,201	3,758	3,758	0	0.0%
SPED Teaching S/M	6,831	4,597	4,597	0	0.0%
SPED Testing S/M	4,349	4,155	4,155	0	0.0%
SPED Alternative Ed. S/M	2,835	1,407	1,407	0	0.0%
SPED Contracted Services	276,494	350,000	285,000	-65,000	-18.6%
SPED Evaluation Services	26,067	28,284	28,284	0	0.0%
SPED Non-District Travel	190	53	53	0	0.0%
SPED Computer Softw are	0	0	0	0	
SPED Massachusetts Tuitions	119,267	147,813	147,813	0	0.0%
SPED Out-of-State Tuitions	36,961	127,023	127,023	0	0.0%
SPED Non-Public Tuitions	1,399,558	1,705,226	1,880,226	175,000	10.3%
SPED Collaborative Tuitions	283,712	104,969	279,969	175,000	166.7%
SPED New Equipment	3,108	7,500	7,500	0	0.0%
SPED Assistive Technology	0	0	0	0	
Pathw ays Program S/M	5,523	3,615	3,615	0	0.0%
SPED Director Travel	350	343	343	0	0.0%
SPED Equipment Repair	157	164	164	0	0.0%
Prepaid Tuition	0	0	0	0	
Total Non-Salary	2,167,601	2,488,907	2,773,907	285,000	11.5%
Total Program	4,687,845	4,777,190	5,429,774	652,584	13.66%

Special Education – 0.4 FTE Director, 0.5 FTE Out of District Coordinator, 3.8 FTE School Psychologists, 1 FTE Transition Specialist, 10 FTE Teachers, 32 FTE Tutors, 0.5 FTE Department Chair, 1 FTE Secretary

There are four major components of the CCRSD Special Education budgets; special education salaries for district services, out of district (OOD) tuitions, contracted services, and special education transportation. Future special education budget projections for CCRSD are estimated on current information of special education students in Concord and Carlisle.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1210: SUBSTITUTES	82,046	90,000	88,500	-1,500	-1.7%
Substitute Caller Salary	0	-	-	0	
Substitute Salary	80,546	85,000	82,500	-2,500	-2.9%
Substitute SPED Salary	1,500	5,000	3,500	-1,500	-30.0%
Long Term Subs	0	-	2,500	2,500	
	82,046	90,000	88,500	-1,500	-1.7%
Total Program	82,046	90,000	88,500	-1,500	-1.67%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY	10,161	10,545	10,780	235	2.2%
Tech. Ed./Applied Tech. Teaching Salary	0	-	-	0	
Applied Tech. Longevity	0	-	-	0	
Total Salary	0	0	0	0	
Applied Tech. Teaching S/M	8,228	8,508	8,729	221	2.6%
Applied Tech. Textbooks	559	589	593	4	0.7%
Applied Tech. Maint. Contracts	136	148	145	-3	
Appl. Tech. New Equipment	453	500	481	-19	-3.9%
Applied Tech. YTE Contr. Serv.	785	800	833	33	
Total Non-Salary	10,161	10,545	10,780	235	2.2%
Total Program	10,161	10,545	10,780	235	2.23%

TechEd – Applied Technology

CCHS is a 1:1 Macbook laptop environment. Technology is deeply integrated into every subject area at CCHS. Teachers throughout the building use Google Apps for Education, and a wide variety of other software platforms to enhance student learning and foster higher order thinking skills. Professional development is offered to teachers and a full-time technology specialist and two full-time IT staff also support teachers in their use of technology and to support them to integrate technology in their classroom.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1240: CURRICULUM LEADERSHIP	150	0	0	0	
Special Ed. Coord. Salary	0	-	-	0	0.0%
Info. Tech. Coord. Salary	0	-	-	0	0.0%
K-12 For. Lang. Curr. Chair	0	-	-	0	0.0%
K-12 Soc. Studies Curr. Chair	0	-	-	0	0.0%
K-12 Library/Media Curr. Chair	150	-	-	0	0.0%
Total Salary	150	0	0	0	0.0%
Total Program	150	0	0	0	

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 1250: THEATRE ARTS	18,323	21,500	20,800	-700	-3.3%
Theatre Arts Tch. Salary	18,323	20,800	20,800	0	0.0%
Theatre Arts Tch. S/M	0	700	0	-700	-100.0%
	18,323	21,500	20,800	-700	-3.3%
Total Program	18,323	21,500	20,800	-700	-3.26%

Theatre Arts – 0.25 Theater Director

CCHS has 1 FTE Theater Director. The theatre arts program currently offers one credit-bearing course, the Winter Musical. This course enables student who are looking for the experience of an acting, public speaking or technical theatre education to be represented on their transcript. The applied acting skill curriculum develops physical and vocal preparedness, text analysis, contextual analysis, character voice and physicality in presentation, presence and improvisation. The applied technical skill curriculum develops technical ability in design, construction of sets and props, lighting, sound and wardrobe, the highest level of students manage their specialty department and help train new crew. Both our actors and our crew have been recognized in state-wide competitions by the Massachusetts Educational Theatre Guild.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2300: ADULT & COMMUNITY EDUCATION	0	4	4	0	0.0%
Adult Ed. Director Salary	0	2	2	0	0.0%
Adult Ed. Clerical Salary	0	2	2	0	0.0%
	0	4	4	0	0.0%
Total Program	0	4	4	0	0.00%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2310: ATHLETICS	620,344	632,683	676,245	43,562	6.9%
Athletics Director Salary	139,677	107,952	136,305	28,353	26.3%
Coaches Salary	256,064	340,939	301,658	-39,281	-11.5%
Trainers Salary	72,252	43,767	76,652	32,885	75.1%
Intramural Stipends	0	-	-	0	
Athletics Drivers Salary	88,861	84,525	94,273	9,748	11.5%
Athletics Dept. Clerical Sal.	10,557	-	11,200	11,200	
Athletics Coordinator Salary	0	-	-	0	
Athletics Longevity	0	-	-	0	
Total Salary	567,411	577,183	620,088	42,905	7.4%
Athletic Insurance	0	3,000	0	-3,000	-100.0%
Officials	30,367	30,000	32,216	2,216	7.4%
Facilities Rental	22,566	20,000	23,941	3,941	19.7%
Contracted Service	0	2,500	0	-2,500	-100.0%
Total Non-Salary	52,933	55,500	56,157	657	1.2%
Total Program	620,344	632,683	676,245	43,562	6.89%

Athletics – 1 FTE Director, 1 FTE Secretary

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

CCHS's fall, winter and spring teams have been very successful in post-season play in recent years. Teams and individual athletes have won several State Championships as well as Dual County League titles.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2320: CENTRAL SUPPLY	5,704	2,077	6,051	3,974	191.4%
Central Supply S/M	5,704	2,077	6,051	3,974	191.4%
	5,704	2,077	6,051	3,974	191.4%
Total Program	5,704	2,077	6,051	3,974	191.35%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2330: CO-CURRICULAR	318,660	326,297	354,679	28,382	8.7%
Co-Curricular Professional Salary	205,755	225,119	234,250	9,131	4.1%
Radio Station Mgr. Salary	75,913	77,263	80,397	3,134	4.1%
Radio Station Staff Assists	6,327	14,733	7,500	-7,233	-49.1%
Total Salary	287,995	317,115	322,147	5,032	1.6%
Co-Curricular S/M	15,234	682	16,161	15,479	2269.7%
Co-Curricular Fees	15,431	8,500	16,371	7,871	92.6%
Total Non-Salary	30,664	9,182	32,532	23,350	254.3%
Total Program	318,660	326,297	354,679	28,382	8.70%

Co-Curricular – 1 FTE Radio Station Manager, 0.5 FTE Staff

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

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2340: CONTINGENCY	77,413	341,014	146,989	-194,025	-56.9%
Sick Leave - Instructional	43,980	51,014	41,989	-9,025	-17.7%
Professional Contingency	0	120,000	35,000	-85,000	-70.8%
Early Retirement Incentive	0	-	-	0	
Negotiation Funds - Contracts	33,434	135,000	35,000	-100,000	-74.1%
Neg. Funds - Non-Bargaining	0	35,000	35,000	0	0.0%
	77,413	341,014	146,989	-194,025	-56.9%
Total Program	77,413	341,014	146,989	-194,025	-56.90%

Contingency

The Contingency budget encompasses both known collective bargaining obligations such as Sick Leave Buyback for retirees as well as unknown financial obligations that may occur as a result of the collective bargaining process and other employee compensation requirements, or staffing needs created by enrollment or special staffing needs. The Contingency budget accounts were reduced, with an increased risk, to stay within the FY19 appropriation limit. These reductions will limit the district's ability to respond to unexpected expenses.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2350: COPY SERVICE	54,871	70,894	38,499	-32,395	-45.7%
Copy Service Operator Salary	21,081	21,898	22,583	685	3.1%
Copy Serv. Transportation Salary	18,787	25,476		-25,476	-100.0%
Total Salary	39,868	47,375	22,583	-24,792	-52.3%
Copy Service S/M	4,918	0	5,218	5,218	
Copier Lease/Purchase	8,753	20,019	9,286	-10,733	-53.6%
Copier Repair	494	0	524	524	
Copier Maintenance	837	3,500	888	-2,612	-74.6%
Total Non-Salary	15,002	23,519	15,916	-7,603	-32.3%
Total Program	54,871	70,894	38,499	-32,395	-45.70%

Copy Service Shared with CPS - 1 FTE Staff

The Copy Center located at the Ripley Administrative Building is a high efficiency reproduction center. The department consists of two high speed multi-function copiers. In addition to reproduction services, the Copy Service Operator provides bulk ordering of district office supplies.

The district Mail Courier Service position which provided inter-campus delivery service and daily mail to each district building has been eliminated 1 FTE for the FY19 budget.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2360: EQUIPMENT	37,428	9,500	30,000	20,500	215.8%
CCHS New Equipment	27,086	2,500	10,000	7,500	300.0%
CCHS Replacement Equipment	1,725	2,500	10,000	7,500	300.0%
CCHS Classroom Equipment	8,617	2,500	10,000	7,500	300.0%
Ripley Equipment	0	2,000	0	-2,000	-100.0%
	37,428	9,500	30,000	20,500	215.8%
Total Program	37,428	9,500	30,000	20,500	215.79%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2370: FIELD TRIPS	26,253	20,000	27,852	7,852	39.3%
Field Trip Drivers Salary	24,864	20,000	26,378	6,378	31.9%
Field Trip Expenses	1,390		1,474		
	26,253	20,000	27,852	7,852	39.3%
Total Program	26,253	20,000	27,852	7,852	39.26%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2390: HEALTH SERVICES	146,358	137,892	156,550	18,658	13.5%
Nurse/Nurse Asst. Sal.	144,410	130,642	154,483	23,841	18.2%
Total Salary	144,410	130,642	154,483	23,841	18.2%
Health Services S/M	1,948	5,000	2,067	-2,933	-58.7%
Hlth. Serv. Contr. Services	0	1,250	0	-1,250	-100.0%
Hlth. Serv. Equipment Maintenance	0	1,000	0	-1,000	-100.0%
	1,948	7,250	2,067	-5,183	-71.5%
Total Program	146,358	137,892	156,550	18,658	13.53%

Health Services – 2 FTE School Nurses

CCHS has 2 FTE Nurses. Health Services are designed to support and enable student's readiness to learn and academic achievement. The school nurse optimizes health and learning potential through access to care through the school day for students with acute and chronic illness or injury, developmental or mental/behavioral health needs including medication administration. Preventative care and health maintenance is provided through the development and communication of wellness initiatives, emergency action plans, life threatening allergy program, health care plans for students with chronic illness, field trip support, AED program maintenance, head injury education, care and follow up, compliance of physicals, immunizations, and state mandated growth, vision, hearing and postural screenings.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2400: PARAPROFESSIONALS	154,084	125,545	125,467	-78	-0.1%
Paras: Dept. Clerical Salary	107,873	70,545	76,443	5,898	8.4%
Paras: Campus Monitor Salary	46,210	55,000	49,025	-5,975	-10.9%
	154,084	125,545	125,467	-78	-0.1%
Total Program	154,084	125,545	125,467	-78	-0.06%

Paraprofessionals – 3 FTE Department Chair Secretaries, 2 FTE Campus Monitors

Passage of the budget at the finance committee guideline would require reductions in department chair secretaries and one campus monitor.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL	1,403	5,500	1,700	-3,800	-69.1%
School District Travel	1,403	5,500	1,700	-3,800	-69.1%
	1,403	5,500	1,700	-3,800	-69.1%
Total Program	1,403	5,500	1,700	-3,800	-69.09%

	FY2017	FY2018	FY19 SC Adopted	FY19 - FY18	FY19 - FY18
	EXPENSES	BUDGET	BUDGET	\$ CHANGE	% CHANGE
PROGRAM AREA 3510: ADMINISTRATION	939,705	822,691	788,035	-34,656	-4.2%
Superintendent's Salary	111,150	94,551	81,800	-12,751	-13.5%
Supt. Support Staff	35,400	33,120	34,114	994	3.0%
Asst. Supt. Salary	0	-	0	0	
Dir. of Teaching/Learning Sal.	71,848	72,864	74,702	1,838	2.5%
Teach/Learning Support Staff	38,460	55,890	57,578	1,688	3.0%
Dir. of Finance & Operations Sal.	0	-	0	0	
Deputy Supt. of Finance & Oper. Sal.	91,458	97,990	100,442	2,452	2.5%
Financial Serv. Staff	193,446	197,179	198,613	1,434	0.7%
Director of Human Resources	64,357	68,451	70,177	1,726	2.5%
Human Resources Staff Sal.	46,030	64,170	66,121	1,951	3.0%
Total Salary	652,148	684,214	683,547	-667	-0.1%
Supt. S/M	4,070	5,625	4,318	-1,307	-23.2%
Supt. Consultant Contract	6,445	2,500	2,500	0	
Supt. Contracted Services	0	2,500	0	-2,500	-100.0%
Supt. Memberships	2,747	4,000	2,914	-1,086	-27.2%
Supt. Insurance	-1	145	145	0	0.0%
Supt. Prof. Development	962	3,000	1,020	-1,980	-66.0%
Annual School Census	0	0	0	0	
Admin. Annuity	0	0	0	0	
Administrative Membership	0	0	0	0	
Dir of Teach/Learn S/M	2,488	5,542	2,639	-2,903	-52.4%
Dir of Teach/Learn Contr. Services	0	0	0	0	
Dir of Teach/Learn Memberships	0	0	0	0	
Dir of Teach/Learn Prof. Development	195	500	207	-293	-58.6%
Business Office S/M	9,961	3,500	10,567	7,067	201.9%
Bus. Office Contr. Services	31,173	12,000	9,000	-3,000	-25.0%
Bus. Office Legal Adv.	2,581	1,529	2,738	1,209	79.1%
Bus. Office Memberships	1,335	2,410	1,416	-994	-41.2%
Bus. Office Prof. Dev.	20	1,720	21	-1,699	-98.8%
Human Resources Office S/M	1,285	2,200	1,363	-837	-38.0%
Human Resources Contr. Serv.	11,783	6,000	9,000	3,000	50.0%
Human Resources Legal Adv.	275	5,000	292	-4,708	-94.2%
Human Resources Memberships	198	3,440	210	-3,230	-93.9%
Human Resources Prof. Dev.	4,698	1,061	2,500	1,439	135.6%
Human Resources Recruiting Exp.	3,429	5,805	3,638	-2,167	-37.3%
Legal Services	203,914	30,000	50,000	20,000	66.7%
Legal Settlements	0	40,000	0	-40,000	-100.0%
Total Non-Salary	287,558	138,477	104,488	-33,989	-24.5%
Total Program	939,705	822,691	788,035	-33,989	-4.21%

Administration – CPS and CCRSD share the Superintendent, Deputy Superintendent, Director of Teaching and Learning, Director of Human Resources, Ripley Administrative Assistants and Business Office Staff.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 3520: PRINCIPALS	744,475	764,100	769,819	5,719	0.7%
Principal's Salary	160,000	166,234	169,777	3,543	2.1%
Principals Clerical Salary	255,154	269,916	276,771	6,855	2.5%
Asst. Principals	278,591	279,450	271,999	-7,451	-2.7%
Total Salary	693,745	715,600	718,547	2,947	0.4%
Principals S/M	25,553	22,500	22,500	0	0.0%
Principals Copier Maintenance	0	7,500	2,500	-5,000	-66.7%
Graduation Expenses	18,637	12,000	19,772	7,772	64.8%
Prin. Prof. Development	6,539	6,500	6,500	0	0.0%
Total Non-Salary	50,730	48,500	51,272	2,772	5.7%
Total Program	744,475	764,100	769,819	5,719	0.75%

Principals – 1 FTE Principal, 2 FTE Assistant Principals, 5 FTE Administrative Assistants/ Secretaries

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 3530: SCHOOL COMMITTEE	5,246	12,307	9,114	-3,193	-25.9%
School Comm. Clerical Salary	2,681	3,500	3,500	0	0.0%
Total Salary	2,681	3,500	3,500	0	0.0%
School Committee S/M	1,515	1,500	1,607	107	7.1%
School Committee Dues	100	5,800	2,500	-3,300	-56.9%
School Committee Conferences	0	500	500	0	0.0%
School Comm. Contr. Services	950	1,007	1,007	0	0.0%
Total Non-Salary	2,565	8,807	5,614	-3,193	-36.3%
Total Program	5,246	12,307	9,114	-3,193	-25.95%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 4610: CAPITAL OUTLAY	32,058	67,500	50,000	-17,500	-25.9%
Capital Outlay - Grounds	23,895	15,000	15,000	0	0.0%
Capital Outlay - Buildings	3,893	20,000	10,000	-10,000	-50.0%
Capital Outlay - Designers	4,270	17,500	10,000	-7,500	-42.9%
Capital Outlay - Equipment	0	15,000	15,000	0	0.0%
Capital Stabilization	0	0	0	0	0.0%
	32,058	67,500	50,000	-17,500	-25.9%
Total Program	32,058	67,500	50,000	-17,500	-25.93%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 4620: CUSTODIAL SERVICES	592,959	607,502	622,554	15,053	2.5%
Bldg. Serv. Wkr. Salary	458,813	479,312	486,754	7,443	1.6%
Bldg. Serv. Wkr. Overtime	67,319	78,992	72,000	-6,992	-8.9%
Ripley Bldg. Serv. Wkr. Sal.	20,389	30,085	30,085	0	0.0%
Ripley Bldg. Serv. Wkr. Overtime	1,596	926	1,694	768	83.0%
Receptionist Salary	900	927	927	0	0.0%
Total Salary	549,017	590,242	591,460	1,218	0.2%
Bldg. Serv. Wkr. S/M	40,320	10,218	25,000	14,782	144.7%
Ripley Bldg. Serv. Wkr. S/M	0	648	0	-648	-100.0%
Bldg. Serv. Wkr. Uniforms	3,535	6,002	6,002	0	0.0%
Bldg. Serv. Wkr. Fees	87	392	92	-300	-76.5%
Bldg. Serv. Wkr. Equipment	0	0	0	0	
Total Non-Salary	43,942	17,260	31,094	13,834	80.2%
Total Program	592,959	607,502	622,554	15,053	2.48%

Custodial Services – 8 FTE Custodians and Ripley has 1 FTE Custodian

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 4630: INFO. TECH. SERVICES	735,306	842,519	802,147	-40,372	-4.8%
Dir. of Info. Tech.	67,096	71,889	73,702	1,813	2.5%
I.T. Services Unit Ldr. Salary	139,183	140,876	109,159	-31,717	-22.5%
I.T. Sr. Support Analyst Sal.	213,221	292,181	345,673	53,493	18.3%
Digital Literacy Administrator	61,250	-		0	
Communication Support Specialist	37,023	36,207		-36,207	-100.0%
I.T. Services Clerical Sal.	25,739	27,457	28,418	961	3.5%
Total Salary	543,512	568,608	556,952	-11,657	-2.1%
I.T. Services Office S/M	6,709	2,000	7,118	5,118	255.9%
Micro Computer Repair S/M	3,905	2,500	4,143	1,643	65.7%
Contr. Services - Web Page	2,499	9,000	3,000	-6,000	-66.7%
I. T. Services Server Maintenance	0	9,000	9,000	0	0.0%
I. T. Services New Equipment	55,055	45,000	58,408	13,408	29.8%
I. T. Services Networking	55,808	75,000	65,000	-10,000	-13.3%
I. T. Services Software Dev.	0	1,590	0	-1,590	-100.0%
I. T. Services Software Lease/Purchase	11,873	25,000	20,000	-5,000	-20.0%
I. T. Serv. Admin. Software Support	54,924	84,481	58,268	-26,213	-31.0%
I. T. Serv. Software Maint./Financials	0	2,120	2,120	0	0.0%
I. T. Serv. Software Maint./Student	0	15,000	15,000	0	0.0%
I.T. Vehicle Maint.	406	1,205	1,205	0	0.0%
I.T. Gasoline	294	1,584	1,584	0	0.0%
I.T. Vehicle Insurance	322	431	350	-81	-18.8%
I.T. Vehicle Replacement	0	0	0	0	
Technology Stabilization	0	0	0	0	
Total Non-Salary	191,795	273,911	245,196	-28,715	-10.5%
Total Program	735,306	842,519	802,147	-40,372	-4.79%

Information Technology – Shared with CPS: 1 FTE Director, 2 FTE Unit Leaders, 3 FTE Senior Support Analysts, 1 FTE System Administrator, 1 FTE Data Systems Manager, 0.75 FTE Secretary. CCHS Only: 1 FTE Senior Support Analyst and 1 FTE Music Lab Technician

The IT department is responsible for the infrastructure that comprises the district network. Network modernization steadily moves forward as we continue to meet the learning demands of the 21st century classroom. IT oversees and upholds hardware, software, network security, plans and performs replacement cycles for outmoded technology and continues to increase network efficiency. 1 FTE Senior Support Analyst has been eliminated for the FY19 Budget.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS	437,343	415,465	424,478	9,013	2.2%
Maintenance Manager Salary	46,368	49,680	50,933	1,253	2.5%
Maintenance Salary	114,012	114,112	118,618	4,506	3.9%
Maintenance Overtime	16,360	20,000	17,356	-2,644	-13.2%
Maint. Supplemental Labor	0	10,000	10,000	0	0.0%
Maintenance Clerical Salary	3,842	3,602	4,076	474	13.1%
Assistant Maintenance Manager Salary			34,000	34,000	
Total Salary	180,581	197,394	234,983	37,588	19.0%
Maintenance S/M - Grounds	25,444	18,613	26,994	8,381	45.0%
Maint. S/M - Buildings	13,971	35,000	14,822	-20,178	-57.7%
Maint. Contr. Services - Grounds	110,871	47,821	63,623	15,802	33.0%
Maint. Contr. Services - Buildings	58,143	60,000	27,683	-32,317	-53.9%
Maint. Contr. Services - Snow Plow	39,199	24,555	41,587	17,032	69.4%
Maintenance Uniforms	0	3,000	1,500	-1,500	-50.0%
Trash Pickup & Recycling	1,322	22,500	2,500	-20,000	-88.9%
Maintenance Fees	7,811	4,083	8,287	4,204	103.0%
Maint. Replacement Equipment	0	2,500	2,500	0	0.0%
Total Non-Salary	256,762	218,071	189,496	-28,575	-13.1%
Total Program	437,343	415,465	424,478	9,013	2.17%

Maintenance - Shared 1 FTE Manager, 3 FTE Maintenance Workers, 1 FTE Electrician and .25 FTE Secretary

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES	142,446	36,577	151,121	114,544	313.2%
Maintenance S/M - Vehicles	16,746	12,500	17,766	5,266	42.1%
Maintenance S/M - Equipment	57,628	10,000	61,138	51,138	511.4%
Maint. Contr. Serv. - Equipment	63,798	10,000	67,683	57,683	576.8%
Maintenance Gasoline	3,308	3,000	3,509	509	17.0%
Maint. Vehicle Insurance	966	1,077	1,025	-52	-4.8%
Maint. Vehicle Replacement	0	0	0	0	
	142,446	36,577	151,121	114,544	313.2%
Total Program	142,446	36,577	151,121	114,544	313.16%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 4660: REGULAR TRANSPORTATION	757,328	1,112,848	1,112,856	8	0.0%
Transportation Manager Salary	31,651	32,759	33,585	826	2.5%
Trans. Drivers Salary - Acton	635	1,581	-	-1,581	-100.0%
Drivers' Salary	315,889	584,739	596,647	11,908	2.0%
Drivers' Overtime	10,686	20,000	12,500	-7,500	-37.5%
Mechanics' Salary	57,691	80,000	61,205	-18,795	-23.5%
Mechanics' Overtime	6,206	6,917	6,583	-334	-4.8%
Trans. Coordinator Salary	49,616	51,352	52,648	1,295	2.5%
Total Salary	472,373	777,348	763,168	-14,181	-1.8%
Transportation S/M	62,669	80,000	80,000	0	0.0%
Accident Repairs	3,348	170	3,551	3,381	1986.6%
Gasoline/Diesel Fuel	42,109	40,000	40,000	0	0.0%
Trans. Vehicle Insurance	2,685	2,799	2,848	49	1.8%
Trans. Computer Equipment	706	1,664	963	-701	-42.1%
Trans. Alcohol & Drug Testing	307	69	326	258	374.9%
Trans. Staff Development	3,225	4,000	4,000	0	0.0%
Transportation Fees	2,519	3,000	3,000	0	0.0%
Trans. Vehicle Replacement	90,702	140,000	180,000	40,000	28.6%
Trans. Contracted Service	27,005	33,798	30,000	-3,798	-11.2%
Trans. Leases	49,680	30,000	5,000	-25,000	-83.3%
Total Non-Salary	284,955	335,500	349,689	14,189	4.2%
Total Program	757,328	1,112,848	1,112,856	8	0.00%

Regular Transportation – Shared with CPS: 1 FTE Transportation Manager, 1 FTE Transportation Coordinator, 1 FTE dispatcher, 35 Drivers, 2 On-Call Substitute Drivers, and 3 FTE Mechanics. The district runs 41 buses on a tier schedule: Elementary is on a separate tier; middle school, private schools and high school are on overlapping tiers.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION	588,746	693,923	491,636	-202,287	-29.2%
SPED Trans. Aide Salary	0	-	-	0	
	0	0	0	0	
SPED CASE Trans. Contracted Services	532,213	612,093	410,000	-202,093	-33.0%
SPED OTHER Trans. Contracted Services	53,637	81,107	81,107	0	0.0%
SPED Vehicle Replacement	0	0	0	0	
SPED Gasoline	284	499	301	-198	
SPED Vehicle Insurance	215	224	228	4	1.8%
SPED VEHICLE S/M	2,397	0	0	0	
Total Non-Salary	588,746	693,923	491,636	-202,287	-29.2%
Total Program	588,746	693,923	491,636	-202,287	-29.15%

Special Education Transportation

Special Education Transportation is contracted with the Concord Area Special Education (CASE) Collaborative. The district is forecasting a reduction in contracted services for special education transportation based on a projected decrease in both the complexity of student needs and number of students being transported.

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS	67,617	79,784	82,498	2,714	3.4%
CCHS Heating	55,358	50,000	61,032	11,032	22.1%
Ripley Heating	11,150	20,000	12,293	-7,707	-38.5%
Trans. Repair Heating	1,110	2,500	9,174	6,674	267.0%
Maint. Storage Heating	0	0	0	0	
Contracted Serv. - Burners	0	3,284	0	-3,284	-100.0%
Contr. Services - Ripley Burners	0	0	0	0	
Contr. Services - Controls	0	4,000	0	-4,000	-100.0%
	67,617	79,784	82,498	2,714	3.4%
Total Program	67,617	79,784	82,498	2,714	3.40%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 4690: UTILITIES/OTHER	390,532	405,331	430,562	25,230	6.2%
CCHS Electricity	272,019	278,500	299,901	21,401	7.7%
Ripley Electricity	26,093	28,706	28,767	61	0.2%
Trans. Repair Electricity	0	0	0	0	
CCHS Water/Sew er	27,755	38,000	30,600	-7,400	-19.5%
Ripley Water/Sew er	1,249	1,700	1,377	-323	-19.0%
Trans. Water/Sew er	0	0	0	0	
Telephone	42,617	58,425	46,985	-11,440	-19.6%
Trash Pickup & Recycling	20,799	0	22,931	22,931	
	390,532	405,331	430,562	25,230	6.2%
Total Program	390,532	405,331	430,562	25,230	6.22%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 5800: DEBT SERVICE	5,144,926	4,988,209	4,651,300	-336,909	-6.8%
Debt Service Banking	11,534	3,600	3,600	0	0.0%
H.S. '92 - Principal	0	0	0	0	
H.S. '92 - Interest	0	0	0	0	
H.S. '05 - Principal	0	0	0	0	
H.S. '05 - Interest	0	0	0	0	
H.S. 06 - Principal	0	0	0	0	
H.S. 06 - Interest	0	0	0	0	
H.S. 07 - Principal	0	0	0	0	
H.S. 07 - Interest	0	0	0	0	
H.S. 08 - Principal	245,000	240,000	0	-240,000	-100.0%
H.S. 08 - Interest	12,606	4,173	0	-4,173	-100.0%
H.S. '10 - Principal	0	0	0	0	
H.S. '10 - Interest	0	0	0	0	
H.S. '11 - Principal	0	0	0	0	
H.S. '11 - Interest	0	0	0	0	
H.S. '12 Building - Principal	0	0	0	0	
H.S. '12 Building - Interest	0	0	0	0	
H.S. '13 Building - Principal	1,350,000	1,300,000	1,300,000	0	
H.S. '13 Building - Interest	930,986	882,006	823,049	-58,957	
H.S. '17 Building \$1.9M - Bond Principal	0			0	
H.S. '17 Building \$1.9M - Bond Interest	0			0	
H.S. '15 Building - Principal	1,350,000	1,350,000	1,350,000	0	0.0%
H.S. '15 Building - Interest	949,500	891,532	845,157	-46,375	-5.2%
H.S. '16 Bus BAN - Interest	2,900	5,360	2,672	-2,688	
H.S. '16 Bus BAN - Optional Principal	97,000	134,000	133,572	-428	
H.S. '18 Landfill - Principal	0		0	0	
H.S. '16 Building - Principal	115,000	115,000	115,000	0	
H.S. '18 Landfill - Interest	0		18,000	18,000	
H.S. '16 Building - Interest	66,150	62,538	59,250		
H.S. '16 Building BAN - Interest	14,250		1,000		
	5,144,926	4,988,209	4,651,300	-336,909	-6.8%
Total Program	5,144,926	4,988,209	4,651,300		-6.75%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 5810: INSURANCE	2,444,213	2,646,521	2,742,348	95,827	3.6%
Workers' Compensation	118,099	57,399	125,292	67,893	118.3%
Employee Assistance Program	0	0	0	-	
FICA Medical Insurance	261,806	260,743	277,750	17,007	6.5%
Unemployment Compensation	33,019	15,000	15,000	-	0.0%
Hospital/Life Insurance	989,913	1,242,671	1,333,605	90,935	7.3%
Social Security Tax	41,960	55,539	55,539	-	0.0%
Public Liability Insurance	31,218	25,000	34,418	9,418	37.7%
Sch. Comm. Prof. Liability	3,829	3,500	4,062	562	16.1%
Nurses Liability Insurance	218	500	500	-	0.0%
Retiree Medical Insurance	259,151	245,670	291,182	45,512	18.5%
OPEB Liability - Active EE Retiree Medical Ins.	705,000	735,499	600,000	(135,499)	-18.4%
Ch. 32(b) Sec 9(a)1/2 Assessments	0	5,000	5,000	-	0.0%
	2,444,213	2,646,521	2,742,348	95,827	3.6%
Total Program	2,444,213	2,646,521	2,742,348	95,827	3.62%

Employee benefits at CCRSD require funding for current and future health insurance coverage as well as contributions for non-teaching employees participation in the Town of Concord retirement system. Teachers and administrators self-fund their respective portions in Massachusetts Teachers Retirement System (MTRS).

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 5820: RETIREMENT	666,849	708,000	744,328	36,328	5.1%
Retirement	666,849	708,000	744,328	36,328	5.1%
	666,849	708,000	744,328	36,328	5.1%
Total Program	666,849	708,000	744,328	36,328	5.13%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 5830: ASSESSMENTS	197,037	102,500	209,037	106,537	103.9%
School Choice Assessment	96,158	12,500	102,014	89,514	716.1%
Charter School Assessment	100,879	90,000	107,023	17,023	18.9%
	197,037	102,500	209,037	106,537	103.9%
Total Program	197,037	102,500	209,037	106,537	103.94%

	FY2017 EXPENSES	FY2018 BUDGET	FY19 SC Adopted BUDGET	FY19 - FY18 \$ CHANGE	FY19 - FY18 % CHANGE
PROGRAM AREA 5840: OTHER FIXED COSTS	68,989	52,650	73,233	20,583	39.1%
Postage	22,246	12,000	23,601	11,601	96.7%
Audit Contract	37,000	37,000	39,253	2,253	6.1%
Banking Services	9,170	3,000	9,729	6,729	224.3%
Treasurer Bonds	572	650	650	0	0.0%
	68,989	52,650	73,233	20,583	39.1%
Total Program	68,989	52,650	73,233	20,583	39.1%

Section IV: Enrollment & NESDEC Projections

Monthly Enrollments

Oct. 1, 2016 Enrollment with K-5 Ratios	K-5 Ratios		Oct. 1	Oct. 1	Nov. 1	Dec. 1	Jan. 1	Feb. 1	Mar. 1	Apr. 1	May 1	June 1	K-5 Ratios	
	2016-2017		2016	2017	2017	2017	2018	2018	2018	2018	2018	2018	2017 - 2018	
CCHS														
9			301	295	296	296	297							
10			334	307	306	306	305							
11			325	337	338	336	336							
12			315	333	331	331	330							
Other			0	0	0	0	0							
TOTAL CCHS:			1275	1272	1271	1269	1268	0	0	0	0	0		
Peabody & Sanborn														
6			239	229	229	228	228							
7			249	248	249	249	248							
8			227	247	247	247	247							
TOTAL PEABODY & SANBORN:	715	724	725	724	723	0	0	0	0	0				
	2016-2017	10/01/16											2017-2018	01/01/18
Alcott	Sections	Ratio											Sections	Ratio
K	4	16.8	67	75	75	77	77						4	19.3
1	4	22.5	90	68	67	66	62						4	15.5
2	4	18.8	75	94	92	92	92						5	18.4
3	4	20.3	81	79	78	78	77						4	19.3
4	4	20.8	83	80	79	79	77						4	19.3
5	4	17.8	71	87	87	88	88						4	22.0
TOTAL ALCOTT:	24		467	483	478	480	473	0	0	0	0	0	25	
	2016-2017	10/01/16											2017-2018	01/01/18
Thoreau	Sections	Ratio											Sections	Ratio
K	4	17.8	71	76	76	76	75						5	15.0
1	4	18.8	75	72	72	71	71						4	17.8
2	4	17.5	70	74	74	74	72						4	18.0
3	4	20.3	81	70	70	69	68						4	17.0
4	4	18.8	75	80	80	80	80						4	20.0
5	4	21.5	86	76	76	75	75						4	18.8
TOTAL THOREAU:	24		458	448	448	445	441	0	0	0	0	0	25	
	2016-2017	10/01/16											2017-2018	01/01/18
Willard	Sections	Ratio											Sections	Ratio
K	4	17.8	71	69	68	68	68						4	17.0
1	4	18.0	72	65	65	65	64						4	16.0
2	4	17.8	71	73	73	73	73						4	18.3
3	4	20.8	83	74	73	73	73						4	18.3
4	4	19.0	76	73	72	72	72						4	18.0
5	4	18.8	75	79	79	79	79						4	19.8
TOTAL WILLARD:	24		448	433	430	430	429	0	0	0	0	0	24	

TOTAL K-12												
Elementary - Grades K-5		1373	1364	1356	1355	1343	0	0	0	0	0	0
Elementary - Grades 1-5		1164	1144	1137	1134	1123	0	0	0	0	0	0
Middle - Grades 6-8		715	724	725	724	723	0	0	0	0	0	0
CPS - Grades K-8		2088	2088	2081	2079	2066	0	0	0	0	0	0
CCHS - Grades 9-12		1275	1272	1271	1269	1268	0	0	0	0	0	0
TOTAL K-12: (Not including OOD SPED)		3363	3360	3352	3348	3334	0	0	0	0	0	0
Worksheet												
Kindergarten		209	220	219	221	220	0	0	0	0	0	0
1		237	205	204	202	197	0	0	0	0	0	0
2		216	241	239	239	237	0	0	0	0	0	0
3		245	223	221	220	218	0	0	0	0	0	0
4		234	233	231	231	229	0	0	0	0	0	0
5		232	242	242	242	242	0	0	0	0	0	0
TOTAL Grades K-5:		1373	1364	1356	1355	1343	0	0	0	0	0	0
Grade 6		239	229	229	228	228	0	0	0	0	0	0
Grade 7		249	248	249	249	248	0	0	0	0	0	0
Grade 8		227	247	247	247	247	0	0	0	0	0	0
TOTAL Grades 6-8:		715	724	725	724	723	0	0	0	0	0	0
TOTAL Grades K-8:		2088	2088	2081	2079	2066	0	0	0	0	0	0
Grade 9		301	295	296	296	297	0	0	0	0	0	0
Grade 10		334	307	306	306	305	0	0	0	0	0	0
Grade 11		325	337	338	336	336	0	0	0	0	0	0
Grade 12		315	333	331	331	330	0	0	0	0	0	0
Other		0	0	0	0	0	0	0	0	0	0	0
TOTAL Grades 9-12:		1275	1272	1271	1269	1268	0	0	0	0	0	0
TOTAL K-12: (Not including OOD SPED)		3363	3360	3352	3348	3334	0	0	0	0	0	0
Worksheet												
SPECIAL EDUCATION OOD												
CPS OOD K-8		35	36	36	36	37						
CCHS OOD		37	36	38	38	39						
TOTAL K-12 OOD: (Not in K-12 Total)		72	72	74	74	76	0	0	0	0	0	0
Pre-School OOD: (Not in K-12 Total)		1	1	1	1	1	0	0	0	0	0	0
METCO STUDENTS												
CCHS		51	52	52	52	52						
Middle School		33	34	34	34	34						
Alcott		45	44	43	43	42						
Thoreau		5	0	0	0	0						
Willard		3	0	0	0	0						
TOTAL K-12: METCO Students:		137	130	129	129	128	0	0	0	0	0	0
Other												
NON-TUITION-OUT OF TOWN Students												
CCHS---Carlisle Students		320	295	295	294	295						
CCHS---Staff Students		16	18	18	18	18						
TOTAL CCHS-Out of Town Students:		336	313	313	312	313	0	0	0	0	0	0
Middle School-Staff Students		8	11	11	11	11						
Alcott-Staff Students		16	17	17	17	17						
Thoreau-Staff Students		3	3	3	3	3						
Willard-Staff Students		5	7	7	7	7						
TOTAL K-8 - Out of Town Students:		32	38	38	38	38	0	0	0	0	0	0
CONCORD STUDENTS												
CCHS		888	907	906	905	903						
Peabody & Sanborn		674	679	680	679	678						
Alcott		406	422	418	420	414						
Thoreau		450	445	445	442	438						
Willard		440	426	423	423	422						
TOTAL CONCORD Students:		2858	2879	2872	2869	2855	0	0	0	0	0	0

NESDEC Projections



Concord-Carlisle RSD, MA Historical Enrollment

School District: Concord-Carlisle RSD, MA

11/6/2017

Historical Enrollment By Grade																		
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12
2002	198	2007-08	38	254	272	276	305	308	276	286	293	291	304	331	326	298	0	3818
2003	182	2008-09	52	261	259	277	290	296	301	274	296	289	312	297	329	330	0	3811
2004	205	2009-10	52	266	277	264	291	276	299	295	276	301	302	312	297	334	0	3790
2005	131	2010-11	48	277	282	293	278	293	283	302	294	277	297	310	313	301	0	3800
2006	154	2011-12	50	253	280	306	302	274	299	289	306	292	294	300	306	309	0	3810
2007	129	2012-13	58	274	275	311	317	310	293	324	304	321	309	295	302	310	0	3945
2008	136	2013-14	43	302	292	301	328	323	313	289	321	312	317	312	293	306	0	4009
2009	148	2014-15	35	250	304	300	312	320	314	313	287	328	338	311	310	296	0	3983
2010	142	2015-16	41	279	259	314	293	301	319	314	300	288	333	333	309	313	0	3955
2011	127	2016-17	42	290	295	270	318	294	303	311	324	296	301	334	325	315	0	3946
2012	132	2017-18	15	283	262	302	282	308	308	301	325	325	295	307	337	333	0	3968

Historical Enrollment in Grade Combinations									
Year	PK-5	K-5	K-6	K-8	PK-8	6-8	7-8	7-12	9-12
2007-08	1727	1689	1975	2559	2597	870	584	1843	1259
2008-09	1736	1684	1958	2543	2595	859	585	1853	1268
2009-10	1725	1673	1968	2545	2597	872	577	1822	1245
2010-11	1754	1706	2008	2579	2627	873	571	1792	1221
2011-12	1764	1714	2003	2601	2651	887	598	1807	1209
2012-13	1838	1780	2104	2729	2787	949	625	1841	1216
2013-14	1902	1859	2148	2781	2824	922	633	1861	1228
2014-15	1835	1800	2113	2728	2763	928	615	1870	1255
2015-16	1806	1765	2079	2667	2708	902	588	1876	1288
2016-17	1782	1740	2051	2671	2713	931	620	1895	1275
2017-18	1760	1745	2046	2696	2711	951	650	1922	1272

Historical Percentage Changes			
Year	K-12	Diff.	%
2007-08	3818	0	0.0%
2008-09	3811	-7	-0.2%
2009-10	3790	-21	-0.6%
2010-11	3800	10	0.3%
2011-12	3810	10	0.3%
2012-13	3945	135	3.5%
2013-14	4009	64	1.6%
2014-15	3983	-26	-0.6%
2015-16	3955	-28	-0.7%
2016-17	3946	-9	-0.2%
2017-18	3968	22	0.6%
Change	150		3.9%

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PROJECTED % OF CONCORD AND CARLISLE RESIDENTS IN CCHS

School Year	Gr. 9-12 Enrollment	Resident Enrollment	Concord Residents	Concord %	Carlisle Residents	Carlisle %
2017-18	1,272	1,202	907	75.46%	295	24.54%
2018-19	1,276	1206	906	75.12%	300	24.88%
2019-20	1,268	1198	914	76.29%	284	23.71%
2020-21	1,273	1203	936	77.81%	267	22.19%
2021-22	1,294	1224	959	78.35%	265	21.65%
2022-23	1,284	1214	942	77.59%	272	22.41%
2023-24	1,240	1170	911	77.86%	259	22.14%
2024-25	1,242	1172	916	78.16%	256	21.84%
2025-26	1,210	1140	882	77.37%	258	22.63%
2026-27	1,199	1129	877	77.68%	252	22.32%
2027-28	1,267	1197	924	77.19%	273	22.81%

New England School Development Council

November 6, 2017

Section V: Appendix

September 21, 2017 Finance Committee Response Letter 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

To: Tom Tarpey, Chair, Guidelines Subcommittee, Concord Finance Committee
From: Dr. Laurie Hunter, Superintendent, CPS
Cc: Daniel Conti, Concord-Carlisle School Committee Chair
Date: September 21, 2017
Re: Annual Budget Data Request – FY19 Guidelines

A new administration brings great opportunities to reset the process and tone of building a budget that provides the robust, exceptional learning environment that reflects the community's pride and commitment to its young people. The goal is to create a process that reflects these high expectations while being fiscally sound and responsible. The information enclosed in this document will be shared with the Joint School Committees on October 10, 2017 prior to the discussion with the Finance Committee on October 12, 2017. It is important to understand that the development of the budget is in its early stages. During the presentations on both October 10th and 12th, each step of the new process will be discussed. Highlights of this process are outlined below. On the 12th, the presentation of this information will bring an opportunity of a collaborative discussion.

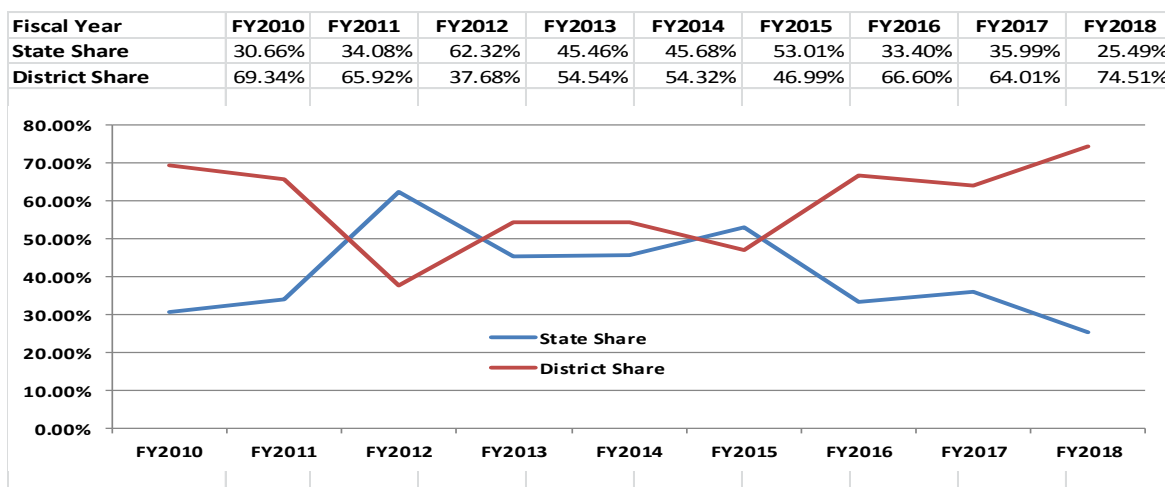
1) Current and Projected Budget: Please provide a report comparing the FY17 actual vs. FY17 budgeted and FY18 budgeted vs. FY17 actual, by program and account levels, including subtotals for regular education, special education, total OOD tuition costs, administration, operations, fixed costs and debt service. Please explain how experiences with these recent budgets will inform potential new approaches reflected in the FY19 budget. Please provide data on carryover circuit breaker balances and any other financial resources available to the schools in FY18 and FY19 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 FY19 program levels request and describe those areas expected to see the most significant changes when compared to the FY18 budget.

Development of the FY19 budget process will focus on both a programmatic and fiscal self-assessment jointly conducted by the administration and school committees. During the first week in October, building administration are meeting with the central office leadership to review the systems in place at each school relative to regular classrooms, special education and other service delivery, support staff as well as instructional materials. Categories governed at the district level (administration and operations) will be reviewed by the central office administrators during the second week in October. All administrators have been provided their budgets and salary costs in order to understand the foundation of the budgets in their oversight. During the following weeks, the administrative team will receive an overview of the current and projected budget status while then evaluating the needs for FY19. At the October 24, 2017 Joint School Committee meeting, overall preliminary projections for FY19 will be available for discussion. The information below reflects comparisons of previous fiscal years relative to special education, external funding sources and costs. Where possible, FY19 projections are included.

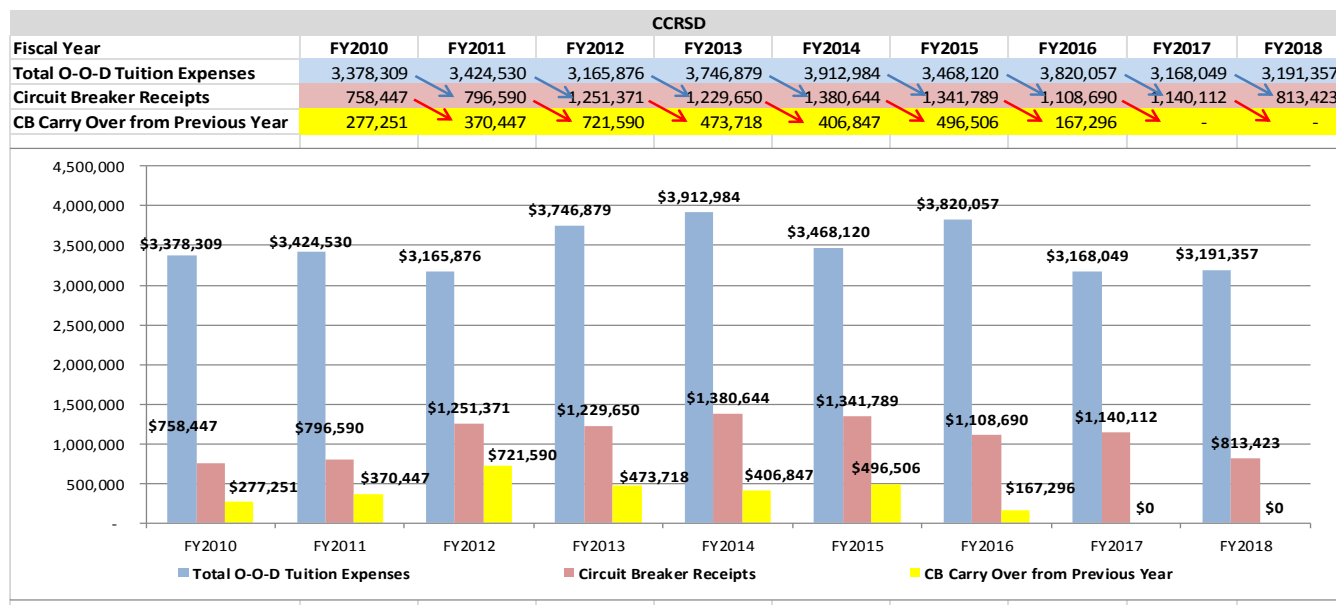
Attachment #1 provides a report of FY17 actual vs. FY17 and FY18 budgeted by program and account levels, including subtotals for regular education, special education, administration, operations and fixed costs. Recent

budget deficits within the Operations area have indicated the need to rebuild the Maintenance accounts to provide adequate funding for the new building. Discussions in the past two years with the Finance Committee have described the reduction of Maintenance accounts for the old building in the years prior to the new construction. Resultantly, Custodial Services, Maintenance, and Maintenance Equipment program areas have been increased in the FY19 preliminary budget, respectively by 80.2%, 27.3% and 313.2%.

The following chart gives a historical overview of Circuit Breaker Carryover (CBCO) and FY17 Out-of-District costs (OOD). Current year reimbursement is estimated at \$813,423 as of September 21, 2017 and FY17 Circuit Breaker Carryover is \$0.00. The values in the following chart reflect yearly combine the actual amounts of Circuit Breaker receipts and Circuit Breaker Carry Over funds as a percentage of yearly Out-of-District Tuition expenses. The chart illustrates the need for more funding in the operating budget to support OOD expenses.



This chart provides Circuit Breaker Receipts and Circuit Breaker Carry Over amounts and trends.



The following chart provides other financial resources available to the schools in FY18 and FY19 not included in operating budgets. Booster funds are not part of school funds and we have no access or visibility to such funds. As of September 27, 2017 the CCRSD Technology Stabilization fund balance is \$851.97 and the CCRSD General Stabilization fund is \$2,495.70.

	External Funding Sources				
	FY17		FY18		FY19
<u>Funding Source</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>
Chapter 70	2,053,456.00	2,321,678.00	2,321,678.00	2,429,801.00	2,308,310.95
Chapter 71	707,224.00	419,061.00	505,311.00	451,038.00	500,000.00
Interest Earnings	45,000.00	80,610.13	50,499.00	60,000.00	60,000.00
Miscellaneous Revenue	20,000.00	158,882.30	50,000.00	100,000.00	95,000.00
METCO	NA	388,736.00	NA	388,736.00	388,736.00
Circuit Breaker	NA	1,140,112.00	NA	813,423.00	
Federal Grants	NA	423,855.00	NA	413,037.00	413,037.00
Rental of School Facilities	NA	24,788.16	NA	10,000.00	12,000.00
Total	2,825,680.00	4,957,722.59	2,927,488.00	4,656,035.00	3,765,083.95
	Revolving, Gift, and Other Grant Activities and Balances				
<u>Fund</u>	<u>06/30/2016 Balance</u>	<u>Program Revenues</u>	<u>Program Expenditures</u>	<u>06/30/2017 Balance</u>	
Athletics	69,698.00	279,333.00	(341,616.00)	7,415.00	
School Lunch	164,251.00	516,503.87	(561,239.54)	119,515.33	
Lecture & Enrichment	139,501.00	21,100.00	(14,410.00)	146,191.00	
Department Accounts	52,768.00	4,984.00	(1,821.00)	55,931.00	
Concord Ed Fund Grants	108,923.00	43,581.00	(126,910.00)	25,594.00	
Adult Education	108,863.00	741,839.00	(732,117.00)	118,585.00	
Other Fund & Gift Accounts	39,435.00	14,110.00	(7,305.00)	46,240.00	
Transportation Passes and Parking Monitors	-	48,150.00	(48,150.00)	-	
Total	683,439.00	1,669,600.87	(1,833,568.54)	519,471.33	
*Note: Revolving, Gift, and Other funds cannot be used as a funding source to the general operating budget.					

The following chart provides summary data of major program levels of FY17 performance and FY18 budget levels. Early data indicates that the most significant changes in FY19 budget development will be needed in the Special Education, Operations and Fixed Costs areas.

	FY17	FY2017	FY2017	FY18
	BUDGET	EXPENSES	BALANCE	BUDGET
REGULAR EDUCATION	\$ 13,092,269	\$ 13,090,207	\$ 2,062	\$ 13,891,490
SPECIAL EDUCATION	\$ 5,331,032	\$ 5,272,969	\$ 54,441	\$ 5,471,114
ADMINISTRATION	\$ 1,476,205	\$ 1,689,426	\$ (213,221)	\$ 1,599,099
OPERATIONS	\$ 3,311,281	\$ 3,155,590	\$ 155,691	\$ 3,567,526
FIXED COSTS	\$ 8,531,071	\$ 8,522,014	\$ 9,057	\$ 8,497,880
FIXED COSTS W/O DEBT SERVICE	\$ 3,394,078	\$ 3,377,088	\$ 22,121	\$ 3,509,671
TOTAL BUDGET	\$ 31,741,858	\$ 31,730,205	\$ 8,030	\$ 33,027,108
- - Less Debt Service	\$ 5,133,393	\$ 5,141,326		\$ 4,984,609
OPERATING BUDGET	\$ 26,608,465	\$ 26,588,879		\$ 28,042,499
Increase in OPEB	239,061			30,499
Operating Budget Increases without OPEB	3.12%			5.39%

Booster funds are not part of school funds. As of September 27, 2017 the CCRSD Technology Stabilization fund balance is \$851.97 and the CCRSD General Stabilization fund is \$2,495.70.

2) Collective Bargaining: What increases do you anticipate in FY19 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?

CCRSB steps, lanes and scale costs for FY19 are estimated as, \$189,323 for steps, \$85,000 for lanes, and \$251,734 for scale. The recently settled teacher contract also requires \$10,000 for the Q5 initiative and contractually required adjustments to athletic stipends. The following table identifies all current collective bargaining agreements. No other increases, with the exception of present and future (OPEB) health care increases, are currently anticipated.

Collective Bargaining Status													
		FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Expiration	Members	Top Step
Concord Teachers Association		0.75%	2.00%	2.00%	1.75%	4.25% Max /.76% 1 - 16	2.25%	2% + Mid-Year Additional Step	2% + Last Day Additional Step	TBD	6.30.19	212.0	48.5%
Steps 1 - 18 4% : Reduces to 16 Steps in FY18													
Lanes													
B to B15 - 5%													
B15 to Masters 11%													
Beyond Masters approximately 2.5% for each additional 15 graduate credits													
Concord-Carlisle Teachers Association	Steps 1 -16	0.75%	2.25%	2.25%	2.00%	2.00%	2.25%	2.00%	2.00%	2.50%	6.30.20	126.0	57.3%
Steps 1-15 4%	Step 16 Only		0.75%	0.75%						2.75%			
B to B15 - 5%													
B15 to Masters 11%													
Beyond Masters approximately 2.5% for each additional 15 graduate credits													
Secretaries Unit		2.00%	2.00%	2.00%	2.00%	2.00%	2.50%	2.75% + 25 Cents On Top Step	2.75%	2.75%	6.30.17	37	
CPS Building Service Workers		2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	15	
CCHS Building Service Workers		2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	9	
Bus Drivers Unit		3.10%	2.25%	2.50%	2.00%	2.00%	2.50%	2.75% + 25 Cents On Top Step	2.75%	2.75%	6.30.17	31	
Maintenance			2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	3	
CCHS Tutors		2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	3.00%	3.00%	3.00%	6.30.19	30	

3) Facilities: Have the new CCHS facilities continued to demonstrate operating efficiencies? Are those likely to diminish, remain stable or increase in near-term budgets (FY19) and in longer-term budgets (FY20-FY23)? Why?

In FY2012 the CCHS operating budget for our natural gas heat was \$305,000. Over the next few years, the new building's efficiency allowed us in the Fall of 2015 to reduce the budget down to \$130,000 for Fiscal Year 2017; our actual expenditures for FY2017 were \$66,524. We took an aggressive budgeting posture for FY2018 and made further reductions in the FY2018 budget down to \$50,000 in the Fall of 2016. Based on FY2017 expenditures of \$55,358 we are increasing the FY2019 CCHS heating line to \$61,032 as local natural gas distribution and pipeline costs continue to rise. These cost increases have been moderated by lower gas commodity costs. Our heating efficiencies are not likely to further increase and our forward budgeting requests will be driven by pricing and weather patterns.

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 FY16, FY17, FY18 and projected FY19 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 2017?

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 table below provides a breakdown of actual FY16, FY17, FY18 student enrollment in-district and out-of-district and the related number of students with special education requirements. Projections for FY19 student

enrollment in-district and out-of-district are stable, as are the related number of students with special education requirements; the exceptions will be new move-ins to our district.

CONCORD-CARLISLE R.S.D.	FY14	FY15	FY16	FY17	FY18	Difference	Percent Dif.
Total RSD Enrollment	1,277	1,301	1,340	1,319	1,313	-6	0%
(= OOD Sped plus all In-District Students)							
Total 9-12 In-District	1,228	1,255	1,288	1,275	1,273	-2	0%
# Sped OOD*	49	46	52	44	40	-4	-9%
# Sped In-District	202	197	202	226	211	-15	-7%
Total RSD Sped Enrollment	251	243	254	270	251	-19	-7%
Difference from previous October 1st	14%	-3%	4%	6%	-8%		
% Sped in Total Enrollment	20%	19%	19%	20%	19%	NA	-1%
% OOD in SpEd Enrollment	20%	19%	20%	16%	16%	NA	0%

Based on enrollment demographics there is a significant FY2019 assessment shift towards Concord. The next table uses the FY2018 assessments supporting the operating budget and debt service and replaces the previous Concord and Carlisle ratios of 73.51% and 26.49%, with the official FY19 ratios for Concord and Carlisle of 75.46% and 24.54%. Using the FY18 CCRSD operating budget of \$28,042,499 with the FY2019 ratio of 75.46%, Concord's operating budget assessment increases by \$475,672.

FY19 Assessment Shift Impact in FY18 Dollars				
Assessments	FY18 Ratios	FY19 Ratios		
Concord	73.51%	75.46%		1.95%
Within the Levy Limit	17,935,005	18,410,767		475,762
Debt Service	3,561,484	3,658,681		97,197
School Bus Debt Service	102,583	102,583		0
	21,599,072	22,172,031		572,959
Carlisle	26.49%	24.54%		-1.95%
Within the Levy Limit	6,463,043	5,987,281		(475,762)
Debt Service	1,320,380	1,223,183		(97,197)
	7,783,423	7,210,464		(572,959)
Total Assessments	29,382,495	29,382,495		0

FY18 Enrollment

**OCTOBER 1, 2017 ENROLLMENT RETURNS
CONCORD-CARLISLE REGIONAL HIGH SCHOOL**

	Town of Concord Total	Town of Carlisle	Tuition Metco	Students State Wards	Out of Town	Non- Tuition Out of Town	
Grade 9	215	61	15			4	295
Grade 10	208	83	12			4	307
Grade 11	234	85	11			7	337
Grade 12	250	66	14			3	333
TOTALS	907	295	52	-	-	18	1272

Entries and Withdrawals:

Date	Name	Grade	Town	Action	Reason
-------------	-------------	--------------	-------------	---------------	---------------

907 + 295 = 1,202

Concord FY19

907 / 1,202 = 75.46% Assessment Ratio

Carlisle FY19

295 / 1,202 = 24.54% Assessment Ratio

ENROLLMENT RETURNS

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

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

FY2018 Official October 1, 2016 Assessment Ratio

FY18 Assessment Ratio:

Concord **888/1208 = 73.51%**

Carlisle **320/1208 = 26.49%**

FY2017 Enrollment

FY2016 Enrollment

ENROLLMENT RETURNS - OFFICIAL

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

	Town of Concord	Town of Carlisle	Students Metco	State Wards	Out of Town	Non- Tuition Tuition Out of Town	Total
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
TOTALS	901	323	51	-	-	13	1288

FY2017 Official October 1, 2015 Assessment Ratio

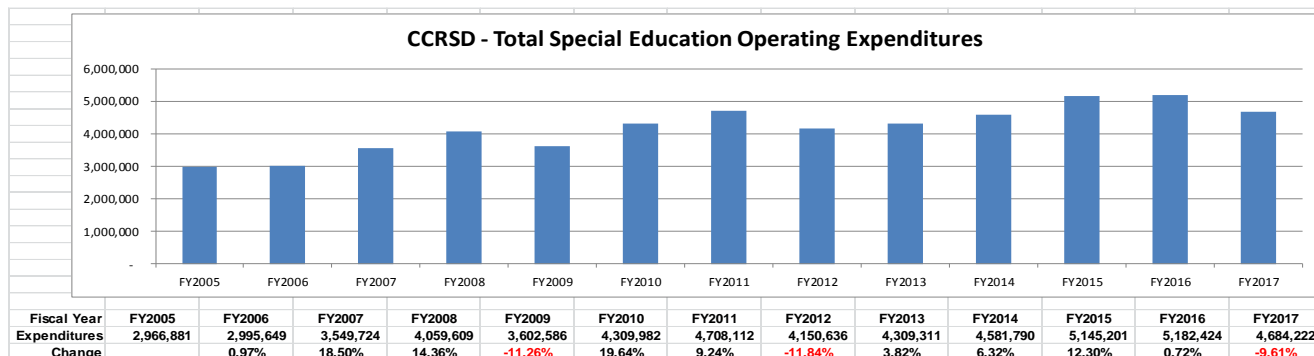
901 / 1,224 = 73.61% Concord

323 / 1,224 = 26.39% Carlisle

Our planning assumptions reflect the NESDEC projections. There are no anticipated policy changes at the District level that would impact in or out of district students.

5) Special Education: What is the current trend in special education costs? Please provide an overview of the components of the special education budget and a summary of any planned changes for serving SPED students in FY18 and FY19. 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?

The chart below shows the overall trend of increasing costs in the District's Special Education cost and the volatility. The amounts below include both in and out of district costs.



There are four major components of the CCRSD Special Education budgets (Program Areas 1200,) special education salaries for district services, out of district (OOD) tuitions, contracted services, and special education transportation. Currently, 16.6% of CCHs students are enrolled in special education, which is slightly below the State average of 17%. Out of District (OOD) enrollment has decreased from a five year high (FY14 – FY18) of 52 students in FY16 to 40 students for FY2018. Historically, Out-of-District (OOD) tuitions have ranged from \$36,143 to \$226,188. CCRSD influences the cost of OOD by defining the most appropriate service levels and placements in the Individual Education Plan (IEP), however the actual service rates for OOD tuitions are set by the State's Operational Services Division. CCRSD provides a continuum of special education services including the Pathways program which serves more than 9 developmentally disabled students ages 18-22. The majority of special education students in OOD placements require therapeutic environments and/or intensive specialized instruction which are not available at CCRSD. The first chart in the question 4 response illustrates the demographic changes in CCRSD Special Education students. FY2018 information from DESE states that current year reimbursement will decline by 13.4% below the legislated 75% reimbursement level; currently, we have no reason to believe that the level will go back up, or down any further for FY2019.

The district is currently engaged in a review of special education services at CCHS with recommendations available during the winter of 2018.

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 by which you will measure those outcomes. What, if any, staffing, scheduling, administrative and materials resources are needed to implement these changes or additions effectively? 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.

In the spring of 2018, the district will engage in a comprehensive, inclusive strategic planning initiative. This process will guide the work for the coming three to five years based on collective vision and action steps identified during the writing of the plan. The plan will likewise set benchmarks and timelines as well outline the required resources necessary for future budget processes. The crafting of this plan will provide a road map that is publicly shared and valued across all schools and stakeholders.

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?

There is no immediate plan to offer additional Advanced Placement courses or consideration for International Baccalaureate qualifications in the near future. The CCRSD educational strategy initiative is not an active initiative. It is expected that the upcoming strategic planning sessions will include discussion of future educational directions and initiatives.

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

All students who are English Learners (EL - formerly called ESL or ELL) are in regular education classes except for when they receive direct instruction in English language. All EL students receive daily instruction in English language. The amount of instruction they receive is based on what level of English proficiency they are assessed to be. See chart below:

Table 5: Recommended periods of instruction for ELLs based on ACCESS for ELLs results (full-day Kindergarten through grade 12)

<i>ACCESS for ELLs Overall (Composite) Score</i>	<i>Recommended Periods of ESL Instruction</i>
<i>Foundational (WIDA Level 1, Level 2 and Level 3)</i>	At least two to three periods (a period is not less than 45 minutes) per day of direct ESL instruction, delivered by a licensed ESL teacher
<i>Transitional (WIDA Level 3, Level 4 &Level 5)</i>	At least one period (a period is not less than 45 minutes) per day of direct ESL instruction, delivered by a licensed ESL teacher
<i>Reaching (WIDA Level 6)</i>	Students at WIDA Level 6 should no longer be classified as ELLs and should participate in the general education program alongside fluent or native English speaking peers. Their progress must be monitored for two years after their ELL classification is removed. Such students should also receive additional supports and services if needed.

The population of English Learners in any district tends to vary widely over the course of the year. This is because families tend to move to the US when the school year ends in their home country. There is usually a big influx from Asian countries, for example, in April. It is very hard to predict the size of the EL population from year to year. As students grow in their knowledge of English, they reach level 6 of proficiency and will then be exited from the program of direct instruction; it is also hard to predict students' rate of understand English.

The population of ELs in Concord has grown tremendously over the last three school years. In September of 2014, there were 36 students. In September 2015, there were 54 students and in Sept 2016, there were 89 students. The number of ELs nationally and in Concord specifically is anticipated to continue increasing.

The laws governing instruction for ELs are from the state and federal level and are matters of civil rights. Every five years, the Department of Justice does a Program Review of our EL program to make sure we are in compliance with the staffing recommendations. The model of staffing for EL instruction in Concord was changed three years ago to make sure we are in compliance. Each EL teacher has a caseload of about 20 students (depending on the students' level of proficiency with English).

The EL staffing in Concord is done from the district level as it has to be flexible to which schools the students attend. There are typically more EL students in the earlier grades (K - 3) than in middle school or high school. However, it is more difficult to staff at CMS or CCHS because the instructor must be free to work with students during the time that they would have their English class (part of the law). The EL staffing in Concord for the past two school years has been:

- * Alcott School 1.4 FTE
- * Thoreau School - .6 FTE
- * Willard School 1.0 FTE
- * Concord Middle School 0.5 FTE
- * Concord Carlisle High School 0.5 FTE

Total Instructors 4.0 FTE

Gaps in providing services to EL students may occur as students move in to the District requiring services at any time. The level of service required for each student also varies as student proficiency increases. Staffing levels and costs require ongoing review and evaluation that is often unpredictable.

8) Technology: Please share the CCRSD technology strategy and implementation plan for the next 3-5 years. What investments are envisioned in FY19 over FY18, 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 costs are incurred under the current plan of providing CCRSD's broadband services? Have any studies been undertaken to explore ways to reduce those costs?

Over the next 3-5 years, technology growth in teaching and learning needs a strategy focusing on both hardware accessibility and bandwidth use. To manage increasing devices and hosted learning tools we are focusing on strategic investments in infrastructure. This approach allows for efficient network management and maximum lifespan of district technology assets. Continued investment in staff and student hardware is necessary to uphold a 21st century learning environment. The cost of our 5-year hardware replacement cycle has expanded adding the 1:1 student laptop program. CCHS students either bring their own approved laptop (29%), finance a new laptop (20%), or the district must provide a laptop to the student (51%). Increased funding is needed to sustain our 5-year hardware replacement cycle. Investments envisioned include upgrading our wireless network infrastructure. Our current proposal would move the district to Aruba Wireless to improve security, traffic control, and visibility for trusted network devices, users, and traffic. The total project cost is \$162K (CPS 60%/CCRSD 40%) which includes \$50K in savings if completed in summer 2018. CCRSD portion of cost would be \$65K. Investing in our network infrastructure equally benefits students, teachers and administrators. Current broadband costs for CCHS services are \$1760 per month and 12% lower than our previous provider. We look to reduce costs by regularly surveying up-to-date market pricing and preserving contractual flexibility where possible. Bandwidth

needs will continue to grow as education expands its use of online programs including curriculum and mandated testing.

9) Transportation: Please describe the current FY18 and planned FY19 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 FY19 from FY17 and FY18? 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 FY18 and FY19 is to use the administrative & maintenance facilities on Knox Trail to permanently support our in-district 41 bus fleet. Regional Transportation expenses in FY18 and FY19 will be substantially higher than FY17 costs due to the addition of five drivers and five buses for the high school start time. Without the costs of the later start time project, we estimate K12 operating costs out of Knox Trail would be \$100,000 to \$150,000 lower for FY18 and FY19. The new facility does have on-site fuel tanks. For FY18 we have acquired 2 Regional replacement buses and 5 additional buses to support a later start time at the high school. The 2 Regional replacement buses were originally planned as outright purchases in FY18 and the 5 additional buses were to be leased purchased. 7 Regional buses were acquired by lease purchase in FY2018; the annual lease costs of approximately \$140,000 will be a base budget requirement through FY2022. The replacement schedule below indicates that 3 Regional replacement buses are needed in FY2019; that need is partially funded in our preliminary request at \$200,000. The CPS request does include \$200,000 for 2 of the 4 recommended replacement buses, as well as the funds required to support the lease purchase of two buses acquired for FY2018; the lease costs for the two buses will be a base requirement through FY22. We would prefer to continue with the bus replacement schedule with purchases of two CPS buses and two Regional buses in FY19 if adequate funding can be made available. We do not currently anticipate any substantive shift in the composition of the bus fleet or any capital requests for transportation via a warrant article.

#	Year	MILEAGE	#	Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
112	2007	141,101	112	2007	X									
113	2007	157,420	113	2007	X									
128	2007	178,685	128	2007	X									
115	2008	170,145	115	2008	X									
121	2009	114,647	121	2009		X								
124	2010	133,002	124	2010			X							
119	2010	173,658	119	2010			X							
110	2010	132,461	110	2010			X							
122	2011	113,093	122	2011				X						
127	2011	112,742	127	2011				X						
117	2012	95,890	117	2012				X						
160	2017	24,436	160	2017								X		
161	2017	28,233	161	2017								X		
162	2017	37,724	162	2017							X			
164	2017	35,552	164	2017							X			
168	2017	30,954	168	2017							X			
169	2017	25,361	169	2017							X			
170	2017	17,558	170	2017								X		
171	2017	16,569	171	2017								X		
173	2017	4,050	173	2017									X	
180	2018		180	2018										X
181	2018		181	2018										X
#	Year	MILEAGE	#	Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
111	2006	215,467	111	2006	X									
120	2006	191,093	120	2006	X									
126	2008	178,161	126	2008		X								
114	2008	172,738	114	2008		X								
125	2009	144,975	125	2009		X								
118	2010	135,931	118	2010		X								
123	2010	153,755	123	2010	X									
116	2012	119,730	116	2012				X						
163	2017	35,201	163	2017							X			
165	2017	17,863	165	2017							X			
166	2017	34,736	166	2017							X			
167	2017	33,764	167	2017							X			
172	2017	20,860	172	2017								X		
182	2018		182	2018									X	
183	2018		183	2018									X	
184	2018		184	2018									X	
185	2018		185	2018									X	
186	2018		186	2018									X	
187	2018		187	2018									X	
188	2018		188	2018									X	
TOTALS					7	4	4	4			4	6	3	9

We are not currently predicting any purchases of non-diesel buses in the near future. We are expecting to learn valuable information from the grant funded electric bus pilot project in the remaining two years. We are currently expecting diesel fuel prices to remain temporarily high during FY18 while refinery infrastructure hurricane repairs impact pricing. 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 and fuel escalation costs.

9) Other Post- Employment Benefits: Please discuss CCRSD's strategy for funding retirees' other postemployment 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 table below is our FY18 – FY23 plan based on our ability to adequately fund academic and operational needs of the High School. Market factors that could affect the schedule would include medical insurance cost escalation and changes in employee's salaries.

		Recalculation Based on			
		Actual FY16,17,18 Contributions			
		Alternative Budget Scenario			
Fiscal Year	REQUIRED ARC BUDGET	ACTUAL/PROPOSED BUDGET	SURPLUS (DEFICIT)	BALANCE TO FUNDING SCHEDULE	
2016	735,696.00	489,691	(246,005)	(262,610)	
2017	724,048.08	705,000	(19,048)	(299,385)	
2018	735,498.69	735,499	-	(319,593)	
2019	769,501.30	800,000	30,499	(310,667)	
2020	778,600.02	850,000	71,400	(260,237)	
2021	818,979.47	900,000	81,021	(196,782)	
2022	839,977.53	950,000	110,022	(100,043)	
2023	877,734.22	950,000	72,266	(34,530)	

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 continue to work collaboratively with the Town on energy related projects. For the FY19 budget development process a detailed review of all programs and positions in the CCRSD budget is in process with the Principal and the Superintendent's Office. For CPS the same detailed review is also in process.

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?

It is difficult, if not impossible, to predict future educational mandates. The pace of new mandates has slowed at the state level allowing for districts to complete the previously required changes and begin implementation. The district stays in close contact with the discussions at the legislative level in order to forecast, as early as possible, the impact to the schools and budget. At the current time, there are no new specific mandates presented for implementation.

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? How have remaining costs for the athletic fields, specifically as they relate to an "amenities" building with toilet rooms, been resolved?

The Campus Advisory Committee will be commencing work this fall and is expected to identify projects that may qualify for debt issuance and also the formation of the first five year plan since the new building opened. At the


current time, we have identified a need for paving of the main campus road and some additional lighting along that road. That need may result in a debt exclusion request in the current budget development cycle and would likely be financed, if approved by both communities, through a Bond Anticipatory Note (BAN) due to low issuance costs and then rolled into the permanent financing for the Landfill Remediation project. Resolution of the toilets has not been completed and is awaiting a response on a variance request to the plumbing code.

13) Benchmarking: How does the average cost per student at CCRSD compare to peer school systems for the latest year available? Please explain how peer systems are selected. What are the drivers of the differences in cost per student between CCRSD and peer systems? How are those cost differences justified? How do the average days of school and hours of instructional time at CCRSD compare to peer school systems? How do CCRSD wage costs per teacher compare to peer systems? Please discuss how the CCRSD ranks in state and national indices relative to peer systems; how that ranking has been trending over the last ten years and how that trend correlates to CCRSD's cost per student numbers? How do the academic offerings and extracurricular programs at CCRSD compare to peer school systems? What other academic and non-academic performance metrics do you use and how do they compare with peer systems? In addition to the foregoing, please provide comparisons of CCRSD's expenditures on a per-pupil basis for Total Administration, Legal Services, and District Wide Information Systems for the following school districts: Newton, Lexington, Needham, Wellesley, Wayland, Brookline, Belmont, Weston, and Acton-Boxborough (these school districts were selected because they were used as benchmarks in 2016 for administrative salaries, the most recent year in which the administration provided comparisons to other school districts), as well as for Lincoln-Sudbury and Northborough - Southborough (which, according, to DESE criteria, are similar in student demographics to CCRSD, based on enrollment size and special ed population percentage). Where we have listed regional school districts for comparison, please provide information with respect to the lower level district, when appropriate. Please feel free to list any additional school districts which you believe are peer school districts for purposes of such comparisons. The Finance Committee is perplexed that the ranking of CCHS in state and national indices has been decreasing for a great number of years, while CCHS's cost per student has been rising, in comparison to many peer systems. Please be prepared to review and discuss these trends and what steps need to be taken to reverse them.

The School Committee Budget Sub-Committee and members of the Finance Committee are working on the benchmarking process and will collaboratively develop and present a benchmarking report to each committee. Page 13 contains data from the newly developed DESE RADAR tool. The RADAR data reports that Concord-Carlisle has the highest percentage of students testing at Proficient or Higher with ELA, Math and Science scores of 98%, 95% and 97% respectively among the FINANCE Committee identified communities and the addition of Dover-Sherborn to the group. Dover-Sherborn was added as it is the closest match in terms of enrollment; this is important as enrollment becomes the denominator in PPE calculations. Dover-Sherborn's cost per pupil was \$18,827 or \$264 lower than CCHS cost. Overall within the grouping CCHS cost of \$19,091 ranked second in cost, but 16.5% lower than Weston's \$22,870 PPE. CCHS academic performance for 2016 was markedly stronger in science in the selected group.

The following chart quantifies instructional hours at CCRSD and Newton, Lexington, Needham, Wellesley, Wayland, Brookline, Belmont, Weston, Acton-Boxborough, Lincoln-Sudbury and Northborough – Southborough. The total instructional hours range from a low 990.41 at CCRSD to a high of 1,141.25 at Brookline.

DISTRICT INSTRUCTIONAL TIME COMPARISON HIGH SCHOOLS - SCHOOL YEAR 2017-2018												
	CCHS (current)	Lincoln/Sudbury	Acton/Boxborough	Newton	Wayland	Weston	Belmont	Lexington	Needham	Wellesley	Northborough - Southborough	Brookline
Calendar	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Full Days	179	142	177	102/73	143	172	141	175	141 / 35	170	178	177.00
1/2 Days	1	38	3	5	38	8	33 / 6	5	4	10	2	3
Minutes/day (full)	401	409	415	460/395	405	435	410	390	395 / 360	420	390	445 / 440 / 405
Minutes/day (1/2)	210	331	207	190	335	313	350 / 115	210	210	239	190	285
Total Full Hours	1196.32	967.97	1224.25	1262.58	965.25	1247.00	963.50	1137.50	1138.25	1190.00	1157.00	1305.50
Total 1/2 Hours	3.50	209.63	10.35	15.83	212.17	41.73	204.00	17.50	14.00	39.83	6.33	14.25
Total Hours	1199.82	1177.60	1234.60	1278.42	1177.42	1288.73	1167.50	1155.00	1152.25	1229.83	1163.33	1319.75
Class Travel Time	0.40	0.42	0.58	0.50	0.50	0.42	0.60	0.42	0.42	0.42	0.40	0.50
Lunch	0.78	0.38	0.78	0.50	0.50	0.50	0.42	0.50	0.33	0.50	0.50	0.50
Total Class Travel Time	70.95	66.10	104.00	90.00	90.00	75.60	108.00	75.60	75.60	75.60	71.32	90.00
Total Lunch Hours	138.46	53.96	138.65	87.50	90.00	90.00	59.22	87.50	58.08	85.00	89.00	88.50
Total Travel/Lunch Hours	209.41	120.06	242.65	177.50	180.00	165.60	167.22	163.10	133.68	160.60	160.32	178.50
Total Instructional Hours	990.41	1057.54	991.95	1100.92	997.42	1123.13	1000.28	991.90	1018.57	1069.23	1003.01	1141.25
Daily Hours	8:00 - 2:41	7:50 - 2:39	7:23 - 2:18	7:40 - 3:20	7:30 - 2:15	7:35 - 2:50	7:35 - 2:25	7:45 - 2:25	8:00 - 2:35	7:30 - 2:30	7:20 - 1:50	
HS: 8:00 - 2:41	179		401									
Nov. 25: 8:00 - 11:30	1		210									



Resource Allocation and District Action Reports (RADAR)

Select a district, then use the dropdown lists in the first table to select relevant comparison districts. Reports throughout the tool will populate with these districts. For reference, the 2nd and 3rd tables provide lists of districts with similar demographics and wealth/capacity.

How can you use these reports? The tabs in this file have reports with comparative and trend data, including five year trends and state-wide context for the target district, and comparisons to ten other districts of per pupil spending, staffing, and special education enrollment and staffing. These trends and comparisons can support planning and budgeting discussions.

Select a district:

Concord-Carlisle

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SELECTED DISTRICTS FOR COMPARISONS													
Select up to ten districts by clicking in the blue cells below.	Region	MA Level	Capacity to Fund Foundation Budget*	2016 Per Pupil Spending In-district	2017 Enrollment & Subgroup Percentages				2016 Percentage Proficient or Higher			2016 Median Student Growth Percentile (SGP)	
					Total Enrolled #	Econ Disadv %	SWD %	ELL %	ELA	Math	Science	ELA	Math
	GB	2	179%	\$19,091	1,276	5.4	18.8	0.4	98%	95%	97%	51.0	51.0
Newton	GB	2	180%	\$17,872	12,827	9.0	19.7	6.7	87%	83%	72%	59.0	61.0
Lexington	GB	2	127%	\$16,941	7,072	5.5	13.4	7.0	89%	88%	84%	58.0	63.0
Needham	GB	2	140%	\$15,620	5,588	5.4	16.3	2.5	87%	83%	77%	57.0	64.0
Wellesley	GB	1	227%	\$17,406	5,018	5.7	15.1	2.1	89%	82%	77%	58.0	57.0
Wayland	GB	2	166%	\$16,656	2,646	4.7	18.5	2.5	86%	85%	81%	47.5	61.0
Brookline	GB	2	177%	\$18,376	7,695	9.6	15.3	10.7	84%	81%	72%	61.0	64.0
Belmont	GB	1	131%	\$11,951	4,466	7.3	10.0	6.2	92%	87%	82%	60.0	58.0
Northboro-Southboro	CN	1	99%	\$15,561	1,443	5.5	11.6	1.2	97%	93%	94%	59.0	65.0
Dover-Sherborn	GB	2	222%	\$18,827	1,175	3.2	14.2	0.5	93%	86%	87%	54.5	52.0
Weston	GB	2	355%	\$22,870	2,154	4.7	16.9	3.9	89%	86%	78%	48.0	55.0
Acton-Boxborough	GB	2	81%	\$13,396	5,588	6.1	16.4	4.3	87%	84%	81%	57.0	64.0
Lincoln-Sudbury	GB	2	129%	\$16,679	1,568	5.5	18.4	0.3	98%	93%	91%	50.0	62.0

Districts similar to Concord-Carlisle based on demographics

	Region	MA Level	Capacity to Fund Foundation Budget*	2016 Per Pupil Spending In-district	2017 Enrollment & Subgroup Percentages				2016 Percentage Proficient/Advanced			2016 Median Student Growth Percentile (SGP)	
					Total Enrolled #	Econ Disadv %	SWD %	ELL %	ELA	Math	Science	ELA	Math
Concord-Carlisle	GB	2	179%	\$19,091	1,276	5.4	18.8	0.4	98%	95%	97%	51.0	51.0
Ma Academy for Math and Science	CN	a	--	--	97	5.2	0.0	0.0	0%	0%	0%	0.0	0.0
Lincoln-Sudbury	GB	2	129%	\$16,679	1,568	5.5	18.4	0.3	98%	93%	91%	50.0	62.0
Martha's Vineyard	SE	2	328%	\$29,396	661	19.8	20.0	6.2	95%	85%	82%	41.0	37.0
Northboro-Southboro	CN	1	99%	\$15,561	1,443	5.5	11.6	1.2	97%	93%	94%	59.0	65.0
Somerset Berkley Regional	SE	2	62%	\$14,249	1,006	13.9	11.5	0.3	95%	89%	85%	52.0	51.0
Boston Day and Evening Academy	GB	3	--	--	404	56.2	27.2	9.2	85%	32%	20%	0.0	0.0
Edward M. Kennedy Academy for Health Sciences	GB	2	--	--	359	54.0	16.4	13.6	92%	65%	27%	55.0	41.0
Lowell Middlesex Academy Charter	NE	a	--	--	94	66.0	27.7	1.1	83%	33%	0%	0.0	0.0
Sturgis Charter	SE	1	--	--	804	13.6	11.2	0.0	100%	96%	94%	56.0	68.0
City on a Hill Charter - Dudley Sq	GB	a	--	--	281	53.0	24.2	11.0	89%	85%	72%	59.0	73.5

Districts similar to Concord-Carlisle based on capacity (income, property value) to fund foundation budget *

	Region	MA Level	Capacity to Fund Foundation Budget*	2016 Per Pupil Spending In-district	2017 Enrollment & Subgroup Percentages				2016 Percentage Proficient/Advanced			2016 Median Student Growth Percentile (SGP)	
					Total Enrolled #	Econ Disadv %	SWD %	ELL %	ELA	Math	Science	ELA	Math
List not generated for charter school districts													
Concord-Carlisle	GB	2	179%	\$19,091	1,276	5.4	18.8	0.4	98%	95%	97%	51.0	51.0
Lincoln-Sudbury	GB	2	129%	\$16,679	1,568	5.5	18.4	0.3	98%	93%	91%	50.0	62.0
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Somerset Berkley Regional	SE	2	62%	\$14,249	1,006	13.9	11.5	0.3	95%	89%	85%	52.0	51.0

It is generally recognized that CCRSD wages for teachers are among the highest in the State and the peer groups.

FY16 - Based on 8.25.2017 DART Data	Concord -									Acton -	Lincoln-	Northborough
	Carlisle	Newton	Lexington	Needham	Wellesley	Wayland	Brookline	Belmont	Weston	Boxborou	Sudbury	Southborough
Total Administration	\$1,179.85	\$598.74	\$678.28	\$664.05	\$582.08	\$825.90	\$850.17	\$373.16	\$926.05	\$475.44	\$698.67	\$446.70
Legal Services	\$79.84	\$14.74	\$22.07	\$10.99	\$0.64	\$20.51	\$39.34	\$24.15	\$20.36	\$19.13	\$11.76	\$28.42
District Wide Information Systems	\$529.00	\$202.73	\$202.24	\$58.48	\$192.80	\$243.29	\$293.84	\$0.00	\$240.52	\$158.74	\$186.16	\$23.09

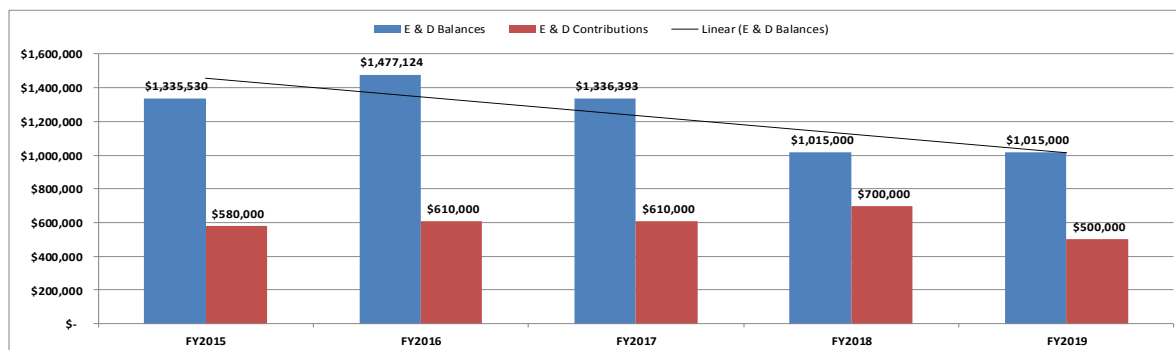
14) Athletic Fields: CCRSD is currently in the 4th year of a 5-year ground lease to CC at Play for the renovation and improvement of the school's athletic facilities. Please provide a brief status, with a focus on the financial aspects, of any items related to the project which represent an actual or potential cost to the district. Items of a continuing nature may include storage rental, sanitation facilities or other expenses which are now understood through use of the facilities. Items imposed by regulatory requirements may involve capital improvements, such as the need to construct permanent bathroom facilities, add any additional ADA improvements, or any other required features which are not yet in place.

Maintenance of the fields after conclusion of the five year lease will remain as an operating cost for the Region; we do anticipate that the artificial turf fields will have a positive effect on our natural turf fields and do not expect ordinary fields maintenance costs to increase. Replacement of the artificial turf fields The Campus Advisory Committee will be commencing work this fall and is expected to identify projects that may qualify for debt issuance and also the formation of the first five year plan since the new building opened. We do anticipate there may discussion of additional ADA improvements and other facilities, and at this time we do not have budgetary numbers as the scope of such projects is not defined. FY17 expenses for restroom rentals were \$1,890.13. Storage container rental charges were \$10,084.50 during FY2017.

15) Other items: Please comment on any additional items that may impact the CCRSD budget in FY19 and beyond.

The charts below illustrate the decline in E & D balances which may impact future borrowings and bond ratings for the Towns of Concord and Carlisle and the Regional School District. The decline in E & D was projected last

year in discussions with the Finance Committee regarding the impact of increasing OPEB contributions and their impact on monies available for current year operating needs.



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

CONCORD PUBLIC SCHOOLS
CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

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Dr. Laurie Hunter
SUPERINTENDENT OF SCHOOLS
lhunter@concordps.org

To: Concord-Carlisle Regional School Committee

From: Dr. Laurie Hunter, Superintendent

Date: December 7, 2017

Re: FY19 Superintendent's Recommended Budget

On November 14, 2017, a preliminary budget of a 5.22% operational increase was presented. This budget was the result of several driving factors and identified reductions as outlined below. In addition, the shift in enrollment by 2% increased Concord's assessment to the overall budget which also contributed to the current overall budget status.

FY19 Cost Increases

The major cost escalators in the Concord-Carlisle Regional School District budget reflect the following:

• Teacher Salaries	\$ 526,057
• Special Education	\$ 491,467
• Other Non-Teacher Salary Adjustments and Increases	\$ 371,941
• Other Increases	\$ 158,831
• Assessments, Insurance, Retirement	\$ 449,114
• Utilities, Maintenance and Transportation	\$ 201,748
• Additional Increases	\$44, 227
 Total Increases	 \$2, 243, 385

FY19 Reductions

• Contingencies	\$ 194,025
• Staffing	\$ 154,302
• Administrative Support	\$ 37,183
• Special Education Transportation	\$ 202,287
• Supplies, Materials, Professional Development	\$ 190,706
Total Reductions	\$ 778,503

Increase FY18 to FY19 as of November 14, 2017

Initial increases during the budget development process were approximately 7%. Through the identification of reductions, the budget proposed was just over 5%.

Net Total Increase	\$ 1,464,882
Percent Change from FY18	5.22%

Additional Recommended Reductions as of December 7, 2017

The administrative team continued to review line items and propose options to reduce the percentage increase without impacting student service. This, in conjunction with the district's very favorable OPEB status, results in the following additional recommended reductions:

• Personnel Adjustments	\$ 50,000
• OPEB	\$200,000
Total Additional Reductions	\$250,000

Superintendent's Recommended Budget as of December 7, 2017

Net Total Increase (operational budget)	\$1,214,882
Percent Change from FY18	4.3%

Updated Finance Committee Guideline as of December 7, 2017

On November 30, 2017, the Concord Finance Committee increased their guideline:

Total Increase (operational and assessment)	\$ 957,512
Percent Change from FY18	5.34%

This increase includes both the cost of the change enrollment to Concord as well as the operational increase to the budget.

Updated Overview as of December 7, 2017

With the Superintendent's Recommended Budget of a 4.3% operational increase and the Concord Finance Committee's guidelines of an overall 5.34% increase (operational and assessment) the following discrepancy remains:

Superintendent's Recommended Budget Concord Assessment	
4.3% operational increase	\$1,609,193
Finance Committee Guidelines Concord Assessment	
5.34% operational and assessment increase	\$ 957,512
Difference	\$ 651,681

While Carlisle's assessment is an overall reduction, the following gap occurs given Concord's lower contribution.

Superintendent's Recommended Budget Carlisle Assessment	
4.3% operational increase	\$498,928
Finance Committee Guidelines Carlisle Assessment	
5.34% operational and assessment increase to Concord	\$286,998
Difference	\$211,930

Overall Gap Superintendent's Recommended Budget and Finance Committee Guideline

Concord Gap	\$651,681
Carlisle Uncollected	\$211,948
Total Deficit	\$863,629

Please see the spreadsheet enclosed in the Appendix that outlines the current overview in greater depth.

Proposed Menu of Options to Close Deficit

With great scrutiny, the administrative team reviewed the budget to explore areas of reduction to meet the Finance Committee guideline. The following list provides a menu of choices that are not yet prioritized which is why it exceeds the current deficit of \$863,629. In the review process, it was clear that the choices involved student programming, staff or both. It was decided to approach the list through staff reductions while attempting to maintain all programs. That said, this list of staff reductions has significant impact on the experience of the students and the course options that will be available which is why they are not included in the Superintendent's Recommended Budget. Additional areas of potential revenue and reductions are also included.

- School Psychologist \$75,000
Reduction of this position requires reallocation and reorganization of the service delivery model to students.
- 5 FTE Professional Teaching Staff Core Subjects \$375,000
This proposed option includes reduction of one faculty member across all of the major content areas: English, math, science, social studies, world language. This results in an increase to teaching loads, consolidation of sections and a reduction in electives courses such as Advanced Placement in math and science.
- 1 FTE Professional Teaching Staff Fine and Performing Arts \$75,000
This reduction would partial full time equivalent positions across the fine and performing arts including chorus, band and art. The impact includes a reduction in offerings for students.
- 2 Tutors \$75,000
The tutors provide direct support to students. This reduction would impact the availability of support and reallocation and reorganization of tutors.
- 2 Administrative Assistants \$75,000
These support positions require consolidation of workloads to fewer people within the offices across the high school.
- Campus Security \$30,000
Supervision and adult presence on the campus ensures student safety. Reduction of this position reduces oversight and assistance to students.
- Digital Literacy Administrator \$ 44,000
This administrative position supports the Director of Teaching and Learning to focus on the integration of technology with curriculum and instruction.

- Early Separation Incentive to be determined
Teachers received all of the required documentation on December 1 with a due date of January 16.
- OPEB \$600,000
The Superintendent's Recommended Budget includes \$600,000 allocated to OPEB contributions. Further discussion and discernment as to the FY19 contribution is required.
- Athletic Fee Increase \$100,000
Given review of the current fee structure which was last updated in 2011, an increase of \$100 would be in alignment with neighboring districts. The total resulting increase in revenue would allow for an operational budget reduction. This option requires further discussion and presentation to the School Committee for approval.