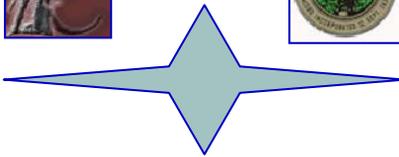
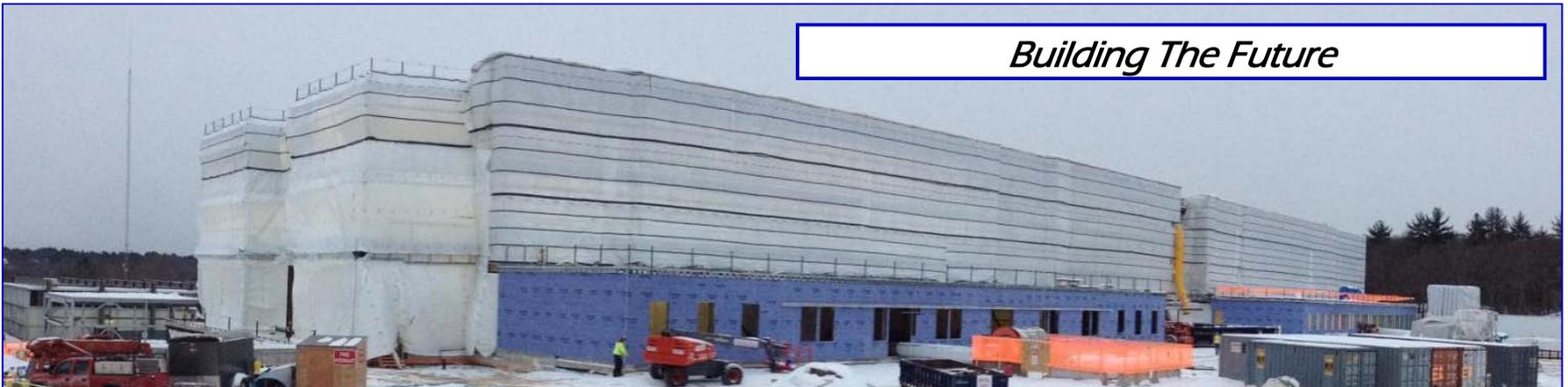


Concord Public Schools &
Concord-Carlisle Regional School District



Performance Report

Spring 2014



Building The Future



Building The Future



~ MISSION ~

Educate all students to become Lifelong Learners, Creative Thinkers, Caring Citizens and Responsible Contributors in our increasingly diverse global society

~ CORE VALUES & BELIEFS ~

Academic Excellence

Professional Collaboration

Empathic and Respectful Community

Continuous Improvement

Educational Equity

DISTRICT GOALS FOR 2013-14

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

www.concordpublicschools.net

From the Office of the Superintendent

Spring 2014

Dear Community Members:

Each year we celebrate the accomplishments of our students, staff, and faculty. Our mission is educating all students to become lifelong learners, creative thinkers, caring citizens and responsible contributors in our increasingly diverse global society. We can achieve this through investment of educators, parents, and community members who work tirelessly to improve the educational experience for our students. We are proud to present the 8th annual Performance Report of the Concord Public Schools and Concord-Carlisle Regional School District. It provides annual information regarding student performance & learning, enrollment, staff data, curricular & technology initiatives, school finances, facilities planning, community partnerships, and community comparison data.

This year we highlight the exciting progress of the new high school building project. We are grateful for the community support from Concord and Carlisle and for CCHS Building Committee members who contribute time and expertise. The project remains on scope, budget, and timelines with construction completion and occupancy in April 2015.

We focused on implementing the new Educator Evaluation system and developing academic interventions to close the achievement gap. We are proud of the labor management collaboration in professional development to assist educators with dramatic changes in professional standards, teacher rubrics, and five-year step supervision and evaluation cycle. We addressed teaching and learning conditions identified in the TELL Mass survey results. A variety of new K-5 intervention programs were implemented to increase learning in math, reading, and writing. One-to-One computing was piloted in CMS classrooms. CCHS offered Rivers and Revolutions, an interdisciplinary, experiential program with coherent and rigorous academic, artistic, and community stewardship experiences.

We are proud of the achievements in academics, the arts, music, and athletics by our students, faculty and staff. Students also contributed many community service hours to local and global aid efforts. CMS and CCHS students participated in French, Chinese, Japanese, Ecuador, and Turkmenistan student exchanges.

Both districts made significant progress in achieving their goals: increasing student learning, improving special education services, integrating digital tools into the classrooms, supporting faculty and staff, implementing a new educator evaluation system, and developing responsive and responsible budgets. The schools continue to flourish due to many who focus on the learning and growth of our students. Thank you for your generous support for our students and schools.

Sincerely,

Diana F. Rigby
Superintendent



From the School Committee

Spring 2014

Dear Community Members,

The Concord School Committee and the Concord-Carlisle School Committee thank the citizens of Concord and Carlisle for your strong support of our students and our schools. Your support has provided over 3300 students with a high quality education, access to a range of programs to develop their unique talents and interests, and an infrastructure of buildings and grounds to support 21st century teaching and learning. Our schools benefit from the tireless commitment of educators, administrators, staff, parents, and community members. Together, we pursue our mission of educating all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors to our global society.



The goal of the School Committees and school administration is to develop responsible, sustainable budgets while maintaining the high quality of our educational program. The FY2015 school budgets meet the guidelines set by the Concord Finance Committee and, for the eighth year in a row, will not require a Proposition 2½ override. We continue to experience increasing enrolment in our elementary and middle schools, which adds to the challenge of the budgeting process. CCRSD is one of two regional school districts in Massachusetts to carry Moody's highest Aaa bond rating.

The School Committees voted to extend the contract of Superintendent Diana Rigby for an additional three years. The Committees utilized a thorough and thoughtful process and expressed appreciation for her focus on student learning and strong financial management.

The high school building project continues to progress on time and on budget in partnership with the MSBA. The project reached a major construction milestone in December: the Topping Off, which was celebrated with state and local officials, past and present school committee members, and community members. We are grateful for the service of the members of the CCHS Building Committee. The expected completion date of the new building is April 2015.

The School Committees appreciate your generous support.

Sincerely,

Pamela Gannon, CPS Chair
Louis Salemy, CCRSD Chair



ENROLLMENT

Building The Future



Concord Public Schools

CPS continued experiencing enrollment increases (+50) again this year. Total enrollment = 2,186, including 34 Out Of District students in K-8. FY14 enrollment by school is listed below with enrollment changes from FY13:

Alcott 462 (+11)

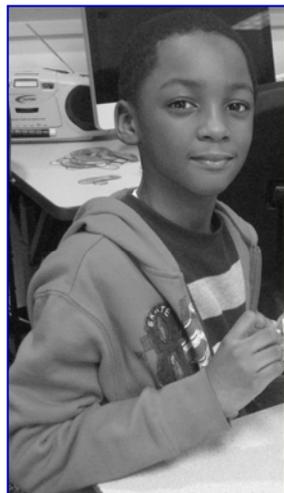
Thoreau 500 (+27)

Willard 500 (+21)

CMS 690 (-9)

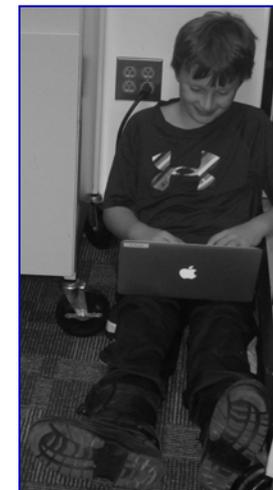
Concord-Carlisle Regional School District

CCHS enrolled 1,273 students (including 45 OOD students), an increase of 17 students versus FY13. Excluding METCO and out-of town students, 73.1% of CCHS students live in Concord and 26.9% in Carlisle. The proportion of Carlisle students has continued declining every year since its peak of 30.3% in FY10.



CPS ENROLLMENT:	2003-04	2008-09	2012-13	2013-14
Concord K-5	1,213	1,144	1,333	1,360
Concord 6-8	624	578	674	654
METCO & Other* K-8	117	117	95	138
Total CPS In-District*	1,954	1,839	2,102	2,152
Plus Out of District	58	42	33	34
TOTAL CPS	2,012	1,881	2,135	2,186
CCRSB ENROLLMENT:				
Concord Resident	788	814	832	845
Carlisle Resident	315	353	310	311
METCO & Other*	88	101	74	72
Total CCRSB In-District	1,191	1,268	1,216	1,228
Plus Out of District (SpEd)	33	37	40	45
TOTAL CCRSB	1,224	1,305	1,256	1,273

*includes Tutition-waived students and state wards.



METCO Program

The Concord METCO Program is the fifth largest program in Massachusetts and served 164 students of color in grades K-12 who reside in Boston.

The CPS METCO program:

- Provided a comprehensive orientation for families of students entering Kindergarten, including a 4-week summer readiness program at Alcott
- Maintained a robust Family Friends Program and a strong relationship with Concord Recreation Department for enrichment opportunities
- Instituted a week-long summer METCO academy to:
 - o Build students' organization, time management, and self-advocacy skills
 - o Develop stronger connections to Concord through field experience at CCHS, Old North Bridge, Sleepy Hollow Cemetery and the Robbins House Interpretive Center.
 - o Use video technology to complete a capstone project

The CCHS METCO program:

- Continued to address the achievement gap with a combination of academic and social programming
- Enrolled all 9th and 10th grade METCO students in an Achievement Strategies course to provide access to technology and direct instruction on executive functioning skills
- Included the POWER (Positive Opportunities with Engaging Relationships) student leadership initiative in which faculty and an upperclassman served as mentors to a 9th grade METCO student
- Strengthened its Family Friends Program so that each student is matched with a cooperating family



STUDENT PERFORMANCE AND LEARNING

Building The Future

Common Core Standards

The primary goal of public education is to prepare all students to succeed in the world after high school. Common Core State Standards (CCSS) were adopted by 45 states and the District of Columbia to achieve this goal. CPS and CCRSD have been transitioning to the new standards since 2011, the year Massachusetts adopted CCSS. The new MA CCSS represent a hybrid of the MA Curriculum Frameworks and the national CCSS. MA CCSS focus on the literacy and mathematics knowledge and skills necessary for college and career readiness. The MA Curriculum Frameworks for English Language Arts and Literacy place greater emphasis on informational texts, and set literacy standards for history, social studies, and science & technology. The MA Curriculum Frameworks for Mathematics describe standards for mathematical practice: attention to precision, ability to construct viable arguments and critique the reasoning of others; ability to reason abstractly and quantitatively; and modeling with mathematics. Curriculum maps and changes to curriculum have been developed and revised by both districts to reflect the changes.

Transition to PARCC

Prior to the adoption of the MA CCSS, MCAS was the accountability measure for the CCSS. Now the Partnership for Assessment of Readiness for College and Career (PARCC) is the accountability measure for the CCSS and designed to be implemented in FY15. PARCC is a multi-state consortium developing a common set of K-12 assessments in Math and English. PARCC will mark student progress beginning in third grade. It will provide teachers with timely information to inform instruction and better understand areas where additional student support is required. The new PARCC assessments will:

- Create high-quality assessments to measure the full range of the Common Core State Standards
- Support educators in the classroom
- Make better use of technology in assessments
- Advance accountability at all levels



K5 Full STEAM Ahead

STEAM = Science, **T**echnology, **A**rt and **M**athematics. STEAM is an extension of the STEM curriculum embracing the Humanities. The CPS STEAM project created a Professional Learning Community of classroom teachers, technology specialists and art teachers collaborating with the Science Discovery Museum to create curriculum integrating elements of STEAM. Using the K5 science curriculum as its foundation, participating teachers chose a unit and “STEAMed” it by integrating math, technology, media arts and engineering. Examples of the STEAM curriculum can be found on the District’s Curriculum Maps website: <http://concordpublicschools-public.rubiconatlas.org/Atlas/Public/View/Default>

Boston Magazine 2013 Ranking of the Best Schools in Boston

<http://www.bostonmagazine.com/boston-best-schools-2013/#sthash.SNN9uln4.dpuf>
 Boston Magazine published its annual ranking of a subset of MA schools in September. Only schools whose districts lie all or partially within the Greater Boston I-495 boundary were included (147 districts). This year the methodology was a bit different. Rankings are by town, not by district, so results for Concord-Carlisle Regional School District appear in both Carlisle (#4) and Concord (#6). CCHS was recognized for having the 2nd highest percentage of students Achieving Proficiency (Scoring 3–5) on AP Exams.

District	Rank	Enrollment	Avg Class Size	Graduation Rate	% Attending College	Per Pupil Expenditures	Student: Teacher Ratio
Dover	1	523	18.3	97.5	91.6	\$17,607	12.3
Sherborn	2	405	17.3	97.5	91.6	\$15,129	11.7
Lexington	3	6,506	19.3	95.9	86.5	\$16,358	12.1
Carlisle	4	638	19.8	92.9	86.3	\$15,908	11.8
Boxborough	5	437	19.7	94.2	85.2	\$14,222	13.2
Concord	6	2,140	17.1	92.9	86.3	\$16,637	12.8
Lincoln	7	1,241	16.2	97.3	87.3	\$20,776	9.8
Westford	8	5,259	18.7	98.5	92.5	\$11,179	14.9
Wayland	9	2,717	18.0	96.4	87.5	\$15,198	14.2

CONCORD PUBLIC SCHOOLS

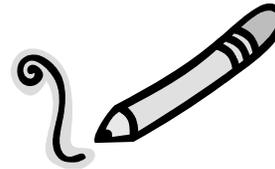
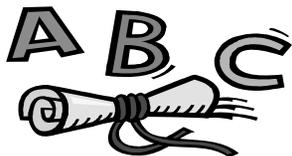
The elementary K-5 curriculum offers our youngest students a rich educational experience. For information about curriculum maps by subject and grade level, visit <http://concordpublicschools-public.rubiconatlas.org/Atlas/Public/View/Default>. In addition to formal curriculum, the next two pages provide a glimpse into special programs offered to our students. Some field trips and programs are offered in all three schools; some are unique to individual schools.

KINDERGARTEN

- Modified full day program
- Mother Goose program
- Tide Pool program
- Fields trips to Pickard Farm pumpkin field, New England Aquarium, Great Meadows, Landsake Farm
- iPad pilots for literary activities and handwriting (funded by Concord Education Fund)
- All school assembly on playground safety

GRADE 1

- Amphibians & Reptiles program including visit by naturalist
- Butterfly Place, Franklin Park Zoo and Assabet River field trips
- Visit from Todd Gutner, Meteorologist
- Caterpillar and tadpoles life cycle project
- Ghana cultural study
- Fire safety talk with Concord Firefighters
- Gymnastics skills
- Math swap for selected units



GRADE 2

- Blacksnake Woman program and Honeybees program
- Orchard House and Drumlin Farm field trips
- Visit from Henry David Thoreau (Bob Fardy)
- Bears and whales research project and virtual chicks online
- Bash the Trash recycling assembly and Respect song assembly
- Math Trails and flexible grouping for math units
-

GRADE 3

- Concord museum visits: Archaeological Dig; Two Worlds Meet; Colonial Cooking & Craft Fair
- Ben Franklin program and walking tour of Paul Revere's house
- Wax museum project
- Analemma (Bridge of Time) project
- Early Winds Music program and recorder concert
- Concord Light Plant presentation
- In-line skating (CEF-funded)
- Read for Seeds for Gaining Ground
- Earth Care Club
- Flexible grouping for math units



SCHOOL-WIDE

- All school meetings assemblies
- Willard Open Circle
- Turkey Trots
- Winter Solstice
- Thoreau Book Character Parade
- Authors' Festivals, Read-a-thon and Family Reading nights
- Spelling Bees, Geography Quest and Science Fairs
- Family Math and Family Game nights
- Music with iPads; Art multi-media; PE and Library
- Technology pilots: iPads, Dreambox, Lexia, Track My Progress, Google Drive
- Chorus performance on Martin Luther King Day
- Buddy program
- Field days and Willard Carnival
- Wide variety of before and after-school programs
- PTG-sponsored events
- Community service: Trick or Treat for UNICEF, Open Table, One Fund, Concord Recreation, Gaining Ground, The Old Manse, Concord Land Trust and Minute Man ARC

These activities and achievements are a sample of the wide range of student programs and projects at Alcott, Thoreau, and Willard elementary schools. For more information, visit the individual school websites or the district website (www.concordpublicschools.net).

GRADE 4

- Great Meadows and Raising Blandings' Turtles
- Town Forest field trip and Lowell Mills/Immigration field trip
- Concord Water Department presentation
- Visit from Chris Lambert, Meteorologist
- String lessons begin (optional)
- Willard magazine project and 30-book genre stretching challenge
- Geocaching with CPS receivers (CEF-funded)
- Poet-in-residence: Ancient China and Chinese poetry
- Pilot: Google Drive for online writing

GRADE 5

- DARE program
- Freedom Trail field trip and boat camp field trip
- Coastal investigations: Plum Island
- Explorer podcasts in Social Studies
- Scientists from Scientists pilot
- Math Olympiad
- MA Children's Book Award project
- "Monster Madness" and "A Christmas Carol" drama productions
- Bay Colony educators
- Community service: Minuteman ARC, Open Table, Food Bank, full service days
- Band, strings and chorus performances
- Thoreau Times newspaper publication
- Garage band music and other technology projects
- Chorus visit to Concord Council on Aging
- Art retrospective
- Transition Ceremony



K5 Assessments and Achievement

Principals, curriculum specialists and teachers evaluated individual student progress in reading, writing, and math. Multiple literacy assessments for fluency, decoding, vocabulary development and comprehension monitored progress toward reading benchmarks. Teachers implemented district-wide grade level writing rubrics to analyze student writing with greater emphasis on ability to work with informational texts and to write persuasive and informational pieces. Additional daily support was provided to students using Dreambox and Lexia technology. More than 80% of the K5 students mastered end of year grade level standards in English Language Arts. *Kathy Richardson* math assessments evaluated K-1 skill development. Pre and post assessments were done in grades 2-5 in the Investigations math program. Assessment data was analyzed every month and instruction adjusted to provide targeted skill instruction for struggling students.



Thoreau Named 2013 Massachusetts Commendation School

In February 2014, Thoreau Elementary School was recognized by the MA DESE as a 2013 Commendation School for its high achievement. Thoreau was one of only 48 schools across the Commonwealth to be recognized, and its noteworthy accomplishment will serve as a model to schools statewide. Thoreau is now a Level 1 school because it met all proficiency gaps and scored in the 99th percentile among MA schools.

Other Achievements

- Fourth grade Alcott students created a school habit display for DeCordova Museum with CCHS Rivers & Revolutions students
- U.S. Fish & Wildlife Service Certificate of Excellence awarded to CPS fourth grade for partnership in 2012 and 2013 to conserve Blanding Turtles
- Elementary school orchestra earned MICCA silver medal

MCAS

Elementary students continued to achieve at high levels. Fifth grade students scored Proficient or Advanced on the Massachusetts Comprehensive Assessment System (MCAS) exams last spring:

- 85% on ELA MCAS
- 88% on Math MCAS
- 75% on Science MCAS



Math Olympiad

The Math Olympiad Program serves over 4,500 teams and 100,000 students nationally and about 1,800 teams and 45,000 students in more than 32 other countries. All three school teams were named to the National Math Olympiad Honor Roll for scoring in the 90th percentile or higher.

Alcott School:

- 96% of 5th grade students participated
- Twenty-seven (33%) finished in the top 50%
- Seven students finished in the top 10%.
- One student scored in the top 2%.

Thoreau School:

- 40 5th grade and 38 4th grade students participated
- Three students finished in top 10%
- 25 students in the top 50%
- "Special 5 Award" for outstanding achievement

Willard School:

- 31 4th & 5th grade students participated
- Three way tie for first place standing
- Six students in top 10%

Concord Middle School

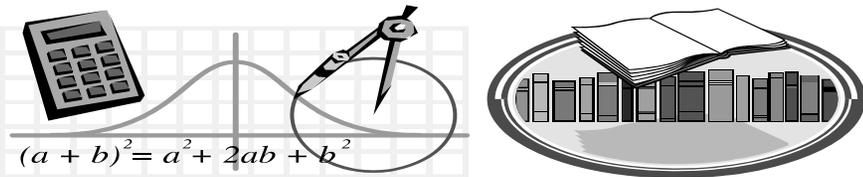
Students begin sixth grade with a one-day orientation, followed by a 2 ½ day overnight trip to Merrowvista. The goal of this experience is community and team-building. Students are assigned to either Peabody or Sanborn and stay in the same building for three years. Staff and students are divided into grade level "houses." Each house has about 110 students, four academic teachers (English, math, science and social studies), guidance counselor, Special Education teacher, and foreign language teachers. Students are placed in heterogeneous academic classes in all subjects except math. Eighty one percent of CMS students earned report grades B- or higher across the primary academic subjects: English, math, foreign language, science, and social studies.

MCAS

Students continued to achieve at high levels by scoring Proficient or Advanced on the 8th grade MCAS:

- 93% on ELA MCAS
- 81% on Math MCAS
- 63% on Science MCAS

Teachers continued integrating critical and creative thinking skills across the curriculum to promote student engagement in the use of planning calendars, Noodle tools, Moodle, and scientific inquiry. All teachers moved to online homework posting using Google calendars.



ENGLISH

Student progress was monitored for process skills and content mastery in Composition, Literature, and Language Study. Teachers implemented common rubrics for scoring and a process for focus on analytical writing. Developmental Language Arts classes provided additional academic support. Eighth grade students attended a short story performance in Boston. The English department expanded its successful pilot into a second year of the "One School, One Book" summer reading assignment. All staff and students read critically acclaimed, *Wonder*, an anti-bullying book by R. J. Palacio. The anti-bullying theme resonated for students, and activities and baseline literacy assessments were based on this summer reading experience. Four staff members revised the EMS Stands Together curriculum to create an ongoing experience for and impact to students. Additional content expanded focus on racial and cultural issues.

SOCIAL STUDIES

Students investigated how humans have related to their physical and social environments through studying history, geography, anthropology, sociology, psychology, political science and economics. Social Studies students access knowledge through online text books. All students participated in the National Geography Bee.

- 6th grade: Global Perspectives - introduction to geography and the study of human origins, Mesopotamia, Africa and Latin America.
- 7th grade: Global Perspectives – origins of cultures and the ancient civilizations of the Israelites, Indus Valley, China, Greece, and Rome. Students learn about the world religions of Judaism, Christianity, Islam, Hinduism, and Buddhism. The year culminates with a trip to the MFA to complete individual research of a chosen artifact.
- 8th grade: United States, Search for Justice – study of U.S. Government, the Holocaust and human behavior, the African American experience, immigration and issues about justice. Field trips include trips to the Concord Courthouse and JFK Museum, plus a spring trip to Washington D.C.

MATHEMATICS

Math teachers continued to promote increased achievement in leveled classes and additional intervention with students enrolled in Focused Math. CMS offers three levels in math: directed, guided, and independent. Students are placed in a level based on prior performance. Math placements are kept fluid to ensure students are not "tracked," and can change based on performance.

- A small cohort (4-8 students) participates at the next grade level and enrolled in the CCHS Honors Geometry course in 8th grade.
- Used algebra for traffic engineering analysis
- *MathCounts* team placed 7th of 28 teams in a statewide competition (highest performance yet); one student qualified for the state competition.



SCIENCE

Providing a wide array of information about earth/space, life and physical sciences, much of the scientific knowledge is derived from or reinforced by experimental evidence, including laboratory work. Students learned to think critically about the world around them while building upon their natural curiosity and love of exploration.

- **6th grade: Earth science** (astronomy, plate tectonics, earth formation, structure and topography, earth history and weather). Students traveled to the Museum of Science for a Star Watch field trip.
- **7th grade: Life science** (study of various organisms from the five kingdoms of life, including the human body), including a field trip to Joppa Flats in Newburyport.
- **8th grade: Physical science** (energy, physics, matter, chemistry of matter and application of scientific inquiry) with an in-school experience with the chemistry of dry-ice.

Co-curricular activities supported science learning:

- Science Olympiad students placed 15th in statewide competition, building helicopters, mousetrap vehicles, and boomilevers, and took tests in forensic science, mapping, and forestry.
- In-house competitions in robot design using Lego Robotics
- Engineering Club: learned how to use tools of engineers to design machines and buildings.
- Vernal Pool: collected, viewed and analyzed samples of water from the vernal pool.
- Liquid Nitrogen: demonstration of phases of matter and phase change via liquid nitrogen, including solid air



FOREIGN LANGUAGE STUDY

Students chose one of three foreign languages in 6th grade: Spanish, French, and Mandarin and continued instruction through 8th grade. CMS students have excelled in mastering their chosen language:

- 70 French and Spanish students participated in the National Language Exams.

National Language Exams

Percent of Students Receiving	National French Exam	National Spanish Exam
Gold	12.5%	30.0%
Silver	40.0%	15.0%
Bronze	12.5%	28.0%
Honorable Mention	19.0%	36.0%

- Seventh grade students participated in the Art Quest program about art and artists associated with the language they study.
- Eighth grade students built and displayed 20 buildings at the Concord Public Library during study of cities
- French students engaged with an online textbook, *Bien Di*
- An 8th grade Spanish student won 1st place in poster contest sponsored by the American Association of Teachers of Spanish and Portuguese (AATSP).

SPECIAL CURRICULUM

A variety of special classes are offered beyond primary academic subjects:

- Physical Education (6, 7, 8)
- Health (6 & 8)
- Instructional Technology (6)
- Family and Consumer Sciences (7)
- Applied Technology (8)
- Art (3 years)
- Music (6 & 7)
- Performance ensembles: band, chorus and orchestra (6, 7, 8)

The *CMS Stands Together* bullying prevention and intervention curriculum continued for a 3rd year. Students developed cultural and community awareness and responsibility through leadership opportunities as members of Student Leaders and Animals and Planets. Awareness was raised for local organizations through the Coats for Kids drive. Students formed CMS Greeters team at Sanborn, and organized new after-school clubs in origami, Dungeons and Dragons, debate and cartooning.

CCHS INITIATIVES & ACHIEVEMENT

CCHS is committed to excellence inside and outside the classroom by inspiring students to strive for and meet high levels of academic and personal achievement. A respectful, supportive, and engaging learning environment instills intellectual curiosity, a passion for learning and an understanding of one's role in the local community and in a diverse global society. The key learning outcomes for each graduate are becoming Independent Learners, Complex Thinkers, Communicators, Collaborators and Responsible Citizens.

CCHS offers a wide range of college preparatory classes in English, Mathematics, Natural Sciences, Social Sciences and Foreign Languages. Many courses offer three levels to students: Honors, Accelerated/Enriched and Standard, as well as Advanced Placement courses. CCHS also offers a range of courses in Applied Technology, Engineering, Art, Music, Theatre Studies, Health & Fitness, and Interdisciplinary Studies. Each semester about 25 students enroll in Virtual High School classes to take subjects not offered at CCHS. For more information see the CCHS Program of Studies link at: www.concordcarlisle.net

STUDENT ACHIEVEMENT

Every CCHS department worked to develop and implement common assessments to monitor student progress in the Core Curriculum and the Common Core Standards. Ninety percent of CCHS students earned a GPA of 2.0 or higher. 100% of the Class of 2013 received a Competency Determination by passing both the ELA and Math MCAS. Tenth grade students performed well on MCAS: 99% scored proficient or advanced on ELA MCAS; 95% on Math MCAS and 96% passed one of the Science MCAS exams.



GPA & College Board scores

The median SAT score for CCHS Class 2013 = 1840 (1530 = State average).

Year	Students	Average GPA	Median SAT (CR & Math)	Median SAT (CR, Math + Writing)	Submitted Applications
2013	305	3.33	1230	1840	2,590
2012	301	3.29	1230	1850	2,426
2011	297	3.29	1250	1860	2,376
2010	326	3.32	1260	1880	2,462
2009	328	3.288	1250	1860	2,654

National Merit Scholarship Program

Six students in the Class of 2013 qualified as National Merit Scholar Finalists.

Year	Number of Finalists	Number of Semi-Finalists	Letters of Commendation	Scholarships Awarded
2013	6	6	38	1
2012	5	5	19	2
2011	12	12	23	3
2010	11	12	39	2
2009	7	7	42	2
2008	8	8	25	0



Advanced Placement Exams

CCHS students continue to excel on Advanced Placement exams. Since 2009, 97.1% of AP exams taken by students received a score of 3 or higher, and 85% scored 4 or 5 (scale = 1-5).

AP Exams 2009 to 2013

Year	# Students Taking AP Exam	# Exams Taken	# Subjects Taken	% Passing Rate (score = 3, 4 or 5)	% with Score = 4 or 5
2013	171	297	17	98	86.0%
2012	182	316	17	98	92.0%
2011	167	299	18	97	83.0%
2010	157	216	14	96	86.0%
2009	174	297	18	97	81.0%

AP Scores by Discipline

Discipline	5	4	3	2	1	Total
English	79	63	40	7	1	190
Foreign Language	84	82	54	13	1	234
Math	342	91	25	6	0	464
Science	280	82	38	7	1	408
Social Studies	14	12	15	2	0	43
TOTALS	799	330	172	35	3	1,339
Percentages	59.7%	24.6%	12.8%	2.6%	0.2%	

Post-Secondary Plans

- An average of 95% of graduates planned to continue post-secondary study over the past five years.
- Students continue success in college admissions:
 - ◆ 37% of students matriculated at very selective institutions (colleges admitting 40% or fewer applicants)
 - ◆ 42% matriculated at selective institutions (colleges admitting 41-70% of applicants).
 - ◆ Graduates have matriculated to colleges in 42 states and 3 countries
- CCHS sent 2,590 transcript packages to colleges (~ 8 per student) and Faculty wrote 900 letters of recommendation in 2013
- In the class of 2013, 63% were admitted to their first choice college; 19% to their second choice college; and 94% to one of their top 3 colleges.



Post-Secondary Plans

Year	Students	Post-Secondary*	Employment	Armed Forces	Undecided
2013	305	92.7%	1.3%	0.0%	4.6%
2012	301	95.7%	0.0%	0.7%	2.7%
2011	297	93.2%	0.3%	0.0%	2.4%
2010	326	95.0%	0.9%	0.0%	2.7%
2009	328	94.4%	1.2%	0.0%	3.7%

* Post Secondary includes 4-year college, 2-year college, technical schools and prep schools.



Special Recognition

CCHS senior Isaac Xia, was one of 300 semi-finalists in the Intel Science Talent Search (STS). STS is a program of Society for Science & the Public and the nation's most prestigious pre-college science competition. His project is entitled, "Lower Central Series Ideal Quotients over Z and F_p ." He was also a semi-finalist in the 2013 Siemens Foundation Competition in Math, Science & Technology.

SCIENCE, MATH AND TECHNOLOGY

- Freshmen technology orientation introduced students to Google Drive, First Class, X2, and Moodle; 300 students and teachers use Moodle daily
- The Tech Equity Group fulfilled its goal to provide a home computer to every student who needs one and offered Google Docs and NetZero to students and parents.
- Students used a variety of digital tools to access online course work, check email conference folders for class and school information, contribute to wiki forum discussions, and work with a variety of web-based platforms
- Informational literacy classes instructed all students in advanced web searches, source evaluation, citation, and web-based tools for collaborating, synthesizing, and sharing work
- Biology students participated in Environmental Field Studies to protect Blanding's turtles
- Meteorology students and faculty presented at the American Meteorological Society conference

New Computer Game Design Course

An exciting class was introduced where students use Photoshop, Illustrator, Game-Salad, Unity, and Cinema-4D to design individual computer games and work in teams to create larger games. The games range from simple two-dimensional "scrollers" to fully immersive 3D environment based games.

Engineering Program – Year 3

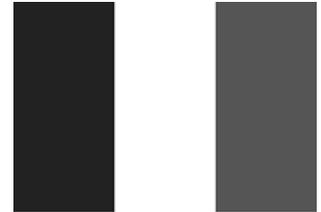
Two sections of Introduction to Engineering and Technical Communication were taught last fall followed by Mechanical Engineering and Electrical Engineering this spring. The courses are project-based; students designed solutions to engineering problems. Introduction to Engineering students designed the production process, calculated the manufacturing costs for a consumer product, and designed or built a wind tunnel for future use in CCHS physics classrooms. Students also studied and learned to use the computer aided design software SolidWorks.

Robotics Team

CCHS Robotics Team enjoyed a very successful season in its 5th year of existence. It successfully competed in the FIRST Robotics Competition where it designed, fabricated, built, and programmed a 120 pound Frisbee throwing robot, then competed at the FIRST Regional Competition at Worcester Polytechnic Institute.

STEAM Initiative

The STEAM Committee (Science, Technology, Engineering, Arts and Math) is developing innovative, interdisciplinary programming for FY15 and beyond. Its focus is to expose more students to computer programming, expand the Engineering program and find meaningful cross-disciplinary ventures.



CCHS GOES GLOBAL

CCHS continued its Global Literacy Certificate program and there were three international school year exchange programs: Ecuador, France and a new program in Denmark. Last summer nine CCHS students spent 31 days in Bolivia through World Challenge Expedition. This program specializes in leadership and skills development through an expedition to the developing world. Students hiked and reached the summit of several peaks, explored markets and restaurants, learned conversational Spanish, met and interacted with local guides, translators, craftsmen/women and schoolchildren, and engaged in a week-long service project in a rural community. Students stepped into leadership roles by managing the logistics and activities of their expedition. They learned vital life skills while engaging in meaningful physical challenge and cultural exchange.

THE ARTS AND EXTRA CURRICULARS

The Arts

- CCHS Repertory and Concert Bands earned gold medals at the prestigious Massachusetts Instrumental and Choral Conductors Association (MICCA) State Concert Festival
- A record number of students (6) were nominated and accepted into the MENC All-Eastern Honors Ensembles.
- Students participated in the Boston Globe Scholastic Art Awards regional exhibit and earned gold and silver keys
- Art students exhibited work at Lexington Arts and Crafts Society Show and Concord Art Association
- Students performed as actors or musicians, created technical designs, built sets/props, implemented theatrical lighting and sound, and served as stage crew for three terrific productions:
 - The musical *A Chorus Line* (150 students)
 - Neil Simon's *Rumors* (50 students)
- Shakespeare's *A Midsummer's Night Dream* (30 students)



All-School Advisory Program – Year 2

The all-school program connects adults and students outside the classroom and helps ensure every student has an advocate to help if they encounter difficulty. The groups create conditions to improve student achievement and behavior and enrich lives of students and teachers through personalizing the learning experience. Research demonstrates that enabling students to know an adult well - and also being known well by at least one adult in school—leads to improved student outcomes. One program success benchmark is that 98% of seniors surveyed reported they had at least one strong connection with an adult at CCHS; an increase from 94% in 2010.

Co-Curricular Activities

CCHS provides a rich co-curricular program with over 53 clubs and activities – both traditional clubs and activities and new ones. The Student Senate sponsored the orientation program for all incoming ninth grade students and helped to expand the Advisory program. It also focuses on student stress, enhancing communication among all members of the school community, and increasing green initiatives.



Wellness Committee

The Wellness Committee collaborated with the Parents Association and Concord Carlisle Community Chest to bring Chris Herren to CCHS to speak to students and parents. Mr. Herren, a former NBA Player who has struggled with addiction, gave a riveting presentation well beyond a simplistic 'don't do drugs' message." He connected with the students by sharing his perspective as a former high-school and college athlete whose partying led to much more serious issues. Students stated he was one of the best speakers they ever heard.

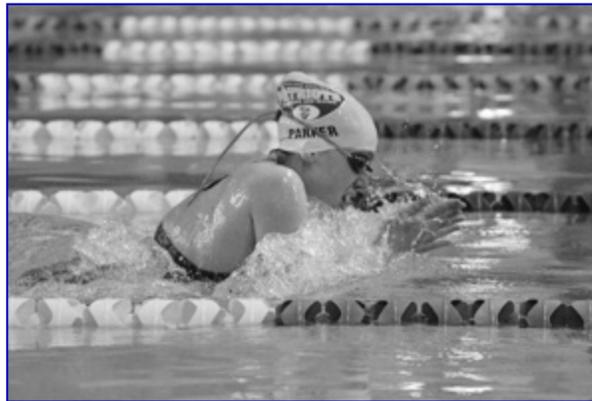
Rivers and Revolutions

This unique interdisciplinary semester-long program successfully completed its first year with 95 enthusiastic juniors and seniors and is now in its second year. Through the lenses of Literature, Social Studies, Mathematic, Science, and the Arts, students explored rivers, revolutions, air, fire, love, migration, seasons, and equilibrium. Students synthesized their learning across disciplines by creating an artifact exploring a primary question; projects were displayed at a special exhibit at the DeCordova Museum.

CCHS INTERSCHOLASTIC ATHLETICS

WINTER 2013

Girls Ice Hockey	Qualified for State
Boys Ice Hockey	Qualified for State; North Sectional Semifinals
Girls Swim & Dive	Qualified for State; Individual State Diving Champion
Boys Swim & Dive	Qualified for State; Individual State Swim Champion
Girls Nordic & Alpine Ski	Qualified for State; League champions
Boys Nordic & Alpine Ski	Qualified for State; League champions, 2 nd place in State; Individual State Alpine champion
Boys Wrestling	Qualified for State
Girls Indoor Track	Qualified for State
Boys Indoor Track	Qualified for State
Girls Basketball	Qualified for State; North Sectional Semifinals
Boys Basketball	Qualified for State; North Sectional Semifinals



SPRING 2013

Girls Track	Qualified for State
Boys Track	Qualified for State; DCL League Champions
Girls Lacrosse	DCL League Champions
Boys Lacrosse	State Champions; DCL League Champions
Girls Tennis	DCL League, North Sectional and State Champions
Boys Tennis	Qualified for State
Boys Wrestling	Qualified for State
Girls Indoor Track	Qualified for State
Boys Indoor Track	Qualified for State
Girls Softball	DCL League Champions, North Sectional Finals
Boys Baseball	Improved record from previous year

FALL 2013

Girls Field Hockey	Qualified for State
Girls Cross Country	Qualified for State; EMass 2 nd place
Boys Cross Country	DCL League Champions, EMass Champions, All State Qualifier
Girls Soccer	DCL League Champions, North Sectional Finalist
Boys Soccer	DCL League Champions, North Sectional Semifinals
Boys Football	DCL League Champions, North Sectional Semifinals
Girls Volleyball	Central West Sectional Champions, State Semifinals
Boys Golf	DCL League Champions, North Sectional State Champions; 4 th State



CPS AND CCRSD SPECIAL EDUCATION

The Special Education Departments are dedicated to providing quality services and programs for students with disabilities in Preschool through Age 22. The continued goal of both departments is to meet the needs of the students with diverse learning, medical, cognitive and social disabilities within their local community. Special Education continues to focus on increasing the home/school connection for all students, and to provide support to families as students move from elementary toward post-secondary goals. Both districts continue to see an increase in students with medical, cognitive and social language disabilities (similar to state and national trends).



Enrollment Data: FY14 vs. FY09

District by Year	Total Enrollment	# Students on IEP	IEP % of Total	# OOD Students*	OOD % of SpEd
CPS in FY14	2,190	369	16.8%	38	10.3%
CPS in FY09	1,889	359	19.0%	45	12.5%
Change: FY14 vs. FY09	+301	+10	-2.2%	-7	-2.2%
CCRS in FY14	1,277	251	19.6%	49	19.5%
CCRS in FY09	1,314	223	16.9%	46	20.6%
Change: FY14 vs. FY09	-37	+18	+2.7%	+3	-1.1%

Concord Integrated Preschool

The Concord Integrated Preschool opened an additional afternoon half-day session last fall. The preschool was at 80% of Special Education student capacity in September, including additional space available in the new class. In line with national trends, CPS experienced a significant increase of preschool students with complex special education needs. Of the 53 children enrolled in the Integrated Preschool, 26 are on IEPs and 27 are community peers.

Concord Public Schools

The K-8 Special Education staff has focused on direct instruction for strategies and proficiencies needed to address executive functioning deficits that many students experience. These skills help increase student independence and allow greater access to the general curriculum. Special and regular educators continued collaborating in differentiating instruction with accommodations and curriculum modifications to ensure all students are able to access the core curriculum, instruction, and technology.

Concord Carlisle Regional High School

CCHS Special Education staff continues to work collaboratively with the academic departments on accommodations and modifications for all students. Use of technology has afforded students greater opportunity to access the general curriculum with their non-disabled peers. Special education staff has increased its focus on transition planning for all students to increase student success in achieving their post-secondary goals. CCRSD enrollment includes grade 9 through age 22.



Classroom technology integration dramatically increased productivity and technical proficiency of both students and teachers. More devices were used as both districts moved closer to their device per student goal (2:1 grades K-5; 1:1 grades 6-12). Meanwhile traditional computer lab use declined - with the exception of multimedia projects, 3D imaging and video and language labs.

Noodle tools helped students organize online research while teachers monitored student progress in real time. *ActivBoards* were heavily used for interactive teaching and learning. *Skype* facilitated communications between foreign language classes and native speakers as well as direct access to book authors. Students created digital art, music and presentations with *Photoshop*, *Garage Band* and *Inspire in Music*. More students generated multimedia projects, podcasts, blogs and wikis through digital storytelling, *Storybird*, *Kid Pix*, *ActivInspire* and Microsoft Word.

Wireless capacity at CCHS and CMS was increased to support high density use, the 1:1 pilots and increased MacBook usage. Domain controller servers were replaced for the latest 10.7 OS X operating system release. New servers were installed and all existing and new computers were re-imaged. The district is now an autonomous system registered with ARIN, and assigned IP space to peer with any provider of Internet connectivity.



Elementary (K-5) Technology

- Literacy & math activities and creation of videos, music and tutorials: *iPads*
- Online writing: *Kidblog*, *Little Bird Tales*, *WordPress*, *Google Drive*
- Music creation & interpretation: *Garage Band*, *iMovie*, *PrintMusic*, *Music Ace*
- Online tools: *Study Island*, *Fast Math*, *Dream box*, *iReady*, *Lexia Reading Core5*
- Digital photography and creation of unique self-portraits
- Collaboration with students and peers: *Google Apps for Education*
- Online ELA assessment tool: *Track My Progress* pilot
- Digital citizenship activities

CMS Technology

- Telepresence robot: enabled home-bound student to attend classes and interact with teachers
- 1:1 laptop program: extended to both 6th & 7th grade students
- Desktops updated and 15 digital microscopes added
- Book reviews, quizzes, IT assignments, Science forums and math reviews: *Moodle 2.6*
- Applied Tech students learned digital design elements: *West Point Bridge*
- Created online world language slideshows: *Voicethread*
- Designed buildings: *Google Sketch-up*
- Created and edited anti-bullying videos: digital cameras and *iMovie*
- Email communication between teachers and students: *First Class*
- Online communication about grades: *Engrade*; progress made using *Aspen* portal

CCHS Technology

- CCHS website: redesigned using *WordPress*
- Extensive use by teachers and students: *Google Apps for Education: Google Docs, Google Presentations, Google Sites, Google Calendars and Blogger*
- Access to grades, schedules and student health information: *X2*
- Check for plagiarism and grade student writing online: *Turnitin.com*
- Desktops and older MacBooks: replaced with iMacs and MacBook Airls
- Advanced Earth Science field work, Math Resource Center skills practice; classroom writing; class notes, organization, and multimedia projects for Network students; Special Education lessons; support for Lighthouse students recovering from concussions: *iPad applications*
- Professional development: *Moodle, ActivInspire, GeoGebra, X2, Google Apps, First Class* web pages

Transition to Laptops

Rivers & Revolutions and freshman METCO students were issued laptops, and CCHS plans to move to a 1:1 student/computer ratio by 2015. To prepare for the transition, educators took a comprehensive Ed Tech Teacher T21 course about enhancing student learning by combining face-to-face and online modules. Laptops enhance teacher communications as well as access to assignments and the full suite of software on school computers.

CCHS Learning Commons (LC)

The LC provided a wide range of resources to support students in building critical thinking and research skills and understanding the obligations of ethical behavior in a digital world. It built community by hosting programs and games to reduce stress and promote mental health. Students participated in the first Hour of Code and gained experience in basic coding. Passionate readers participated in the YA Galley Group and reviewed ARCs (advanced reader copies) of pre-publication young adult novels for the American Library Association. CCHS LC is an official site for National Novel Writing Month for students interested in writing. The LC also provided:

- Web-portal: access to scholarly databases, reference resources, primary source repositories
- Information literacy classes: search, advanced search, source evaluation, citation, media production, copyright and creative commons licensing
- 500+ e-books for reference and research
- 44 laptops for class use, 24 desktops and 20 laptops for student use
- A 12-station media lab for media production and virtual coursework
- 20 digital cameras for student projects and 20 iPod Touch devices for audio books

Colonial Sound

Colonial Sound enhanced the culture at CCHS. In the Music Lab, students learned modern recording techniques, studio management skills, mixing principles, and design CD artwork. It has thirteen iMacs with professional audio software programs including *Logic Pro, Protools, Reason, Sibelius, and Finale*. To hear student compositions, visit www.soundcloud.com/colonialsound.

The fully-equipped Digital Recording Studio continued to be a major activity hub at CCHS. It supported students who wished to record their work, learn the technical aspects of digital recording, and learn programs such as *Reason and Logic* to make and record music. It hosted guitarist jam sessions where students gathered to play music, teach songs to one another, and experiment with a variety of guitars. The studio has a *Protools HDX* system, D-command Icon controller, 48 channels, and assortment of audio gear. Over 45 students learned hands-on recording techniques, ran recording sessions, mixed their own project on the professional board, and created CDs to distribute to their classmates. Productions were uploaded to www.colonialsound.com and www.youtube.com.



★ STAFF DATA



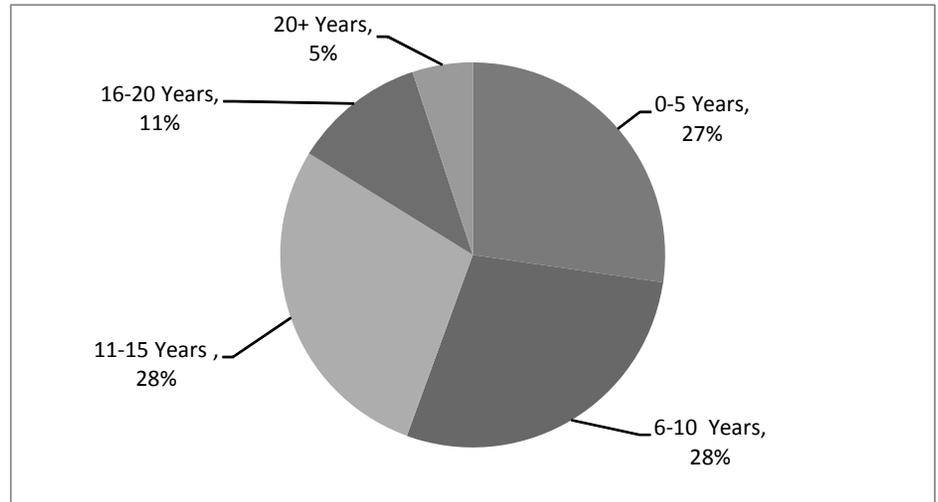
Recruitment, Hiring and Retention

CPS and CCRSD continue to hire and retain exceptional educators.

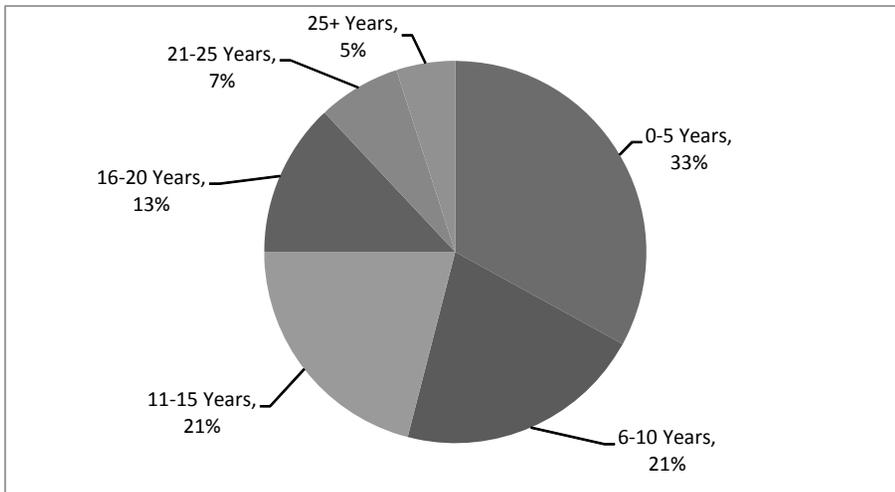
- Educator retention rate (only educators who voluntarily resign); 97% for CPS; 97.6% for CCHS
- Primary reason for separation (other than retirement) continues to be family relocation or family reasons
- 100% of CPS and CCHS teachers are “highly qualified” as defined by the federal No Child Left Behind Act.
- Twenty educators and twenty support staff have worked in one or both districts for 25 or more years
- Four CPS educators and three support staff retired in 2013 representing 137 years of service and four CCRSD support staff retired representing 87 years of service
- New teachers: 6 CCHS; 3 CMS; 14 Pre-K to grade 5; 2 K-8 teachers; 29 support staff

Recruiting and retaining great educators requires a strong induction program, comprehensive professional development, excellent working conditions, highly competitive salaries, tuition reimbursement, an employee assistance program and a “Wellness at Work” program. “Wellness at Work” incorporates best practices in employer-sponsored wellness programs. Minuteman-Nashoba Health Group, the school system’s health benefits purchasing consortium, engaged a Wellness Coordinator to enhance wellness efforts for employees. Tremendous support for employees also comes from involved parents, families and the community at-large.

CCHS Years of Service - Educators



CPS Years of Service - Educators



MA DOE Educator Evaluation Legislation

Massachusetts passed far reaching legislation to overhaul existing regulations and practices. During the implementation process extending through FY15, new regulations require that educators be rated on impact on student learning and educator performance on new standards using three categories of evidence:

- Multiple measures of student learning, growth, and achievement
- Judgments based on observation and artifacts of professional practice
- Additional evidence relevant to one or more performance standards

Specifically designed rubrics, educator plans based on career stage and performance, a five-step evaluation cycle, and a statewide performance rating scale are additional components of the new regulations. Technology has been implemented to support educator efforts to fulfill requirements of the Supervision & Evaluation system. The new regulations were successfully bargained with the Concord-Carlisle Teachers Association and Concord Teachers Association through joint labor management committees. For information including model rubrics and planning and implementation guides: www.doe.mass.edu/edeval/. To view locally adopted elements of the new evaluation system and teacher collective bargaining agreements: <http://www.concordpublicschools.net/collective-bargaining-agreements>.

Professional Development

- Considerable resources were invested to provide educators with technology training in ActivInspire, Moodle and Google Drive, and use of iPads as a tool for teaching and learning expanded in K-12.
- Seventy-one K-12 curriculum development projects conducted including curriculum maps and common assessments.
- English Language Arts K-5 Curriculum Specialists and teachers evaluated revised rubrics, writing prompts and progress reports based on MA Common Core Standards (CCSS) for Literacy
- To address MA CCSS for Literacy in Social Studies and Science, teachers created lessons to assist students with informational text and persuasive and informational writing
- Sixteen teachers created STEAM (Science, Technology, Engineering, Art, and Math) curriculum
- CMS teachers developed the “third year program for “*CMS Stands Together*” (bullying prevention and intervention curriculum)
- CMS instituted a Summer Academy for METCO student to build students' organization, time management, and self-advocacy skills while developing a stronger connection to Concord through field experience at CCHS and historic sites around Concord
- CCHS curriculum projects included developing a Social Sciences Summer Academy, Biotechnology curriculum and Achievement Strategies for 10th grade METCO students
- K-8 teachers introduced to the new supervision and evaluation system
- CPS adopted Baseline Edge software to manage the new evaluation system and student performance data.



Teaching and Learning for ELL Students

Massachusetts passed comprehensive regulations to strengthen teaching and learning of English and academic content for ELL students. The Rethinking Equity and Teaching for ELLs (RETELL) initiative represents a statewide commitment to address the persistent gap in academic proficiency experienced by ELL students. This includes new comprehensive and extensive training and licensure requirements for the Sheltered English Immersion (SEI) Endorsement. Educators and administrators must meet the new requirements by 2016.

Contact with Human Resources Office

The Human Resources Office is now on Facebook and Twitter and continues to use different social media to reach staff, students and the community. Facebook and Twitter accounts feature consistent branding, linked accounts, and regular updates. Please follow us @ConcordHR and <https://www.facebook.com/HRConcordSchools>.



FINANCIAL OVERVIEW



A primary goal of both districts is to provide students and staff with resources, materials and infrastructure to support high quality learning environments using core budgeting principles:

- Place students and their learning are at center of decisions
- Teaching and learning conditions matter for student success
- Request resources for programs, services, and activities reflect the districts' core values and goals
- Recognize that contractual and legally mandated costs continue to drive budget increases
- Maintain a balance between responsive, reasonable operating budgets & capital projects and the taxpayers -while recognizing the fiscal climate

The proposed FY15 budgets are +4.17% for CPS and +4.30% for CCRSD (only 3.01% without including debt exclusions). Both budgets are below the levy limit and both matched guidelines developed by both the Concord and Carlisle Finance Committees. State funding levels have stabilized but have not increased to reflect increased data and reporting requirements.

OPERATING BUDGETS FY10 - FY15

	Total Budget	+\$ vs. Prior Year	+ % vs. Prior Year	Override Concord	Override Carlisle
CPS					
FY10	\$27,699,200	\$493,000	1.81%	\$0	n/a
FY11	\$27,699,200	\$0	0.00%	\$0	n/a
FY12	\$28,474,200	\$775,000	2.80%	\$0	n/a
FY13	\$29,755,538	\$1,281,338	4.50%	\$0	n/a
FY14	\$31,140,538	\$1,385,000	4.65%	\$0	n/a
Proposed FY15	\$32,440,538	\$1,300,000	4.17%	\$0	n/a
CCRSD					
FY10	\$22,357,071	\$759,449	3.52%	\$0	\$0
FY11	\$23,498,427	\$1,141,356	5.11%	\$0	\$0
FY12	\$23,981,012	\$482,585	2.05%	\$0	\$0
FY13	\$24,290,423	\$309,411	1.29%	\$0	\$0
FY14	\$26,305,603	\$2,063,224	8.49%	\$0	\$0
Proposed FY15	\$27,437,330	\$1,131,727	4.30%	\$0	\$0

Building The Future



Concord Public Schools

CPS enrollment continues to rise every year. Since FY09, enrollment has increased 16.2% from 1,881 to 2,186. The proposed FY15 budget of \$32.4M is \$1.3M above FY14. Primary cost drivers include:

- Contractually mandated \$ 732,178
- Enrollment driven staffing \$ 265,029
- Replacement of technology devices \$ 365,000
- Operating needs & utilities \$ 187,358
- Collective & non-collective bargaining costs \$ 145,483
- **TOTAL Requested \$1,695,048**

To reach the \$1.3M Fin Com guideline, reductions were made to SpEd OOD tuition (-\$218K); reduction of 1.6 FTE in secretarial support (-\$60K); professional development (-\$24K) and building maintenance (-\$19K). For the **seventh** consecutive year, no Proposition 2 1/2 override is required.

CPS Operating Budget	2014 Budget	FY15 Prelim Needs Budget	% of Total	% Change
Regular Education	\$16,554,621	\$17,773,787	54.8%	7.36%
Special Education	\$8,410,279	\$8,287,906	25.5%	-1.46%
Administration	\$4,085,535	\$4,239,644	13.1%	3.77%
Operations	\$2,041,803	\$2,082,092	6.4%	1.97%
Fixed Costs	\$48,300	\$57,109	0.2%	18.24%
Total	\$31,140,538	\$32,440,538	100.0%	4.17%



CPS Support by Town of Concord

CPS receives support from the Town of Concord for insurance, pension and school capital project debt service expenses as well as Social Security and Medicare taxes. Total support increased \$464,182 in FY14, primarily due to increased group insurance costs.

Town of Concord Budget's Support of CPS	FY14 Budget
Police Crossing Guards	\$54,480
Group Insurance for CPS Employees	\$1,894,129
Health Reimbursement Account	\$32,870
OPEB Funding	\$263,770
Retirement (Pension) for CPS Employees (non-teaching)	\$783,355
Unemployment and Workers' Compensation	\$100,000
Social Security + Medicare Tax	\$395,000
Debt Service for school capital projects - within levy limit	\$810,895
Debt Service for school capital projects - excluded debt	\$4,412,170
TOTALS	\$8,746,669



State Aid

State aid for CPS is projected to decline by 8.1% to \$2.587M in FY15 and continues to represent a smaller portion of the CPS Operating Budget every year. CCRSD state aid will increase \$107K, a 0.5% increase.

Concord-Carlisle Regional School District

CCRSD FY14 enrollment increased +17 students to 1,273 students, although enrollment is 27 students fewer (-2.1%) than FY09. The proposed FY15 budget of \$24.6M is \$719K above FY14. Primary cost drivers include:

Contractually mandated	\$ 384,029
Retiree Health Insurance benefits	\$ 273,046
SpEd OOD tuition	\$ 328,152
Transportation services	\$ 61,249
TOTAL Requested	\$1,046,476

To reach the \$719K Fin Com guideline, reductions were made to computer hardware (-\$50K), utilities (-23K); legal costs (-\$50K); capital outlay/maintenance (-62K); insurance (-\$20K) and other (-%60K). For the eighth consecutive year, no Proposition 2 1/2 override is requested.

CCRSD Operating Budget	2014 Budget	FY15 Prelim Needs Budget	% of Total	% Change
Regular Education	\$11,660,210	\$11,834,920	43.1%	1.50%
Special Education	\$4,836,800	\$5,230,340	19.1%	8.14%
Administration	\$1,434,329	\$1,397,631	5.1%	-2.56%
Operations	\$3,374,627	\$3,347,947	12.2%	-0.79%
Fixed Costs	\$4,999,637	\$5,626,492	20.5%	12.54%
Total	\$26,305,603	\$27,437,330	100.0%	4.30%

Concord's enrollment assessment rose again in FY14 to 73.1%. Its assessment is \$17,715,062 (including 1,858,841 projected debt service). Carlisle's assessment (26.9%) = \$5,834,916.

State Aid FY12 vs. FY13	CPS FY14 Actual	% of Total Budget	CPS FY15 Estimate
Chapter 70	\$3,155,701	10.1%	\$2,573,232
Charter School Reimbursement	\$17,699	0.1%	\$13,782
Regional Transportation	n/a	0.0%	n/a
Total State Aid	\$3,173,400	10.2%	\$2,587,014

State Aid FY12 vs. FY13	CCRSD FY14 Actual	% of Total Budget	CCRSD FY15 Estimate
Chapter 70	\$1,836,274	7.0%	\$1,867,899
Charter School Reimbursement	\$43,693	0.2%	\$59,356
Regional Transportation	\$327,264	1.2%	\$387,114
Total State Aid	\$2,207,231	8.4%	\$2,314,369



Grant Funding

CPS FY14 grants received = \$1,135,142, a 2.8% increase over FY13:

Concord Public Schools - Federal and State Grants			
		FY13	FY14
FEDERAL GRANTS			
Regular Education			
Title I	Dissemination Project	\$111,870	\$110,454
Title II A	Improving Educator Quality	\$34,628	\$33,242
Special Education			
240	Special Education Entitlement	\$482,111	\$482,055
274	Program Improvement	\$14,957	\$9,202
262	Early Childhood	\$0	\$13,443
Total Federal Grants		\$643,566	\$648,396
STATE GRANTS			
317	METCO	\$460,137	\$486,746
TOTAL FEDERAL AND STATE GRANTS		\$1,103,703	\$1,135,142



CCRSF FY14 grants received = \$753,572, a 3% decrease vs. FY13:

Concord-Carlisle High School - Federal and State Grants			
		FY13	FY14
FEDERAL GRANTS			
Regular Education			
Title I	Dissemination Project	\$21,983	\$20,980
Title II A	Improving Educator Quality	\$21,692	\$21,020
Special Education			
240	Special Education Entitlement	\$325,859	\$314,830
274	Program Improvement	\$9,204	\$5,233
Total Federal Grants		\$378,738	\$362,063
STATE GRANTS			
317	METCO	\$375,290	\$369,509
TOTAL FEDERAL AND STATE GRANTS		\$754,028	\$731,572

Concord Town Meeting Warrant Articles

Seven Town Meeting articles will be presented at the 2014 Town Meeting:

Article #	Title
8	CPS FY15 Operating Budget
9	CPS Renovations
10	CPS – Supplemental Appropriation for Current Year
11	CPS – Use of CPS Technology Stabilization Fund for Classroom Computer Replacement
12	CPS – Use of CPS Capital Needs Stabilization Fund for Transportation Infrastructure
13	CCRSF FY15 Operating Budget
14	CCRSF Debt Stabilization Fund – Addition and Use

Each article was presented at public hearings in February by the School Committee. These presentations can be found on the Town of Concord website: http://www.concordma.gov/pages/ConcordMA_BOS/2014%20Town%20Meeting/2014%20Hearing%20Presentations/2014TM-Hearing-index

Communications and Community Engagement

The Superintendent and School Committees committed to improve communications with the citizens of Concord and Carlisle. Students, parents, teachers and local residents may now share comments, insights, questions and compliments directly with the Superintendent through *Your Voice Matters*, a link on the District website. Powered by *K12 Insight*, this feature allows the Superintendent to respond - or forward the comment or inquiry to the appropriate principal.

In addition to *Your Voice Matters*, several other elements were recently implemented to improve communication. The School Committee held three community coffees in 2013 to provide a public forum for citizens to ask questions and provide comments. These community coffees will continue in 2014. The School Committee has submitted articles to the Concord Journal to update citizens about School Committee news. For up to the minute district news, the Superintendent has a Twitter feed: follow her at *@Concord_Super*.



Each individual school hosts monthly coffees led by its school principal. These coffees provide parents with an opportunity to ask questions, share concerns and learn more about individual school news. All six schools send daily e-bulletins to parents. Each school maintains its own website with a wide range of school information, activities and Parent Teacher Group (PTG) news, and most teachers now maintain their own webpage.

All School Committee meetings are open to the public and citizens are welcome to attend. Agendas and attachments for each meeting are posted on the District website: www.concordpublicschools.net. Meetings are televised on CCTV Channel 8 and are available on demand at www.concordtv.org.

Transportation Update

In December Concord citizens voted (under Article 1 of the Special Town Meeting) to authorize the Board of Selectmen to acquire the properties at 55 and 55A Knox Trail in Acton and to use this location for a school transportation facility. This vote enables both districts to retain in-house transportation services. The Town recently identified obstacles related to this property. This led to discussions about another property nearby (37 Knox Trail) that provides an easement to the WR Grace parcel in Concord. This site can house a significant portion of the bus fleet and also provide an administrative site for the Transportation Department. At press time, the Town had signed an Offer to Purchase the 37 Knox Trail property, pending approval by Concord Town Meeting in May. A Special Town Meeting within the regular Town Meeting will be held before Article 12 is presented.



FACILITIES

Building The Future



CPS CAPITAL PROJECTS

The following CPS projects were completed:

- Enhanced security systems at all buildings including secured entrances with video monitoring
- Partial flooring replacement at Alcott completed; will continue over several years
- Asbestos abatement in CMS boiler rooms and flooring completed; boilers scheduled for replacement in FY15.
- CMS paging systems installed
- Ripley Conference Room and Training Center completed

Article 9 requests \$450K to replace the Peabody building boiler (\$400K) and continue Alcott flooring replacement work (\$50K). The Town Manager's Capital Plan allows funding \$800K annually for CPS projects. The FY15 request was reduced to reflect the CPS portion of \$350K for the Knox Trail land acquisition to support in-house infrastructure for student transportation services (per 2013 Special Town Meeting).



CCHS SCHOOL BUILDING PROJECT

In November 2011, the voters of Concord and Carlisle overwhelmingly approved a \$92.6 Million budget for design and construction of a new regional high school. CCRSD signed a Project Funding agreement with the MA School Building Authority (MSBA) in February 2012. Per this agreement, the state will reimburse CCRSD 35.58 % of the eligible project costs (approximately \$28 Million).

Following the design phase, construction began in March 2013 behind the existing high school building. Since breaking ground, several important milestones have been reached. Signing the Guaranteed Maximum Price (GMP) contract with Turner Construction has ensured the project will be delivered within the \$92.6 Million approved budget. Construction is proceeding on schedule and without incident. Concrete foundations are in place, the steel frame is erected, and the building is enclosed with tarps to allow for interior work during winter months. Curtain wall, roofing and masonry work continues to proceed on the exterior while MEP (mechanical, electrical, plumbing) and framing work moves forward swiftly on the interior. Construction activities should be completed next spring and students are scheduled to move into the new building in April 2015.

The new high school will be a state-of-the-art learning facility. It will serve students and families from Concord, Carlisle and Boston for generations to come and will be a sustainable "green" school. Two percent of the MSBA reimbursement is due to incorporating sustainable elements based on the MA Collaborative for High Performance Schools (MA-CHPS) standard. The new high school is on track to achieve MA-CHPS Verified Leader status. This will place CCHS among the greenest schools in the state.



So many organizations and people in Concord and Carlisle support our school system. We especially appreciate the five Parent Teacher Groups, The Concord Education Fund, The Concord-Carlisle Community Chest, and the Center for Parents and Teachers as well as private donors who generously contribute in so many ways.

2Volunteer CCHS Community Service
www.2volunteeronline.org



Community Service is an essential component of secondary education in Concord and Carlisle. All CCHS students must complete 40 hours of community service during their high school careers before graduation. However, many students complete substantially more volunteer work, because of the commitment of parents and the community as a whole to its value in teaching our young people their responsibilities as citizens. *2Volunteer* is a community-based organization which partners with the school administration to help students make connections between their interests and agencies which depend on volunteers for their missions. *2Volunteer* maintains a comprehensive website with a database of agencies. This website, linked to the CCHS Home Page, is the source for announcements of special one-time volunteer opportunities, facts about the Community Service program, facts about volunteer awards, and on-line recording of community service completion for entry into the individual student record.



Every year CCHS students complete more than 10,000 hours of community service. The Class of 2013 completed 25,000 hours of service during their careers at CCHS. *2Volunteer* is a designated organization for processing the prestigious President’s Volunteer Service Awards. In 2013, 77 students were recognized for completing 100 or more hours of service during a single 12-month period. For the first time, in May 2013 all recognitions for service to the school and community, including those given by *2Volunteer*, Rotary Club, the Community Chest, and CCHS itself, were awarded at the Class Act Awards Night (separate from Academic Awards Night). Community service projects are being initiated at earlier ages in CMS and the elementary schools and *2Volunteer* has initiated a program during CCHS Senior Week dedicated to a community service project.



CONCORD EDUCATION FUND (CEF)

www.concordeducationfund.org

Concord Education Fund supports the pursuit of excellence in Concord Public Schools and CCHS by raising and granting funds for innovative, creative initiatives designed to enhance the learning experience for students and faculty. Since its inception in 1994, CEF has raised and allocated more than \$2.2 million. This past year CEF awarded over \$200,000 to fund teacher grants that aided students – from kindergarten to grade 12 – in numerous disciplines (engineering and math, robotics and information technology, earth science, history, literature and music. These FY13 grants included:

- Engineering Certificate – CCHS
- Willard Math Trail – Elementary
- Ongoing Moodle Training – CMS
- Digital Reference Set – CCHS
- The Talking Violin – K-12
- Art Department Laptops – CCHS
- Digital Portfolios – Elementary
- Digital Microscopes – CMS
- Classroom iPads – Elementary
- Electronic Wall Map – CCHS

None of this would be possible without generous investment made by donors to enable CEF to provide opportunities for students and teachers to explore novel, creative educational initiatives beyond school budget constraints.



CONCORD-CARLISLE COMMUNITY CHEST (CCCC)

www.cccommunitychest.org

Founded in 1947 as an organization of neighbors helping neighbors, the Community Chest helps to improve the lives of people living in our local community. Through financial support of more than 30 human services organizations, agencies and special projects as well as speaker events, educational programs and special family events, the Community Chest strengthens our community by marshaling resources to help those in need.

Last year, after a rigorous review process conducted by more than 30 volunteer teams, the Community Chest awarded more than \$540,000 in grant support to organizations that provide:

- family and individual counseling
- domestic violence victim support
- senior services
- programs for individuals with special needs
- parenting support
- scholarships
- substance abuse prevention
- adolescent programs
- legal services
- food distribution services

This included \$104,000 to support *Center for Parents and Teachers, Concord-Carlisle Adult & Community Education*, the *Youth Services Coordinator*, the *Community Outreach Coordinator* and the *Teen Buddy Program* (an after-school social mentoring program where older students mentor younger students).

In addition, the Cornerstone Fund provided seed money for *Concord-Carlisle Community Connections*, a new collaborative community mentoring program connecting 12th grade CCHS students with successful community leaders. Community Connections is designed to improve student appreciation and understanding of the exchanges, inner-workings and skill sets necessary for success in real-world professional environments.

The Community Chest also held a Pumpkin Festival, a speaker event with Dr. Edward Hallowell, and a women's luncheon entitled 'Women Making a Difference.' The Community Chest is grateful for the support of individual and business donors who make these programs possible for our students and all residents of Concord and Carlisle.



CONCORD CARLISLE ADULT AND COMMUNITY EDUCATION (CCACE)

www.ace.colonial.net



The Concord-Carlisle Adult & Community Education (CCACE) program is a department of CCRSD and located at CCHS. Classes are held at CCHS weekday afternoons and evenings on a welcoming and secure community campus. Established in 1954, CCACE provides extended-day lifelong learning and enrichment, brings people together around shared interests, fosters a sense of community and strengthens school-community relations. In FY13, 204 teachers (both traditional educators and professionals in their respective fields) conducted 400+ courses with 2,532 enrollments in more than 10,000 individual lessons and tutorials. Programming ranged from daytime seminars for senior citizens, babysitting training for middle school students and parent-toddler classes. Course offerings include the arts, music, finance, languages, technology, health, college planning, retirement planning, parenting and history. The vibrant Instrumental Music School of Carlisle and Concord (nearly 300 students) conducted lessons for CCHS and Carlisle School students, contributing to the overall excellence of the K-12 music program. An Advisory Committee appointed by the School Committee promotes program development and communication with the community. CCACE funded 100% of its teachers, staff and services through student fees and in-kind support by the public schools and other agencies committed to community learning. Total value of all services received was about \$750,000. The Concord Carlisle Community Chest provided \$16,000 for financial aid for course fees to residents in need.



CENTER FOR PARENTS AND TEACHERS

www.centerforparentsandteachers.org

Since 1987, CPT has provided programming to increase parent effectiveness and strengthen families through high quality, low cost workshops and forums. The Center also enhances preschool and elementary education through professional development workshops and maintenance of a lending library of educational resources and classroom materials. CPT works in partnership with citizen associations and schools to support the best possible community-wide environment for healthy growth and development of children and families. CPT celebrated its 25th anniversary this year with a special community-wide forum featuring Dr. Donna Hicks who spoke on "Dignity: The Essential Role It Plays in Resolving Conflict in Our Lives and Relationships". Other parent forums included:

- *Executive Function: Assisting the Middle School Student in the Development of Organizational Skills to Reduce Stress and Enhance Learning*
- *Caught in the Middle: Understanding the Changing Brain of the Middle School Student and What They Need from Their Parents During this Crucial Period*
- *Cyber-Safety: Keeping Adolescents Safe in a World of Unbridled Media*
- *Choosing a Preschool: Questions to Ask and What to Look for During a Visit*
- *Early Literacy Development: Ways to Support the Love of Reading in the Young Child*
- *Smoothing the Transition to Kindergarten: Ways Families Can Best Support School Readiness and Success*
- *Identifying the Gifts of Our Adolescents: Building Resiliency and Increasing Success While Reducing Stress, Anxiety and Depression*
- *"How to Talk So Kids Will Listen and Listen So Kids Will Talk" (5 part series)*
- *"Fostering Self-Reliance in Our Young Children" (4 part series)*
- *"Mindfulness for Parents" (8 part series)*



COMMUNITIES AT A GLANCE

Building The Future



How do CPS and CCRSD compare to neighboring school communities? The tables below illustrate how Concord Public Schools (and Concord Carlisle Regional School District) compare on various measures relative to other communities. These communities were selected because 1) they border the Town of Concord; or 2) exhibit similar demographic characteristics (median household income, average home value and tax rate, etc.). Please note some measures are not “apples to apples” comparisons because eight towns share a high school with another town (Acton & Boxborough; Dover & Sherborn; Lincoln & Sudbury; and Concord & Carlisle). For this reason, we have separated districts by grade levels served: K8; K12; 9-12. Below is demographic and tax rate data for each town.

TOWN DEMOGRAPHICS	2012 Town Population	2012 Pop. Rank	FY13 Foundation Enrollment	2013 Labor Force	Average Sin. Family Tax Bill	FY14 Tax Bill Rank	FY14 Sin. Family Home Value	FY14 Res. Tax Rate	Percent Tax Levy Residential	Assessed Values FY99-FY12	Sate Aid % Total Revenue	2013 Moody's Rating
Acton	22,599	6	2,546	12,348	\$ 9,832	12	\$505,494	\$ 19.45	79.0%	75.2%	8.07%	Aaa
Bedford	13,765	12	2,554	7,007	\$ 8,461	18	\$538,585	\$ 15.71	67.7%	56.6%	7.06%	Aa1
Boxborough	5,105	20	414	2,926	\$ 8,938	15	\$505,250	\$ 17.69	81.4%	87.0%	8.39%	Aa2
Carlisle	4,978	21	650	2,517	\$12,732	5	\$683,051	\$ 18.64	87.2%	75.6%	4.90%	Aa1
Concord	18,957	8	2,184	8,061	\$12,249	7	\$847,682	\$ 14.45	82.4%	72.5%	4.47%	Aaa
Dover	5,722	19	541	2,795	\$ 13,245	4	\$1,012,635	\$ 13.08	84.9%	78.8%	2.76%	Aaa
Harvard	6,530	17	1,266	3,127	\$ 9,341	14	\$546,598	\$ 17.09	72.5%	65.7%	15.28%	not rated
Hopkinton	15,478	11	3,467	7,723	\$ 8,539	17	\$484,361	\$ 17.63	71.1%	81.4%	10.25%	Aa2
Lexington	32,272	2	6,228	15,678	\$ 11,481	9	\$740,204	\$ 15.51	71.5%	70.8%	5.01%	Aaa
Lincoln	6,503	18	1,239	2,643	\$ 13,742	3	\$953,673	\$ 14.41	71.5%	53.1%	4.78%	not rated
Littleton	9,132	16	1,723	4,911	\$ 6,396	22	\$367,397	\$ 17.41	69.9%	84.1%	12.43%	Aa2
Maynard	10,304	15	1,430	6,100	\$ 6,414	21	\$287,770	\$ 22.29	62.8%	78.5%	14.72%	Aa3
Natick	33,760	1	5,243	19,009	\$ 6,459	20	\$455,473	\$ 14.18	66.0%	80.3%	8.90%	Aa1
Needham	29,366	3	5,562	14,302	\$ 8,765	16	\$753,021	\$ 11.64	70.4%	91.8%	6.81%	not rated
Sherborn	4,199	22	415	1,892	\$ 14,333	2	\$704,687	\$ 20.34	86.0%	64.0%	2.98%	Aa1
Sudbury	18,119	9	3,054	8,721	\$ 11,544	8	\$640,277	\$ 18.03	82.0%	75.0%	6.68%	not rated
Wayland	13,285	13	2,757	6,673	\$ 10,974	10	\$598,679	\$ 18.33	73.5%	75.2%	5.48%	Aaa
Wellesley	28,748	4	4,992	13,459	\$ 12,469	6	\$1,080,522	\$ 11.54	73.2%	76.2%	6.22%	Aaa
Westford	22,851	5	5,278	12,059	\$ 7,312	19	\$440,496	\$ 16.60	61.2%	76.7%	18.83%	Aa2
Weston	11,737	14	164	5,186	\$ 17,832	1	\$1,400,790	\$ 12.73	73.0%	83.9%	3.38%	Aaa
Westwood	17,768	10	3,162	7,001	\$ 9,601	13	\$623,429	\$ 15.40	77.5%	88.5%	7.14%	Aa1
Winchester	21,869	7	4,420	10,886	\$ 10,195	11	\$805,313	\$ 12.66	70.0%	87.1%	8.91%	Aaa
Data Source	MA DOR	Calc.	MA DOR	MA DOR	MA DOR	Calc.	MA DOR	Calc/MA DOR	Calc/MA DOR	MA DOR	MA DOR	MA DOR

Below is data related to education spending and student test scores for K8, K12 and 9-12 districts. Note the spending levels for 9-12 districts will be higher than a blended K12 program. Acton-Boxborough data reflects a grade 7-12 district; Dover Sherborn represents a 6-12 district; the other regional high school districts are 9-12 districts. Most of this data is provided by the MA Department of Elementary and Secondary Education (DESE).

TOWN	FY13	FY13	FY13	FY13	Rank	FY13	FY13	FY12	FY12	Rank	FY13	FY12	FY12	FY13		13 MCAS	13 MCAS	13 MCAS	FY11%
EDUCATION	FTE Pupils	FTE Pupils	FTE Pupils	Total	Total	Total \$M	OOD	SpEd \$M	All SpEd	SpEd	State Aid	Teacher	Salary	Students/	METCO	ELA	Math	Science	Attend
	In District *	OOD *	Total *	\$PPE	\$PPE	Budget	\$PPE	Budget	% Tot	% Tot	% NSS	Avg Salary	Rank	Teachers	Program?	Adv+Prof	Adv+Prof	Adv+Prof	College
K8 Districts:																Gr. 8**	Gr. 8**	Gr. 8**	
Acton (K-6)	2,511	34	2,546	\$11,565	8	\$29.44	\$58,185	\$ 5.72	22.30%	3	27.28%	\$78,694	7	17.0	No	94%	81%	63%	n/a
Boxborough (K-6)	405	9	414	\$18,057	4	\$7.48	\$65,405	\$ 1.50	23.70%	7	28.54%	\$84,381	5	12.1	No	94%	81%	63%	n/a
Carlisle	638	12	650	\$17,280	5	\$11.23	\$65,915	\$ 2.48	25.60%	5	13.84%	\$85,406	3	11.2	No	94%	91%	84%	n/a
Concord	2,139	45	2,184	\$16,274	6	\$35.54	\$61,476	\$ 7.31	25.00%	2	12.14%	\$84,883	4	13.7	Yes	93%	80%	62%	n/a
Dover (K5)	527	14	541	\$19,323	1	\$10.45	\$127,401	\$ 2.57	30.20%	4	13.00%	\$91,933	1	12.2	Yes	95%	75%	68%	n/a
Sherborn (K5)	408	7	415	\$19,317	2	\$8.02	\$186,526	\$ 1.60	26.10%	6	14.56%	\$89,115	2	12.2	Yes	95%	75%	68%	n/a
Lincoln	1,222	16	1,239	\$19,271	3	\$23.87	\$30,225	\$ 1.50	13.60%	7	12.66%	\$79,798	6	10.2	Yes	93%	68%	63%	n/a
Sudbury	3,008	46	3,054	\$13,425	7	\$41.00	\$69,886	\$ 7.91	22.70%	1	16.62%	\$69,107	8	14.0	Yes	95%	82%	74%	n/a
K12 Districts:																Gr. 10	Gr. 10	Gr. 10	
Bedford	2,456	99	2,554	\$16,924	3	\$43.23	\$71,080	\$ 9.31	24.90%	6	15.11%	\$79,219	6	12.7	Yes	98%	91%	85%	90%
Harvard	1,206	60	1,266	\$14,579	7	\$18.45	\$36,794	\$ 3.77	26.60%	13	16.68%	\$86,826	2	15.8	No	99%	96%	97%	93%
Hopkinton	3,392	75	3,467	\$13,004	11	\$45.08	\$39,229	\$ 7.52	193.50%	9	17.99%	\$74,873	8	14.0	No	98%	94%	92%	85%
Lexington	6,438	96	6,534	\$16,726	3	\$109.29	\$77,844	\$ 22.58	23.10%	1	12.94%	\$75,115	7	12.1	Yes	97%	96%	94%	94%
Littleton	1,586	137	1,723	\$12,719	12	\$21.91	\$27,214	\$ 5.43	28.40%	12	23.25%	\$69,140	12	18.7	No	97%	90%	93%	84%
Maynard	1,340	90	1,430	\$14,326	8	\$20.49	\$17,778	\$ 3.56	22.10%	14	31.11%	\$65,264	14	12.8	No	93%	83%	78%	84%
Natick	5,075	167	5,243	\$13,526	10	\$70.91	\$43,011	\$ 12.33	21.60%	4	16.60%	\$68,540	13	14.8	Yes	97%	90%	89%	79%
Needham	5,482	80	5,562	\$14,320	9	\$79.64	\$73,226	\$ 14.08	21.10%	3	15.79%	\$79,303	5	15.2	Yes	99%	96%	91%	87%
Wayland	2,712	44	2,757	\$16,269	5	\$44.84	\$59,166	\$ 6.98	18.40%	10	12.76%	\$88,529	1	13.7	Yes	100%	94%	89%	85%
Wellesley	4,922	70	4,992	\$17,231	2	\$86.02	\$96,907	\$ 17.59	28.10%	2	16.04%	\$73,975	9	13.3	Yes	99%	96%	81%	81%
Westford	5,215	63	5,278	\$11,789	14	\$62.22	\$56,691	\$ 8.01	15.30%	7	34.64%	\$69,567	11	14.6	No	99%	97%	96%	89%
Weston	2,351	28	2,380	\$20,579	1	\$48.97	\$85,905	\$ 5.83	14.50%	11	11.21%	\$83,884	3	11.8	Yes	99%	97%	83%	90%
Westwood	3,137	25	3,162	\$14,827	6	\$46.88	\$82,830	\$ 7.57	19.10%	8	15.36%	\$79,461	4	14.2	Yes	98%	96%	92%	91%
Winchester	4,353	67	4,420	\$12,383	13	\$54.74	\$61,069	\$ 9.73	20.60%	5	19.23%	\$73,200	10	14.2	No	99%	96%	94%	84%
9-12 Districts:																			
Acton Boxborough (7-12)*	2,907	100	3,007	\$13,962	4	\$41.99	\$51,674	\$ 7.02	19.90%	1	25.41%	\$76,779	4	15.8	No	98%	97%	96%	89%
Concord Carlisle* (9-12)	1,217	49	1,266	\$21,450	1	\$27.15	\$88,219	\$ 5.55	24.20%	3	13.60%	\$93,712	1	13.4	Yes	99%	95%	96%	89%
Dover Sherborn* (6-12)	1,157	37	1,194	\$17,123	3	\$20.45	\$19,834	\$ 2.05	11.90%	4	12.13%	\$90,578	2	12.1	Yes	99%	98%	96%	81%
Lincoln Sudbury (9-12)	1,547	61	1,608	\$18,304	2	\$29.43	\$89,637	\$ 5.93	24.30%	2	15.23%	\$89,017	3	13.3	Yes	98%	93%	85%	86%
STATE of MA****	885,113	60,788	945,901	\$14,000	n/a	\$13.2 B	21,583	\$2,204 B	20.60%	n/a	42.76%	\$70,962	n/a	13.5	n/a	91%	80%	71%	74.7
Data Source	MA DESE	MA DESE	MA DESE	MA DESE	Calc	MA DESE	MA DESE	MA DESE	MA DESE	Calc	MA DESE	MA DESE	Calc	MA DESE	MA DESE	MA DESE	MA DESE	MA DESE	MA DESE
	* Rounded to nearest whole number																		
	** Grade 8 results combined for Acton/Boxborough and Dover/Sherborn Regional School Districts.																		



Building The Future



ADMINISTRATION

Main- 978.341.2490

School Superintendent: Diana Rigby, ext. 8112

Deputy Superintendent of Finance and Operations: John Flaherty, ext. 8122

Director of Teaching and Learning: Kathy Codianne ext. 8131

Director of Human Resources: Kelly McCausland, ext. 8117

Director of Information Technology: Gene Warfel, ext. 8155

Director of Special Education K12: Jessica Murphy, ext. 8142

METCO Director: Aaron Joncas, ext. 7117

Facilities Manager: Brian Schlegel, ext. 8161

Food Services Manager: Maria Barker, ext. 8165

Transportation Manager: Wayne Busa, 978-318-1433

SCHOOL PRINCIPALS

Alcott School: Sharon Young, ext. 2110

Thoreau School: Nancy Peterson, ext. 3110

Willard School: Pat Fernandes, ext. 4110

Concord Middle School: Lynne Beattie, ext. 6110

Concord-Carlisle High School: Peter Badalament, ext. 7110

SCHOOL COMMITTEE MEMBERS

Concord Public Schools

Pamela Gannon, Chair (CPS, CCRSD) (2014)

Jennifer Munn Vice Chair (2015)

Kathleen Snook, Vice Chair (CPS, CCRSD) (2016)

Johanna Boynton (2016)

Phil Benincasa (2015)

Your Voice Matters on www.concordpublicschool.net

Concord Carlisle Regional School District

Five listed above plus two members of the Carlisle School Committee

Louis Salemy, Chair (CCRSD)

Melissa McMorro

Your Voice Matters on www.concordpublicschool.net





Concord Public Schools & Concord Carlisle Regional School District



Concord Public Schools
Concord-Carlisle Regional School District
120 Meriam Road
Concord, MA 01742-2699

Non-Profit Org.
U.S. POSTAGE
PAID
CONCORD, MA
PERMIT #4

RESIDENT
Concord, MA 01742



Concord Public Schools & Concord Carlisle Regional School District



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Concord-Carlisle Regional School District
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