

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

**120 Meriam Road Concord, MA 01742 Phone: 978.318.1500 Fax: 978.318.1537 [www.concordpublicschools.net](http://www.concordpublicschools.net)**  
**Ripley Building**

**6:30 PM School Committee Meeting**

**JOINT SCHOOL COMMITTEE MEETING  
AGENDA  
MAY 8, 2012**

*The listings of matters are those reasonably anticipated by the Chair, which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.*

**6:30 PM**

**I. Call to Order**

**A. ORGANIZATION OF COMMITTEE**

ATT A

- A. Seating of the Concord School Committee Members – CSC
- B. Election of Officers of the Concord School Committee – CSC
- C. Seating of the Concord-Carlisle School Committee Members – CCSC
- D. Election of Officers of the Concord-Carlisle School Committee – CCSC
- E. Appointment of School Committee Recording Secretary – CSC/CCSC
- F. Appointment of Treasurer and Assistant Treasurer – CCSC
- G. Appointment of Committee Representatives – CSC/CCSC
  - 1. Adult & Community Education Liaison
  - 2. EDCO Board of Directors
  - 3. CASE Collaborative
  - 4. Suburban Coalition

**II. Reading of the Minutes**

- A. Open Session
  - Jt. Meeting – 4/10, 4/23/12**

**III. Chairs Report**

**IV. Correspondence**

- A. Adult & Community Education April 1, 2012

**V. Recognitions**

- A. CCHS:
  - CCHS Robotics Team, coaches and chaperones
  - Students Dan Callahan & Amelia Huberman chosen to attend 2012 Massachusetts Art All-State Program
- B. Alcott: Gayle Chatlosh and Jean Thuma
- C. Thoreau: Linda Andersen, Louise Baduski, Mary Goodwin, Sabrina Haber, Marilyn Schulman
- D. Willard: Susan Chafe, Janine Gaudreau, Julee Vitello

**VI. Reports & Issues for Discussion**

- A. District & CCHS Websites – Gene Warfel, Brian Mahoney, CCHS Students
- B. Transportation Report and Survey Results
- C. Transportation Advisory Committee – Membership and Charge
- D. Town Transportation Committee Membership

**VII. Action Items**

- A. Vote to approve CCHS Softball Team Bonding Trip                   ATT   B
- B. Vote to appoint Transportation Advisory Committee Members       ATT   C  
and to accept Committee's Charge
- C. Vote to appoint Town Transportation Committee Members           ATT   D

**VIII. Old Business**

- A. CCHS Building Project

**IX. Superintendent's Report**

- A. Rose Retirement Ceremony: May 17, 2:30 PM @ CCHS Learning Commons for Alan Weinstein, Barbara Goodman, Beatriz DesLoges, Al Dentino, Joe Leone
- B. Projected enrollment and staffing for FY13

**X. Citizens' Comments**

The School Committees encourage citizens to participate by commenting on agenda items.

**XI. Adjournment**

The Concord-Carlisle School Committee's targeted ending time for Open Session is 9:30 PM.

PENDING

May 17, 2012	2:30 PM	Rose Retirement Ceremony	CCHS Learning Commons
May 22, 2012	6:30 PM	Concord-Carlisle School Committee Mtg.	Ripley, Conference Room 1
June 12, 2012	6:30 PM	Concord-Carlisle School Committee Mtg.	Ripley, Conference Room 1
June 26, 2012	6:30 PM	Concord-Carlisle School Committee Mtg.	CCHS Library

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TO: Concord, Concord-Carlisle School Committees  
FROM: Diana Rigby, Superintendent  
DATE: May 8, 2012  
SUBJECT: Seating of School Committees and Election of Officers

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Annually at the first School Committee meeting following the conclusion of Town Meeting, the first order of business is to seat the new School Committee, to elect its officers and make other necessary appointments.

After a "Call to Order" of the Committee is made, I will request that a Concord School Committee member move the motion to seat the Concord School Committee members by name. Following this, a request will be made for nominations for Chair of the Concord School Committee. Once the election of the Concord School Committee Chair is conducted, that individual or a designee will ask for nominations for Vice Chair.

This memorandum provides the motions and process to follow for this agenda item:

A. Seating of the Concord School Committee Members – CSC

A motion will need to be made by a School Committee member to:

"Recognize Fabian Fondriest, Pamela Gannon, Maureen Spada, Phil Benincasa and Jennifer Munn as members of the Concord School Committee".

B. Election of Officers of the Concord School Committee – CSC

Nominations will be accepted and voted on for Chair of the Concord School Committee.

*Motion:* To elect \_\_\_\_\_ Chair of the Concord School Committee.

Nominations will be accepted and voted on for Vice Chair of the Concord School Committee.

*Motion:* To elect \_\_\_\_\_ Vice Chair of the Concord School Committee.

C. Seating of the Concord-Carlisle School Committee Members – CCSC

A motion will need to be made by the Concord School Committee Chair to:

"Recognize Fabian Fondriest, Pamela Gannon, Maureen Spade, Phil Benincasa and Jennifer Munn as Concord members and Louis Salemy and **TBD** as Carlisle members of the Concord-Carlisle School Committee".

D. Election of Officers of the Concord-Carlisle School Committee – CCSC

Nominations will be accepted and voted on for Chair of the Concord-Carlisle School Committee.

*Motion:* To elect \_\_\_\_\_ Chair of the Concord-Carlisle School Committee.

Nominations will be accepted and voted on for Vice Chair of the Concord-Carlisle School Committee. The newly appointed Chair will request nominations for Vice Chair.

*Motion:* To elect \_\_\_\_\_ Vice Chair of the Concord-Carlisle School Committee.

E. Appointment of a School Committee Recording Secretary – CSC/CCSC

*Motion:* To appoint Sally Ferguson as School Committee Recording Secretary.

F. Appointment of a Treasurer and Assistant Treasurer – CCSC

*Motion:* To appoint John Flaherty as Treasurer of the Concord-Carlisle Regional School District and Regina Erickson as Assistant Treasurer of the Region.

G. Appointment of Committee Representatives – CSC/CCSC

1. Adult & Community Education Liaison

*Motion:* To appoint \_\_\_\_\_ as Concord-Carlisle representative to Adult & Community Education.

2. EDCO Board of Directors

*Motion:* To appoint Diana Rigby as representative to the EDCO Board of Directors.

*Motion:* To appoint \_\_\_\_\_ as Concord-Carlisle School Committee representative to the EDCO Board of Directors.

3. CASE Collaborative

*Motion:* To appoint \_\_\_\_\_ as School Committee representative to the CASE Collaborative for both CSC and CCSC.

4. Suburban Coalition

*Motion:* To appoint \_\_\_\_\_ as School Committee representative to the Suburban Coalition for both CSC and CCSC.

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TO: Concord-Carlisle Regional School Committee

FROM: Diana Rigby, Superintendent

DATE: May 8, 2012

SUBJECT: Approve CCHS Softball Team Bonding Trip

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***Motion:*** That the Concord-Carlisle Regional School Committee vote to approve the CCHS Softball Team Bonding Trip on May 26 & May 27, 2012.

**Student Transportation for Concord Public Schools and the  
Concord-Carlisle Regional School District**

The goal of the School Committees and the School Administration is to provide safe, reliable, cost-effective transportation for students.

**Transportation Advisory Committee Charge**

The Transportation Advisory Committee (TAC) is responsible for researching the feasibility of the School Department building a transportation facility.

The research will focus on:

- Site selection for a transportation facility
- Financing for a transportation facility

*---Underlined is an example of one possible charge for the committee. The charge needs to be discussed as a committee---*

The TAC will be expected to make a comprehensive presentation to the School Committees at the October 23, 2012 Joint School Committee meeting. Recommendations will be based on research and fact. Upon completion of the final presentation to the School Committees, the TAC will be dissolved.

The TAC will remember that according to state law, school transportation services and decisions concerning those services, are the responsibility of local and regional school committees. The TAC will also remember that the Town of Carlisle is our partner in all decisions relating to the Concord-Carlisle Regional School District.

**Background and Housekeeping**

The TAC will conform to District Policy BDF: Advisory Committees to the School Committee, all other District Policies, and Massachusetts General Laws.

The Transportation Advisory Committee will:

1. Abide by all open meeting laws. Prepare and maintain minutes of all meetings.
2. Review the Transportation Reports, responses to RFPs, responses to IFBs, School Committee Updates, and any other relevant documents regarding student transportation. Understand the articulated needs, including the specifications of the existing service and facilities.
3. Review state and local regulations regarding zoning, natural resources, and sustainable practices as they relate to a transportation facility.
4. Abide by all School Committee policies governing citizens, committees and the relationship of these committees to the School Committee as a whole, individual School Committee members, the Superintendent, and other members of the professional staff.

5. Consult with Town officials and employees or district employees only if the School Committee representatives are present at the meetings. Accurate notes will be taken at these meetings to be attached to committee meeting minutes.

6. School employees may attend a TAC meeting as a consultant with prior approval of the School Committee and with a concrete articulation of the purpose of the employee's attendance at the meeting.

7. The School Department will provide materials as requested by the committee, however will not provide material that is confidential in nature according to Massachusetts General Laws. The TAC may consult with central office personnel as necessary and with prior approval, however, the committee will not be allowed unlimited access to central office personnel.

8. The TAC reports directly to the School Committees and will not release information to the public, or the press, or post information and comments on blogs, online chat groups, or any other online discussion forums.

9. Violation of these guidelines will result in dismissal from the committee.

### **Composition of the Committee**

The composition of the Transportation Advisory Committee will be broadly representative and will take into account the specific tasks assigned to the committee. The membership will encompass the range of expertise necessary for a comprehensive evaluation, along with representatives from the community.

The Committee will include:

School Committee Members (2)

Deputy Superintendent of Finance and Operations

Concord Town Manager

Member of the Concord Board of Selectmen

Member of the Carlisle Board of Selectmen or designee

Concord Public Schools PTG Representative

Concord-Carlisle High School PA Representative

Members of the community at large (1)

Observer from the Concord Finance Committee

Observer from the Carlisle Finance Committee or designee

Members at large with areas of expertise to be represented:

Member of the community with expertise in Finance

Member of the community with expertise in Construction and Zoning

Member of the community with expertise in Natural Resources and Sustainability Practices

If volunteers cannot be found in these areas of expertise, the TAC will be expected to consult with relevant Town board and committee members in accordance with policy. The School Committees reserve the right to appoint additional members with expertise in areas that would be useful for the committee.

The goal for committee composition is to provide a fair, even-handed perspective. Preference will be given to citizens who have served on a Town, school-related, or community board or committee, and who have demonstrated an ability to work collaboratively. Citizens who have a conflict of interest will not be considered. Appointment of staff members will be made by the School Committees upon recommendation of the Superintendent. Appointments will be approved by the School Committees.

The TAC will be co-chaired by a School Committee member and another member elected by the committee. Two School Committee members may serve as Co-Chairs.

### **Tasks of the Transportation Advisory Committee**

#### **Transportation Facility Site Selection**

1. The TAC will assess potential sites for the location of a transportation facility. The facility will include a 3-bay maintenance garage, on-site school bus storage, administrative space, and possibly a fuel tank.
2. Serious consideration will be given to public safety and impact on neighbors.
3. Serious consideration will be given to environmental impact and best practices for environmental sustainability.
4. The TAC may consider land held by the Concord Public Schools, the Town of Concord, and private land. Land belonging to the Concord-Carlisle Regional School District will not be under consideration.

#### **Finances**

1. The TAC will provide accurate estimates for the cost of construction, land acquisition, permitting fees, and other anticipated expenses for a district-owned transportation facility.
2. The TAC will provide timelines for financing, land acquisition, construction, and other anticipated expenses for the development of a district-owned transportation facility.
3. The TAC will specifically identify sources of funding. The TAC will take into account that the Town of Carlisle is our partner at CCRSD.

#### **Final Report to the School Committees**

1. The TAC will create a final comprehensive compilation of all the information described above to present to the School Committees on October 23, 2012.
2. The TAC will report to the School Committees prior to October 2012, as requested by the School Committees.

## **Responsibility of the School Committees**

The Concord School Committee and Concord-Carlisle Regional District School Committee possess certain legal powers and prerogatives that cannot be delegated or surrendered to others.

The goal of the School Committees is a thoughtful and thorough analysis of options for student transportation for the 2013-14 school year and beyond.

The School Committees are responsible for:

1. Comparing the information provided by the TAC with the responses to bids for private transportation services received in April 2012.
2. Reflecting on school budget expenses, collective bargaining agreements, and long-term personnel liabilities related to the transportation department for both school districts and for the Towns of Concord and Carlisle.
3. Contrasting and comparing estimates of long-term expenses, including bus fleet acquisition, maintenance expenses, and personnel expenses.
4. Reviewing safety standards for student transportation, including driver training, driver certification, and incident reports.
5. Consideration of community input from all citizens and Town leaders, from both Concord and Carlisle.
6. The School Committees may consider financial scenarios for providing transportation for Concord Public Schools and the Concord-Carlisle Regional School District together and providing transportation for the Concord Public Schools and the Concord-Carlisle Regional School District separately.
7. It is the responsibility of the School Committees to determine how a major capital expense for the schools will be funded, which may include a recommendation for a Special Town Meeting and a debt exclusion vote.
8. It is also the responsibility of the School Committees to determine whether a major capital expense conforms with the mission and policies of the school districts and is in the best interests of students.

Key:

CPS	Concord Public Schools
CCRSD	Concord-Carlisle Regional School District
TAC	Transportation Advisory Committee
PTG	Parent Teacher Group
PA	Parents Association
RFP	Request For Proposals
IFB	Invitation To Bid

**ANNOUNCEMENT**

By Concord Town Moderator Eric Van Loon, May 2, 2012

Town Meeting voted on April 24<sup>th</sup> to create a Citizens School Transportation Committee and directed the Moderator to appoint four Concord citizen members.

After public solicitation of citizen interest and review of information regarding those who applied, I am pleased to announce these four appointments:

**LISA BERGEN**: 7-year education career (including M.Ed., school administration), 18-years in high tech (including management),

**ABRAHAM FISHER**: MAT (Masters in Teaching), pre-school board treasurer, experienced data analyst,

**LOUISE HALDEMAN**: former three-term (nine-year) elected Concord School Committee member, and

**MARK HANSON**: former AD Little and Bolt Baranek professional, MIT-PhD with expertise in transportation.

In light of the July 15<sup>th</sup> deadline for the Committee's report and recommendations, as the appointing authority for a majority of the committee, I am designating Lisa Bergen to be Committee Chair Pro Tem to facilitate initial start up activity until such time as the committee determines its own structure, leadership, and timetable.

I will provide a separate proposed Charge to the committee, but anticipate that, as per the Town Meeting vote, its deliberation will focus on four principal factors: 1-safety, 2-quality, 3-cost, and 4-other, including equity and physical practicalities.

I wish to thank all who expressed interest in serving on this important committee. Its meetings will be open to the public and will include at least one formal public hearing for citizen input. All applicants and other citizens are encouraged to offer their insight and information throughout the process.

During this accelerated selection process, I have enjoyed a fruitful and cooperative collaborative working relationship with School Committee members, who also look forward to identifying and appointing three additional committee members (one from Concord and two from Carlisle) at the new Committee's initial, upcoming May 8 meeting.

END            END

**PreSchool**

**Response Text**

I would probably drive my children to school if bussing became outsourced (depending on the track record of contracted company in regards to safety, regard for student, and ability to be contacted should issues arise). For the record we will have a third child entering the school system in 2014 who will also be driven by myself or bussed. I also wonder how streets and traffic surrounding the schools will be impacted should a large number of previously bussed students, begin to be transported by parents. I am also concerned about the environmental impact, locally and beyond, from busses being driven from an out of town location on a regular basis.

I think it is a bit misleading to ask how much people would pay before providing information on the relative costs. This decision is impacted where you have more than one child in the system.

Though potentially we would seek other ways to deliver our children to school, this should not be considered an ideal situation. These questions are not so cut and dry. Currently, both parents work and personally having to transporting two children to school would be a decision that would negatively impact both careers. Currently the bus schedule allows for a parent to load the children on the bus and make it to work on time. This would not happen if I had to drop them off because I otherwise would be paying a fee for them to ride the bus. Enough of our tax dollars go into the education budget here. Having the bus system district owned and available at no cost should be the goal strived for through this process. Also, is there town owned land where the buses can be housed/parked and or local cost savings that can be implemented to eliminate the need to charge a fee? Charging fees becomes quite a slippery slope.

**Alcott**

**Response Text**

It is important to me that the school district not outsource the buses- I believe that having the service in house provides value to the town. I think that the quality of drivers and service would decrease if outsourced and eventual costs would be greater. I find it important that drivers are trained in open circle and are invested in our children and their safety. I am discouraged by the way the process has been handled to date.

depends on how much the fee is

The fee to ride the school bus would be the main factor on whether we would seek other ways to transport our children.

I would be willing to pay an extra fee to create a scholarship fund for low income families. I hope that the District will provide budget figures that are valid and clear. Until now, I am not convinced that an analysis has been done of the true costs of outsourcing versus keeping transportation in-house. I think the District could learn from how Lynne Beattie has handled the reorganization of CMS -- even though there will be some families who disagree with the decision, at least we feel like Lynne has reached out, sought input, and has carefully considered all options. In the case of busing, some families I know are losing trust in the District because it seems to have an agenda and hasn't appeared to be forthcoming with key data. I believe you could have convinced people to live with outsourcing if you had just explained the \*true\* rationale for it in the first place.

What is the compelling reason for Concord to be in the bus transportation business? Are there no service providers that can provide a comparable service?

My main comment is that the bus is by far the most unsupervised time my children spend. We need to have the continuity of our current bus drivers which have been high quality and have the lunch duty continuity component. Very concerned there has been little consideration for maintaining this highly valued staff. Also should consider a cap on how much families with multiple children would pay. Consider a max fee per family or you'll force people to drive.

If you outsource, we live close enough that we would walk, bike or drive; however I wish to pass on how pleased we have been with the current service. Our friends in different towns whose schools have outsourced have not been happy with the timeliness of the service nor the quality of the drivers. Best of luck in what I imagine is a difficult choice.

We just moved from a town that used an outside bus company and it was terrible, terrible, TERRIBLE!!!!!!!  
Keep what we have!!!!

Frankly, I've been largely unimpressed with the district-owned bus service. Some bus drivers have been very nice, dedicated folks, and others at best weak and at worst unfit for work with children. I suppose if private transport were much worse I'd be concerned, but I'm not sure why that would be...

Since Concord doesn't offer after school care at the schools themselves, transportation to the after school programs is vitally important for working parents. Also, can you please explore other ways to save money, such as having fewer buses? Most of the buses I see driving by are mostly empty anyway.

Safety of our kids is most important. Outsourcing may look financially attractive on the surface but I feel that companies that are trying to make profit by providing the services will have to cut corners in order to provide the service at a lower cost and still make a profit.

Our response to the situation will largely depend on the fee and its structure.

MY DAUGHTER ONLY GETS A BUS OCCASIONALLY AS SHE has 'walker' status. My son is at Fenn and takes the bus--the service is very important to us as we are 2-parent working family. The least used buses seem to be those for CCHS--perhaps using some of the buses for locations around town would make more sense so that CCHS kids can take them to activities in W. Concord, downtown concord, other schools? Perhaps polling where CCHSers go afterschool would make sense??

While I am theoretically willing to pay to keep our transportation local, I will have 4 kids in the school system after next year --- if the fee is too high, in reality I will not pay it. I suspect this may be true of many families -- the kids do before and after school activities and we have to drive them a few days a week anyway. We also live close enough to the elementary school that they can walk and ride their bikes for parts of the year. I live far away from the middle school and would absolutely need to pay for the bus for those years. By high school, I figure they will not want to take the bus (and it is close to where we live.) It would be good to know what these answers are by how far people live from schools as well. Thanks for doing this. It will be very interested to see the results!

I would prefer that any difference it takes to "in-source" the bus system is incorporated into taxes that all residents already pay for the school system. Why break transportation out from other educational services? Next one could outsource the cafeteria, or ask residents to pay separately. After that, the entire facility. The housing values in the area are a direct result of the excellent school system. All residents win, whether or not they have a school-age child. Transportation by caring drivers is a key part of the school experience, and should be funded as the rest of the system is.

The people in charge of this process should be ashamed of their performance. Even these questions seem to be leading us into supporting a decision that has already been made. Is there an emotional component to caring about who drives your kid to school? Absolutely. And everything does not boil down to dollars and cents. We value a Concord education because we trust our kids are safe and well cared for by professionals. Outsourcing the busses based on bottom-line thinking is foolhardy and short-sighted. When my kids were about to head to school a wise woman told me not to worry about their classroom experience. "Everything they learn those first years is learned on the bus." In my mind those drivers and the busses are as important as the faculty and other staff. Keep them local, please.

Not sure why finding a new bus depot location creates additional expense for district owned. Survey is not very clear. Are you saying if we outsource the service, service will be the same and we will not have to pay any additional fees? Also hard to say whether or not we would pay additional fees without any idea of the amount that fee would be?? What a horrible increase in traffic, pollution etc. this "fee" could cause.

We believe keeping the transportation department in town is important--we have had phenomenal bus drivers who know our children and have developed a nice rapport with them over the years. It is particularly nice that these drivers are also used on field trips. We would be willing to pay a fee (and probably more than actually indicated on the survey) but would want to have a clear understanding of whether this would be a permanent fee or would last only until the town was able to resolve current facility issues. We also would look for complete transparency on costs of the town and how these fees would be used.

For Allcot: Number 1. Your buses break down all the time. My K student has to consistently get on another bus or wait for a bus or be transported to the HS to get a working bus. Number 2. Your busing schedule needs to be fixed. One day it is on time, the next it is late. One day the bus comes from a totally different direction, the next it doesn't. Number 3. Your teachers do not pay attention to changes in schedule that are clearly communicated to them and then my child ends up at home when I am not there. FOR HS: The bus doesn't pick up my kids in the AM so I have to take them there myself. The reason being, the stop where they do get picked up is just as far as having them walk. In the cold/rain and snow that's asking a lot. I don't think your stops are reasonable. The bus drops off at River/Main but does not pick up there. Dropping off, that's another issue altogether, there are days my kids are tardy waiting for all of the traffic to clear out.

The wording of this survey implies that town owned transport options will require a fee from the parents but that a privatized option would not. The opposite is true. Almost all towns that have privatized require a fee whereas almost all town owned do not. Why does Concord now need to charge a fee? I thought that the need for outsourcing was due to displacement of the garage by the new high school? I would rather pay a fee for town owned than private but please explain why that would be necessary.

If the cost increases, work it into the general budget - don't increase taxes on working single moms like me.

Busing should be a part of the school district's financial responsibility. Bus service has been free for many, many years. Keeping it under the close control of the school district will ensure that bus safety and the driver's ability do not become a concern because of the inevitable shortcuts of a privately owned company. I find it hard to believe that the costs associated with busing have sky-rocketed in relation to the income from taxes or in relation to the cost of living. I already pay a ridiculous amount for my children to participate in sports that used to be 100% school sponsored. I can only imagine what new fees you will hit us with in the future. Maybe the school district's fiscal aptitude should come into question first.

Does the amount reflect per month or entire school year and will it be per child or per family?

It's important to understand why basic services like busing are not included in the tax bill that we pay as residents of Concord. What is next, police, fire department surcharge? I would be happy to increase my taxes to pay my proportionate rate for these services. Concord schools have always been a cornerstone of our community and I don't believe that the risks associated with going to an outside provider are acceptable at any cost. Please do not put the services of our schools and the safety of our children second!

If a fee is imposed, depending on the fee amount, we may seek other ways to transport our children. The fee, if imposed, must be reasonable and fair. As it stands, there is hardly enough parking at the school to accommodate more cars ... making individual pick-ups very difficult.

Depends on the fee and the amount of the fee! It seems strange that we would all of the sudden need to pay a fee - I would need to look at the numbers and reasoning behind a fee - not simply answer a survey without seeing what I am agreeing to in detail.

I would pay a reasonable amount to keep our current bus program the way it is. I am all for safety and if Concord ends up outsourcing busing, I most likely will drive my children to and from school - which would certainly be a challenge, but for safety I would do it.

We love this bus system, and it has served us beautifully during the last four years.

The judgement of the school committee to chose the worst possible outsourced company with a horrible record is what is most concerning. The lowest bid is not necessarily the best bid!! You need to take into consideration the bus company record! I am all for outsourcing, but please lets get a group of people reviewing the bids that know what they are doing. Just being on a school committee and being a 'mom' or 'dad' doesn't mean you are an expert in risk management or bid selection. Use some experts. The same week that this whole thing blew up was a globe article on the fines that had been recently imposed on the last board's selection. They were horrible but indeed the lowest bid. If we need to save money, we need to save money, and I am for outsourcing, just do it properly and get some experts to review the bids and not committee members that mean well, but have no expertise in doing it. All it is going to take is one crash and just imagine the ramifications and bad PR for the board.

This is outrageous to even ask the question. School is a legal requirement that towns have to provide. Charging for bussing would be unfair to those who can not afford. The only reason that privatization is being discussed is because of either a deliberate move to build the HS over the buss garage or incompetent planning. The survey design is bias in that it does not ask about privatization or the downside of privatization where it does raise the downside (costs) of not going the privatization route. The results of this survey should not be published as it is a "push poll" that will either show that 1) we should charge for bussing or 2) people are unwilling to pay.

As the schools are spread around, eventually for some grade(s) each student will take a bus; so not applicable is not an optional answer. Fees for buses for public school are wrong. Raise taxes and make buses part of the school budget. Buses are part of the education process; having bus subsidies separate from education funds is wrong. Outsourcing (public) educational facilities is illogical. (It is illogical like privatizing National Parks....you can only consider doing it "after" they are Public....the reverse will never happen.) Designing a fee-option-out process will only cause the "private costs" to continue to escalate....like offering land-owners in Concord without kids to pay less property taxes since such pay for schools....eventually public schools disappear....and so does the definition of Concord.

I think that a small number of "excitable" people are not looking at all of the facts. If the outsourcing can be done cheaper yet still maintain the same level of service, you have a fiduciary responsibility to go with the cheaper option. The question that I have is this...is it worth paying more for total control? Have you spoken with other towns and inquired as to how their outsourcing has gone? Once we go to an outside company we do lose some control. Will they be able to get us buses at the last minute? Is being able to pickup the phone and get a bus almost instantly worth something? Are these companies hiring backup drivers so when someone is sick, there is no drop off in service? How well will the drivers be versed in the routes? Have you approached the bus union and asked them to come down some to make it more palatable? Just some thoughts and questions...I do not envy you.

This is clearly an agenda-laden questionnaire. I believe the buses should remain district-operated.

This is a clearly biased survey. Why not list other options than a bus fee? \$700 or more?

Although we live very close to our elementary school, our children are on the bus for what seems like a very long time both on their way to school and on their way home. Also, it has been our experience that when the children take the bus to school, they are frequently late or rushing in to make it on time despite the fact that the bus picks them up over 20 minutes before school starts. As a result of this situation, we frequently drive them to and from school.

We have been pleased with the quality of service and our wonderful bus drivers since 1999. We would rather not see outsourcing. I recently saw lots if open land and space around the water plant off route 62. I assume this is town owned land and there are very few houses on the access into this area.

My children take the bus randomly. I would not want to pay full price for bus rides and then not use it all the time. I am also not in the position to drive each way everyday. Not totally sure why people are so against an outside company and saving money. This seems like another thing people in town can just throw money at...money I can't contribute this time around. When is enough enough?

Our bus driver Donna knows our children. She asks about them by name. She remembers if they've been sick or hurt. She looks out for them and is kind, responsible and dependable. She reflects the high standard we've come to expect in all aspects of concord schools and we do our town and our children a disservice by casting her aside in our enthusiasm to build the new high school. That is not the lesson we wish teach our children.... That we want what we want despite all costs.

There isn't any justification to charge a fee to operate our own buses just because outsourcing is cheaper in the short term. Our taxes should continue to cover the operation of the school bus even if the town continues to own and run the buses. Unless the outsourcing contract is a long term contract that ensures many years of low cost, then I don't think we should outsource because the rates will go up as soon as we are dependent on the service provider. We already pay extra fees for participating in sports so adding a bus fee is not acceptable.

keep our busdrivers

We believe we should enjoy the same benefits that prior generations did. This is about quality control and what is more important than protecting our children.

I think charging a fee, effectively a user tax, is a burden on lower income families and unfair on families that already pay significant real estate taxes in town. The School committee should find a solution that does not raise taxes, and if that means outsourcing, then so be it. After all, are we going to impose user taxes on a whole host of town services every time we have a budget shortfall?

I think that the money is there to pay for the busses to be moved and for the drivers benefits. You should move the bus barn onto a parcel of property that the schools already own. I have lost my faith in the school committee to make any sound decision on this issue and in the future will think twice before voting on an issue that you propose to the public.

Considering how much we pay for property taxes I don't think that we should be charged a penny for transportation.

we pay enough in taxes in this town and we can not afford to pay bus fees!

I also have a child at Fenn. You should include fenn and NBS on the survey

If a fee is charged, many families will switch to carpooling (or driving only their families). This will lead to more pollution, more traffic/congestion, more risk for those students who are walking to school or simply crossing from a car to their school. Remember that the law does not require cars to stop for other cars discharging passengers (as it does for school buses). It would be hard to justify charging a fee to keep the buses in district, frankly, with the amount of taxes we pay. This seems like a short-sighted scare tactic; I will be very disappointed in our school committees if they see no option but to charge a fee.

My understanding of the situation: 1. The financial situation before us is due to the need to raze the existing transportation dept to build the new CCHS. 2. Had it not been for this CCHS project, the ongoing costs of the transportation dept would continue to be supported under the existing school budget (i.e., there is no existing budget crisis related to ongoing expenses of transportation). Therefore, rather than implementing an ongoing fee that continues well beyond the time it takes to pay for the capital expense related to relocating the existing transportation dept (i.e., another Mass Pike), I would prefer a capital expense fundraising project or one-time fee spread out amongst all families with students in the system. I am in favor of keeping buses in-town, but not at all costs. I do not think the full costs of outsourcing were considered in the initial proposals and am not sure there would have been a net savings to the town had the analysis been thorough.

I am definitely against bus fees. If the town wants the schools to keep busing in-house, then the town needs to allocate the money to do so.

This is ridiculous. Why did you not discuss this issue when the new high school was approved? Why was a new building made that has to come down immediately? This is very poor planning and it really makes me frustrated with the school administration in Concord.

Other than cost savings of outsourcing as presented here, I'm not sure of the pros and cons of outsourced v. district-owned. If purely economic (and no change in quality of service, safety, timeliness etc. etc.) then outsource makes sense. Had the question of the additional fee been set-up as "outsourcing transportation services may be less safe for your child than maintaining district owned transportation services" I would be willing to pay a fee. So again, just not sure what the trade-offs are other than financial.

I think retaining our bus drivers is the most important element of this discussion. They are irreplaceable.

Surely a town as affluent as Concord should be able to provide school bus service to its students, without charging a fee only to parents who need bus service. This approach is akin to charging residents for fire/police protection on a per-incident basis. As a parent, I have seen first-hand example of wasteful expenditures in the school system. For example, look at how much is spent each year on direct-mailed materials to parents, all at first-class postage (44 cents), and the VAST majority of which is non-essential or non-academic flyers for ancillary activities or extra-curricular events. I estimate there is over \$10,000 wasted district-wide for these materials each year.

Please keep our buses owned and operated by Concord. Privatizing always looks like a smart way to save money, but in the end it rarely ends up saving and causes more problems than it is worth. Having a community connection and drivers who know the routes and the town is invaluable. These bus drivers are an important part of the school community, just as the custodians and lunch workers are. They care about our children and they often work as noon aides, etc. They drive our children to sporting events, proms, etc. They know the teachers and parents. There is a reason that the majority of drivers have been in Concord driving buses for a long time. They work for a quality system and we need to keep it local.

Thank you for seeking the input of parents.

Thank you for asking, but I am very disappointed that this discussion is happening now, not when the CCHS plans were presented over the last few years. It is appalling that the school committee never brought up the fact that the high school was planned to be built on top of the existing, perfectly fine transportation parking and maintenance facility during any of the numerous meetings. I'm sure a work-around could have been designed to preserve the facility and thus minimize the transportation budget shortfall that you are faced with now. Although we are strong supporters of Concord schools, this "bait and switch" tactic is not appreciated, and has eroded the trust we placed in you. I can completely understand how other residents who may not be school supporters are incensed by this lack of honesty and/or competency by the school committee.

We support using the local buses and drivers but would prefer if the very few bus drivers who have been aggressively campaigning with parents would stop doing so, they should not be using parents' presence at the schools to further their cause. Likewise, all courtesy should be paid by the School Committee and District Staff to the concerns and differing views of parents and even those among the School Admin who disagree with outsourcing. The recent exchanges are creating a toxic and mistrustful atmosphere that is filtering down to the students.

I can't really answer these questions without knowing what the fees would be. \$100 a year? \$500 a year? That would make a big difference! I also don't feel as though I know enough about the pros and cons of outsourcing, other than that some parents have concerns about safety and accountability that are based on a few scary stories that may or may not have anything to do with this situation. I have been very happy with the district owned services, but outsourcing to a reputable company might be fine.

Please explain why there is a potential for increased cost with maintaining district owned transportation?

The question indicates the outsourcing may be more expensive, but there's no rationale. Presumably it might be less expensive?

My children have a reliable and responsible means of getting to school with the current busing system. If we are able to build a multi million dollar high school why are we not able to maintain our current way of transporting our children? Couldn't the cost for the build be reduced to accommodate this and therefore not add to morning traffic throughout the town

I think this survey is heavily biased because the only alternative mentioned is charging bus riders. If this is the only alternative you're considering, you're not being nearly creative enough. One way to generate additional revenue is to charge MUCH more for the privilege of student parking at the high school. The garage where I work charges \$260 a month to park. I can't afford it so I take the train. Maybe you could charge a drop-off fee. I'm sure if you solicit the town for creative ideas and alternatives, you'll get good solutions you haven't considered.

Can't answer question #5. Is the dollar amount per school year, per semester, or per month?

i would like to see more info on costs presently associated with this operation and what besides the parking and a repair facility is the issue, where is the present repair facility and why the buses can not be parked at some of the other schools or at the town yard or why the repair facility be moved in to one of the bays at the town yard.

We would be willing to pay a transportation fee for the time that the new high school is being built. After that we would expect that there would be no more fee.

I believe that the school administration is rushing to make an unwise decision. I feel the district should rent facilities for a year and take the time to do a better job at analyzing all the alternatives. At this point, I do not think the school administration is making a serious attempt to look for alternatives to out sourcing the buses. The CPS School Committee should not support the administration's attempt to force outsourcing of the buses. There are maintenance and storage facilities available for rent (at a reasonable cost) for the next school year.

This survey does not indicate the magnitude of a proposed fee so it will skew the results of the survey and not provide accurate data. Secondly, the main cost issue seems to be building a bus facility. Since the bus facility will be demolished as a result of high school construction the building of a new facility should be part of the high school funding budget. While in my opinion this is a more appropriate course it was not one of the options presented nor was that cost included in the construction budget. There are other ways to fund the buses other than user fees but these were not provided as options. Again this oversight will skew the data. This survey is fundamentally flawed as it does not present the options in a fair and balanced manner nor does it provide all of the relevant options. We all realize that there are budget constraints and busing is a cost. Please provide balanced information to the community.

Our situation is probably not typical, so I'm having a little trouble weighing in. We have four young kids at Alcott (including triplets) and I drive them to and from school every day. (It usually works better for our schedule, and we like to stay on the playground for a bit). But in rare instances, I may need them to take the bus, so I'm not sure how that would work with the fees. Also, how would it work if they were going on a play-date with a bus-rider? If there was no way for them to ride w/o paying the full annual fee, I suppose we wouldn't use the bus at all. I admit I haven't weighed this as carefully as I would if we used the bus every day, but it seems like the opposition to outsourcing has made some compelling arguments. Would the fee just be annual, or would there be smaller "packs" you could purchase? (Possibly an administrative nightmare -- not sure if that has been discussed). Also, I'm not sure what we'll do once at CMS and CCHS...

Outsourcing is a very poor idea.

#### Thoreau

#### Response Text

From what I have read, maintaining the district owned transportation services will not be more expensive over time. If the suggestion that it might be - so let's set up fees - is all just a ruse to find someplace to raise money for the district in a new way, I would rather have that be stated.

Thanks for your dilligent work in trying to find the best solution. I will share that I have heard a lot of horror stories from neighboring towns about outsourcing and am hopeful we can find a way to keeo this amazing system that we have. That said, we'll get behind whatever you decide. Thanks! - Anna Huckabee Tull

I am philosophically oposed to government providing a service that is readily available in the private market place. On the other hand if there is a feeling that there is not enough competition in the private marketplace, this could make sense.

I don't think outsourcing will necessarily cost less than maintaining an in-house transportation department. Outsourcing has many hidden costs, and vendors are well-known for cranking up charges after the initial agreement has passed. I think a very careful analysis of all factors needs to be conducted. I don't believe that adequate time has been allocated to this critical activity- a true analysis should take several months, if not more.

If a fee for busing were to be instituted, then I think the issue of the school boundaries would be raised - some children live much closer to a different elementary school than the one they attend, and it seems unfair to charge a transportation fee if there is a school that could be walked to.

I think school bus transportation should be kept district owned and not out sourced. Assessing a fee is one way of handling the situation but I find my understanding of the way the process has been handled a bit unsettling - hire a consultant that recommends outsourcing as a cost saving measure and he has ties to the company that he recommends provide the outsourcing services - a clear conflict of interest. Then say well, we can retain it in-house, but you have to pay a fee - doesn't seem right to me. I have also read articles on the consultant in which he said retaining service in-house is a cost saving - seems he recommends what whoever hired him wants to hear. Also, that the company proposed to provide the services has been a disaster in other localities.

I am not willing to pay a fee - that is a discriminatory tax on people with children. I am, however, willing to pay taxes to keep transportation services district owned. Just like I pay into Medicare and Social Security but don't yet use it, people in town without kids should pay for their education, which includes transportation. Basic inter-generational social contract 101. This is a poorly designed survey that gives no real option to those who feel the town - for immediate safety and long-term economic reasons - should operate its own transportation services. Pay now or pay later.

PLEASE do all you can to keep the services district owned. The drivers do SUCH a fabulous job, they are on-time TO THE MINUTE (at least Bernie is!) and both my elementary school and CCHS student love him. Also, I'm in favor of keeping it local, these drivers do a great job and deserve our loyalty.

My kids won't requiring busing for another 3 years, but there will be a dollar amount which makes our family less likely to use town services. At this point I think that greater than \$300/yr/student would be that amount. Thank you for requesting our input.

If sufficient quality controls are maintained in an outsourced model, then it makes sense to me to outsource if it is a more cost-effective model for the school district. If imposing quality controls drives the cost up and over the cost to manage it in the district, then it should continue to be managed within the district. To me, the quality is the equipment, maintaining a tight schedule and the quality and continuity of the individuals that drive the buses. The movement in the town (as I understand it) NOT to consider an outsourced option is largely driven by the concern that the quality in these areas will be compromised. IF this is not true, then I would not want to pay anything to keep the service managed by the school district.

It is appropriate to seriously consider outsourcing busing. If savings are relatively small, I encourage continuation of our current system. If savings are substantial we should probably proceed to outsource

With the degree to which regional transportation is reimbursed by the state (and the fact that it would be lost if a transportation fee was imposed), I'm confused as to how this is a cost-saver.

My children, especially in elementary school, have sometimes had to rely on their bus driver's good judgement. We had the same bus driver for seven years. These town employees have a big responsibility and trust. If it costs more to have them, it is a good investment in our children's well being.

My willingness to pay a fee would depend on the cost of the fee and if there would be a family cap. We have three children who will eventually all be at Thoreau. Depending on the actual cost of the fee, times three, it may make more sense to drive them. Would I pay \$100 per child, yes. Would I pay \$500 per child, probably not.

I would probably drive my children to school if bussing became outsourced (depending on the track record of contracted company in regards to safety, regard for student, and ability to be contacted should issues arise). For the record we will have a third child entering the school system in 2014 who will also be driven by myself or bussed. I also wonder how streets and traffic surrounding the schools will be impacted should a large number of previously bussed students, begin to be transported by parents. I am also concerned about the environmental impact, locally and beyond, from busses being driven from an out of town location on a regular basis.

Both parents in our family work, so we drop our daughter off at school by car to her Before-School Program at Thoreau Elementary. She rides the bus to her After-School Program. If a fee is imposed for bus service, we would appreciate if a lower fee was offered to parents whose children ride the bus once a day instead of twice a day.

If the fee is too high, my guess is our neighborhood would form a carpool.

Keep busing as integral part of the student experience in Concord. Every town whom takes this short term view regrets it within five years. No fees, roll it into the school budget as it always. Maybe the School Finance Director could look at overhead in the admin level only instead of farming out our kids to strangers. A Bus Driver whom cares is and will be as important as the teachers and the administration. It is an integral part of your product and should be left that way. Why a fee? What's next? A teacher fee? A principal fee? Put it in the budget and override like the town has for over 25 years. I can support athletic/music/art fees because these are chosen, added value products. Transportation to school is not.

The buses should remain district owned. I am not will to pay a fee for this because it should be paid through general tax revenues. If a fee is imposed, I am sure many people will opt to drive their kids to school thus clogging up our already busy streets. If a fee is imposed we will all lose and sit in traffic longer simply because we can't compose a rational tax and spend policy which would be to the benefit of every one who uses our roads or consumes things that have been transported on our roads. If there is going to be a user fee for school children then there should be a user fee for everyone and every thing that passes along our roads. Don't make only the children pay. That is unfair. We should be able to run a fleet of buses as efficiently as anyone else.

With a little bit of community based thought and honest communication between the school committees and the residents of Concord the transportation department could stay in town and not be outsourced. This is a trendy term that shifts the problem from one place to another. It does not address the problems and solve them efficiently, or with any degree of respect for the citizens that have been loyal and trustworthy with our children's safety and wellbeing. You can outsource anything these days and I'm sure this is only the start but it is just a lazy alternative to thinking and solving the problems within the community. Well done Diana!!

Outsourcing is not always less-expensive. And when it is, it usually due to lower wages. What quality of drivers are behind the wheels? You get what you pay for.

I am willing to pay a fee to keep the buses district owned. I would like to see a cap per family if at all possible. For those of us with multiple children it could become very expensive in an already unstable economy.

First, it is not clear that continuing the service would be a long term increase of cost. Has CPS looked into rebuilding the bus terminal on CCS property such as at Ripley or CCHS? Once rebuilt it would be back as it was before. The increase cost was a result of the bus terminal being torn down with the reconstruction of the HS. This should have been dealt with last year in town meeting. The idea of outsourcing the bus service, as explained, seems to not include long term thinking or problem solving, and as such, is not a good plan. It was a poor plan to go to outsourcing without thinking it though holistically while including and consulting with parents and this community. It was a crisis reaction to a crisis

If my children lived in a city (e.g., NYC) and had to take public transportation to school and were paying full fare twice a day, it would cost us approximately \$1000 per year per student. Obviously, that doesn't take into account any student fare discount programs or such and I would not expect to pay that much for district owned services, but I also expect a higher level of accountability from a district owned service than I would from public transportation. To maintain the level of service we now appreciate, I would be willing to spend a considerable amount, but cost is not the only consideration.

I think that the most cost effective way to bus students should be used. This should not be an emotional decision

Also use the bus for private school (Fenn/Nashoba)...didn't see a category for that...PLEASE keep this service included!

please maintain buses to the after school program

We love our bus driver and want to keep this service traditional. We will be stuck with the bus fee because lack of parking makes Thoreau drop off too hazardous to be an option. So I guess we get cornered into a bus fee. Please dont spend more money on things like ipads if cash is this scarce. Thank you

I would seek alternate transportation depending on the bus fee / child.

This survey assumes that there is a cost savings to out sourcing. Please do a full study to evaluate all transportation solutions so that an informed decision can be made.

Your last question is not really a fair question. While I do not want service fees, I will not have a choice for transporting my kids to school. As a school committe, you should be focused on providing excellent bus service for our children at a reasonable cost to the community.

We need to keep the buses!!!

Before paying a fee, would like to see comparison of costs and services district-owned vs. Outsourced.

I am totally against outsourcing transportation services. I am not on any Committees or citizen groups; I am just a concerned parent who is very happy with the current transportation service and feel that without the high quality service that is currently being delivered, my daughter would NOT be riding the bus to school every day.

these questions are too subjective and unanswerable in an objective manner

Wish you had handled this much more professionally and fairly.

There was not enough credible financial information presented for anyone to know exactly what the district now pays in order to compare it to the cost of outsourcing. I am definitely not convinced it is more to keep it in district, so I can't answer how much extra I would pay. I would like to see an independent review of costs as I have lost faith in being presented with valid data.

We already pay a lot of money to actually live in this school district, but it is a hardship we are prepared to go with if it means our children access a great education. A bus fee would be another expense in an already expensive district. However, we consider the bus service excellent and are saddened that it is under threat in its current form and feel for the drivers and also feel that its important to support local networks and schemes as an entity. We woud greatly appreciate a greater effort at making the local option the affordable option without the fee. We struggle to see how it was not budgeted for in the first place. What is the difference in costs and to what extent have all attempts been made to retain the current system or was it a done deal?

I would be willing to pay \$200, but not per child. I'll have another child entering Thoreau in the fall of 2013.

I would seek alternative transportation only if the imposed fee is higher than the max I am willing to pay

The above questions can not be answered completely until we receive full disclosure on what those fees would be annually and when they would be due (monthly, full payment in September, etc.. However, if the transportation services are outsourced, we would definitely seek other ways to transport both children to school.

Though potentially we would seek other ways to deliver our children to school, this should not be considered an ideal situation. These questions are not so cut and dry. Currently, both parents work and personally having to transporting two children to school would be a decision that would negatively impact both careers. Currently the bus schedule allows for a parent to load the children on the bus and make it to work on time. This would not happen if I had to drop them off because I otherwise would be paying a fee for them to ride the bus. Enough of our tax dollars go into the education budget here. Having the bus system district owned and available at no cost should be the goal strived for through this process. Also, is there town owned land where the buses can be housed/parked and or local cost savings that can be implemented to eliminate the need to charge a fee? Charging fees becomes quite a slippery slope.

It would depend on how high the fee is whether I would have to find an alternate way for my children to get to school. I would like to keep the busing district owned transportation as opposed to outsourcing it unless the fee per child exceeds what the majority of families are willing/able to pay.

I strongly disagree with the proposal to charge residents a "bus fee" for maintaining district owned transportation services. I believe it is a community-wide responsibility to share the cost of bussing and that such a system would unfairly burden families that are not fortunate enough to live within walking distance of their child's/children's school. I am surprised that we are not being surveyed about other options beyond this one. A question such as "Would you be willing to support public funding for maintaining district owned transportation services?" would be useful and fair, and I hope that such an option is being considered.

There is a problem with this 'survey'. We may find out that it will be CHEAPER to retain the present town-operated school bus system! The School Administration does not know that they can save money by outsourcing, because they have repeatedly refused to make a fair comparison of costs, even after being directed to do so by the School Committee.

Not sure why outsourcing is such a terrible option? What advantages accrue to us if buses are still maintained within the district?

It really depends on how much of a fee per child.

If a fee is imposed for outsourced services, I would seek other ways to transport. A more detailed and public review of outsourcing costs should be provided to the community. There appeared to be many holes in the numbers provided at the forum.

It all depends on the cost. At a certain threshold (such as \$100 a month) we will seek alternatives. However, we still think that busing should be provided without cost by the town. Parents should not be expected to bear the cost of poor decisions made in the design and placement of the high school construction project.

My daughter really enjoys riding the bus to school every day and the bus driver is so friendly. As long as the fee is not too high, we would love to have keep our bus!

It seems ironic to me that such a wealthy town, with such high taxes, can not afford to bus our children to school while still being ethical and paying our bus drivers fairly. I have heard that the reason outsourcing is cheaper is that the bus drivers would lose their benefits.

There simply must be a reasonable, cost effective, socially responsible means by which to keep the bus service district owned. What we have now works perfectly well. Why change to a system that has many, many questions about reliability and safety? It makes no sense. No monetary savings justifies putting children at risk.

We moved to Concord partly for the good reputation of the school system, and pay a higher tax rate as a result, compared to other towns. It seems unfair to levy another fee to families who use the school system. What is the downside to outsourcing the busing to a third party? Jobs? Reliability? Safety? Is there a place where we can hear both sides of the argument?

I don't have concerns with outsourcing bus services. If you will cut field trips because you won't ask parents to pay for their child's field trips, how can you charge for riding the bus every day?

I do not think that a pricing system for families that penalizes families that live far from school is fundamentally fair. Nor do I believe that over the long haul a private, for profit company, could provide the service cheaper than doing it in-house.

We have lived in Concord our whole lives and there has always been Concord School busing. My daughter is only 5 and in her first year of school and quickly developed a relationship with her bus driver. Both drivers she has are excellent. Her safety is the first priority and they always make sure she is where she needs to be, and we trust in them to do so. A larger company does not guarantee that, and brings new employees that are not as well known or trusted. I would like to see transportation district owned and would be very unhappy if it is not.

The question 2nd above is badly worded. I think what you meant was "would you want to pay", not "are you willing to pay." "Want to" and "Willing to" are very different questions. You will get you meaningless answers because it can be read in two distinct ways: Either "I don't want to pay a fee" is the intended answer, or "I am unwilling to pay so, in effect, I would find alternative transportation rather than pay the fee". The latter is the subject of the subsequent question. Depending on how the question is interpreted, the answer Y or N could be diametric. I think you'll need to re-do the survey to get a meaningful result.

The assumption in these questions is that outsourcing will be less expensive. While initially that may be true, I do not believe that in the long run outsourcing will save the taxpayers money. The short term savings are NOT worth the cost to our children or to the bus drivers who have dedicated their careers to our kids.

I answered No because transportation is already funded in the FY2013 budget. Why would there need to be a fee?

We must have the bus to get our children to school as we live on the other side of town and our work schedules do not facilitate driving our children. If it is necessary to pay a fee, we will. That said, education is expensive and Concord should not work from an assumption that we can "have it all." There are many costs that the district must take on, and maintaining district owned transportation is lower on our list of "needs" than many of the other programs that the schools should be supporting.

If fees are imposed I would prefer they be on a per child basis rather than a 'family' charge

We strongly support the town bus service. Our kids are safe at all times, managers are responsive to our needs, and the town keeps local jobs. Why mess with such a good thing? And while I would be willing to pay for bus service if necessary, I feel that they are most appropriately paid for by taxes.

I don't know how much I could afford to pay, since I have 3 that ride, and I am singly responsible financially, but I would do my best to keep the wonderful bus driver, Mike, and the school organized transportation system. I feel it is so worth keeping.

I can't adequately answer these questions above because it's not clear to me what the advantage of district owned busing is vs outsourcing. Some background on the issue would be appreciated. It would also insure more accurate responses.

I believe the town of Concord owes the current bus drivers the respect of keeping their jobs. If we chose to, we could outsource many services in town. I am certain if we start down that path, this will not be the community that we live in and enjoy today.

I think the "save the buses" voices may be drowning some of us out. I am not concerned that service will degrade - for that matter, last year we had a terrible bus town paid driver that hit half the mailboxes on our route. Outsource if it saves money, our service can only improve.

We are concerned that 1) the administration is concerned more about cost than the safety of our children, 2) that there has not been enough due diligence on finding ways to mitigate costs of school transportation and 3) that the administration is not found other school budget items to reduce to address the transportation budget.

I feel very strongly that transportation remain district owned. I would be willing to pay a fee up to \$200 per child as noted above, although I do think there should be a discount for multiple children. Also if the fee were much higher than that I might have to seek alternate transportation.

**KEEP TRANSPORTATION DISTRICT-OWNED!** It's the best and only solution for all parties involved. Keep our kids safe! Listen to the parents!

I think this issue has gotten out of control. I am all for paying extra for additional value. I don't think this applies here. I like our bus system- but I have experienced many issues with it to understand that it is not perfect. I see other "good" towns going to outsourcing and realize that there must be some value in doing this. I think we need to get more information to people on both sides of this issue to come to an understanding

I would be willing to pay a fee but only to a reasonable level. If the fee was too high and busing was outsourced we would likely look at alternatives. I have been extremely happy with the current bus service. I have the utmost confidence in the transportation department and bus drivers.

I don't want to lose our bus driver, Stina Bradley. She goes above and beyond and does an outstanding job.

To lose our valued drivers would mean that I lose that safe feeling. We have known the bus staff for a very long time and feel very safe and comfortable with the crew. To outsource the drivers would mean getting drivers that we do not know and quite frankly what level of commitment would they have to the students/children of Concord-Carlisle. There is no cost that you can attach to the children of Concord-Carlisle for their safety.

Our decision would likely be based on the amount of the fee charged per student. If the fee fit within our monthly budget, then we would gladly pay it, since the bus is far more convenient than figuring out alternative transportation arrangements. On the other hand, if the bus service charge was too high, then we would certainly investigate alternate possibilities, most likely trying to figure out carpools with neighbors. I think it'd be hard to swallow more than \$100 for busing per month, which for two students, is \$1000/year. At that point, for our family budget, the nuisance of trying to construct some sort of rotating carpool schedule would be worth the money not spent on bus fees.

Was a study done to compare the cost of district owned transportation vs. outsourced transportation. If so, did the study include a comparison of the full extent of services and employee benefits?

Outsourcing requires specific skills and additional management time if kids safety and customer satisfaction are top priorities. Do we have personal in house with the skills and experience to manage outsourcing? Have the school district count this in the budget when compare transportation in house vs. out sourcing cost?

I want our town owned transportation services to be maintained. John Flaherty should be removed from deputy superintendent immediately for his duplicitous manipulations causing this debacle. The safety of our children is all that matters, and the school administration and school committee need to stop ignoring the citizens of Concord. This peculiar "survey" has just ONE purpose: To scare parents away from Articles 3, 4, and 5 of the Special Town Meeting by threatening fictitious higher costs.

This survey was set up with an obvious bias. "Maintaining district owned transportation services may be more costly than outsourcing" is an assumption without facts behind it and skews the question.

I am not entirely sure how we would deal with a fee. I would like to assume that we would be happy to pay it and keep sending our kids on the bus, but we would probably look into alternatives just to get all the information.

I need more information to respond to this survey. This issue is not, in my view, as black and white as these questions suggest.

Although I would be willing to pay a fee, I think it should not be imposed since the finance committee has already bridged the budget gap for this item.

School bus service should be safe, reliable, on-time and comfortable (enough). Today we enjoy this type of service. At the same time, tax dollars need to be spent wisely. I believe these are all important criteria in the district vs outsourcing discussion.

This survey by design is intentionally misleading as it completely disregards the simple fact that by outsourcing there is a strong chance a fee would be required in the future and MAY be MORE EXPENSIVE. Once the town outsources it is forever beholden to the vendor prices and they will no longer provide competitive bids knowing the town has no alternate option. At least with our own fleet the costs are more predictable. The school administrations handling of this is so blatantly one sided and borderline dishonest it is appalling. I find this survey to be designed with the very specific intent of building a case to outsource and not to collect impartial and objective data. This is troubling to say the least. I hope the majority of people are smart enough to see through the game that is being played. Shame on those behind this disgraceful, manipulative and misguided plan.

Outsourcing Concord's school bus transportation services is not in the best long-term interest of the town. If the Town of Concord sells its fleet of buses, we lose control from a logistical standpoint, as well as a long-term financial perspective - when contracts expire and are up for renewal.

Please do not outsource.

### Willard

#### Response Text

presumably, in the question about how much we would spend, that is per year per student?

I am not philosophically for or against independent busing but I do believe that Concord needs to do a better job managing the relationship we have with our bus drivers. I know a lot of people have spent time with this issue and have reviewed the pros and cons to many different scenarios. I just hope we can collectively get an objective (as possible) view of the options and tradeoffs prior to making a decision. I feel as though we haven't had that - each side has seemed particularly partisan and it has been difficult to even agree on costs...

The buses stop far too often. There are stops at virtually every corner in my neighborhood. While this is very accommodating for families, it encourages children to wait in their houses. This delays the bus substantially. Children are fully capable of walking up to 0.25 miles to a bus stop.

Maybe depending on the fee. I am for outsourcing busing if lower overall cost. I don't understand why parents put so much value on bus drivers- they are just driving the bus. Plus if you outsource, the bus vendor will try to keep some drivers. It is BS to be paying a fee for bus drivers. Do these parents think the bus drivers are adding value to their kids education? Sometimes I wonder about Concord parents...most other districts are outsourcing and I don't see any negative impact on the kids.

You should not need to impose another fee. We pay enough now. Find a way to cut costs.

The whole process to outsource the busing was very shielded. I think many parents felt they were blindsided by the decision and had heard many horror stories of the busing company that the school was planning on using. If the school board can come up with a logical argument of how it will work then maybe people will be more rational. However, it wasn't clear that we were going from a poor system to a better one. Just that we were saving money in the short term. I would expect the school to present a much more thoroughly thought out argument with back-up plans and a 5 year plan on how the busing was going to be handled.

Outsource please!

My opinion is that bus services for a public system must be funded by public sources. Our school system takes a lot of liberties in transferring costs to parents via fees. Such costs are now running into the thousands of dollars annually. E.g., \$600 annually for athletic fees directly paid to the high school, and that does not include the "voluntary" contributions that parents are expected to make, nor the fund raising activities (raffles, car washes, coupon books) that the students themselves must engage in. I can rationalize fees if an activity is extra-curricular, and therefore optional. But getting to school is not optional! Every family has to perform this function, and the overall costs are lowest if we share this expense. The only way to share the expense is via public funding. If you charge a fee for usage, then some people will opt out, which reduces utilization, and increases the fee for users, so more drop out. It becomes a vicious circle.

I might seek other services depending on the fee. I would prefer to outsource as long as the funding for the Concord personel employed to maintain the current services were put towards the outsourcing. This could be a huge tax savings for the town of Concord.

For a nominal cost difference I think it'd be great to have the transportation services district owned as these drivers know our children. That said, if the cost is dramatically higher I agree that outsourcing these services outside the district might make sense. Why not renegotiate the rates/benefits package with in-district services so their costs are competitive? Bottom line, in-district is preferred however our family is flexible on this subject as keeping costs reasonable and lower (where possible) makes sense too. Thanks!

What is the root cause of the increased cost for district owned transportation? If the cause of the increased cost for district owned transportation is the new high school design, fix the design. That said, school district is a community function, the whole community needs to share the finance burden, not just the families who use it.

We pay high enough taxes in this town that we should not have to pay an additional fee to have our children transported to school via the school bus. There's plenty of money from our taxes to cover school bus fees should they arise without imposing an additional fee.

We are very much against the transportation issue holding up the commencement of the new high school. That will only get more expensive as material costs rise, which needs to be factored into the bus decision. Also, the benefits for keeping transportation in house do not seem to be sustainable. Health care & pensions are killing the town budget. Please keep my responses anonymous. Thank you.

I do not understand why we need to own the buses and hire the drivers. Other towns have done a very good job at outsourcing and making it cheaper or at least cost neutral to the current environment. As long as our kids are safely transported to and from school, I think cost should drive our decision, NOT any loyalty to the bus drivers. Personally, I have been impressed by some drivers, but not by all. We can also request that the new company hire our existing drivers who already know our town and routes. I would hate to see buses become something that requires a fee and therefore have a lot more pollution in the town, just to keep us owning the buses.

It really depends what the fee is. If it is reasonable, we would continue using the bus, if not, we would drive our child to and from school.

I think the School Committee and others are doing a great job handling this sensitive issue. I love our bus drivers and would love to see them keep their jobs. I also understand, however, that due to the new CCHS building we have to come up with a solution for the loss of the maintenance building. If the solution involves paying to keep our drivers, I'm supportive. If the solution must involve outsourcing operations, I'm supportive of that as well. Thanks very much for your thoughtful analysis of this situation!

The school district needs to focus on cost effective services to ensure as much of the funding goes to educating children and not placating adults.

If the buses are outsourced, I will drive my kids home from school. Earlier in the year, my son was placed on the wrong bus home. The staff at Willard was not able to tell me where my child was and for a few terrifying minutes, nobody knew where my son was. Eventually the wonderful bus driver (of the wrong bus) noticed him crying and stopped the bus to find out why. She called it in and then safely brought him home to me after having brought him to the front seat to try to reassure him that he would be okay. As he was alone on the bus with her for about 10 minutes (as he was on the wrong side of town), it was comforting to know that the driver was known to the system and was CORI'd at Ripley and not by some underpaid staff worker in Ohio. As these are things that cannot be guaranteed to me by outsourcing, I will drive my students home.

Depends on the price. If it's \$2,000 per student, we'll drive them! (A fee is obviously a consideration as a fee may increase the number of vehicles on the road, create congestion at schools, and increase the cost/student of those who continue to use buses.) I frankly don't understand this debate anyway. We have an excellent system now that is run at a reasonable cost.

The buses should stay with the district; the cost should be shared by all tax payers.

I am neither for nor against outsourcing, but I believe that a decision of this magnitude should not be made in a vacuum, despite the authority to do so granted to the school committee and administration. The questions in this survey may be helpful in providing some very general direction, but there needs to be an open dialogue with the residents -- something many believe has been avoided by the committee and administration to date. It appears to me that many residents believe the committee and administration have not operated in good faith. Whether or not that is the case, I think that, when a very vocal segment of the population expresses such dissatisfaction, much can be done to counter that in a positive and productive manner. If this survey is an indication that the committee and/or administration believes a transportation fee is the only other alternative to outsourcing, I would suggest that is not going far enough to restore a sense of good faith dealings with many residents.

Nothing that I have seen or read has convinced me that outsourcing is a better and more cost-effective long-term solution. Yes, the first year may be cheaper, but subsequent years will surely bring additional costs and declining levels of service. I don't think we should have to pay an incremental fee to receive the same level of service that we currently have. If anything, we should only have to pay a fee for improved or expanded service. The town shot itself in the foot by not being adequately prepared at the public meeting to discuss the issue. Now, all of their cost-saving arguments will be called into question.

It's hard to answer the last two questions in a yes/no way. First, it depends importantly on how much the fee is. Secondly, I'd want to understand more about what the cost of the two options are (to the town overall, not just the school committee) and also the relative service of the two options (outsource vs. keep district owned). Finally, right now my kids are technically on the bus, but I drive them frequently as we live a 3 minute drive from the school, and the bus takes 35 - 45 minutes each way. If the bus route was shorter (two years ago, we had a 10 minute bus ride and used it every day) I'd use it a lot more, which would influence my thinking.

I am not sure if all the information I am hearing is accurate on either side of this issue. It seems like this issue is being rushed and not evaluated well enough. I think some of the arguments against the contracting are valid. However this is resolved, as one of the silent majority who don't have time for town meetings, it seems like there is enough attention and strong opinions on this issue to influence school committee elections in the future depending on how this is handled now. Why can't the school department put together some information discussing both sides of this issue and responding to or rebutting the exact concerns? I have seen nothing that tries to do that. The information from the opposing groups appears valid and I have seen nothing from school department that makes me think they are off base. I am not sure why the town would look to contract busing to a company that has a poor track record. The town has done a very poor job of communicating.

In our town of affluence and progressive thoughtfulness, it is preposterous that we would charge a fee for bussing our children to school. What is the point of building green schools when all the parents with SUVs and minivans will be idling in front of the schools, driving one or two people 5 days a week to and from school and destroying our environment. Sustainability is about justice to the earth and justice to people. It is clear that if we outsource, most bus drivers will lose their jobs or lose the status they have achieved in their job of driving our children to school or suffer economically. Don't try to save a few dollars in the loss of what we as a town stand for - sustainable choices for the planet and for people. I cannot afford \$200/year to bus my children to school. Why don't we invest in smaller less fossil fuel burning buses and show the world what Concord really stands for - sustaining our planet, our families and those who support our families.

1. To charge a separate fee for families using the bus would discriminate against lower income families in Concord. 2. If you are going to introduce charging then we will need pedestrian road crossings built for Sudbury Road and sidewalks built along Sudbury and Powder Mill Roads so children have the alternative of being able to walk and cycle to school. The speed limit will need to be lowered on these roads. Any financial planning should include the cost of road safety improvements for children who will have to walk or cycle to school. 3. We already pay for education through town taxes so we need to also be offered this option. Why create another bureaucratic process, I can't understand the reasoning for this? 4. If you are going to survey the parents you should make a comprehensive effort to get our views on all the options available to you. You are surveying on just one option! 5. This should go to a town meeting vote, with a proper options analysis.

I would like to see Concord continue to own and operate the transportation services. If not you may have a lot more parents driving their children to school. The question about the highest amount you are willing to pay per student does not specify if this fee would be annual, monthly, quarterly, etc. If the fee costs more than me driving them myself, than I will drive them myself.

A fee would be entirely reasonable provided it was not prohibitively expensive. We cannot say that we'd be willing or unwilling to pay a few without more information.

First, its incredibly frustrating that these incremental costs weren't figured into the cost of the HS building project. We had a well-functioning transportation system that's been thrown into uncertainty with no transparent thought as to how it would be impacted. Second, I think asking the fee question in a vacuum is unproductive without giving people some sense of what expense shortfall has been created. Is the fee amount set based on the amount of incremental cost or something else?

We moved here in Sept. 2011 from Washington DC where school transportation was a complete pain - even though we lived in the highest-income district there and had our kids in private schools - and we were immediately incredibly impressed by the school bus system here. We wonder if the Superintendent's Office knows the value of what it has. It also seems amazing to me that while the town's citizens felt the need to be supportive and vote overwhelmingly for their own property value increases to cover the lion's share of building costs for CCHS, the School Committee by contrast has felt the need to hire legal counsel to help explain to the town why the SC needn't accommodate their wishes over a low-six-figures item that should have been well thought out before the \$68 million dollar vote - an unpleasant disconnect, indeed. I heard a lot of stretched legal arguments in my decade in Washington, but I'm still really looking forward to hearing this one presented to town voters!

We need a HS bus for the Southfield neighborhood- too many cars driving 1 child from here. It holds up commuters & is bad CO emissions.

Obviously it's difficult to say yes or no to a fee if one has no idea of the magnitude of that fee. My son will be in middle school next year and I will need bus transportation. Thus, if there's a fee, I will pay it if I am at all able. For my younger child who will stay in Willard next year, I absolutely wouldn't pay. We are something like a quarter mile walk to the school and only have bus service because it's leftover from the construction of the new Willard. I prefer she walk.

First, it is not clear that continuing the service would be a long term increase of cost. Has CPS looked into rebuilding the bus terminal on CCS property such as at Ripley or CCHS? Once rebuilt it would be back as it was before. The increase cost was a result of the bus terminal being torn down with the reconstruction of the HS. This should have been dealt with last year in town meeting. The idea of outsourcing the bus service, as explained, seems to not include long term thinking or problem solving, and as such, is not a good plan. It was a poor plan to go to outsourcing without thinking it though holistically while including and consulting with parents and this community. It was a crisis reaction to a crisis

I would prefer not to pay but if it's the only way to keep it in house then I will. We need to right by our kids and the employees

Possible would pay bus fee if reasonable and affordable for all

I feel strongly about keeping the transportation district owned. The bus drivers are great, care about our kids, are available for field trips, etc. I understand there are a lot of factors that go into this decision. I would just like to see a fair process used in making the best decision. Thank you all for your time and effort.

"Maintaining district owned transportation services may be more costly than outsourcing." This statement implies that there is still speculation as to whether it is more cost effective to outsource transportation services or not. Having town oversight over the vehicles and people who drive our most valuable town resources is extremely important. If additional cost must be taken on because transportation is becoming more expensive as gas prices go up I understand that, but implying the additional cost is because this service is not outsourced is misleading ourselves.

I am a single parent working full time in Boston and on a tight budget. I rely on the school bus service as I have no alternative. I hope the current bus service district owned will not be replaced. Where were the buses parked before they were moved to the current location?

I feel that the risks of outsourcing outweigh any potential cost savings in this instance.

I think it is a bit misleading to ask how much people would pay before providing information on the relative costs. This decision is impacted where you have more than one child in the system.

keep the system we have! period

I would seek alternate transportation if busing was outsourced given all the safety issues involved with outsourced busing companies.

How would you assess fees to families that use partial bus service (for example bus to school but car-pool home, or Bus services Monday and Tuesday but alternative transportation Wednesday-Friday)? Is there a reason that this cannot be covered by taxes? We pay taxes to include transportation for our school children.

In response to "May be more costly": I don't see how being at the mercy of a bus company to charge whatever they want as their costs inevitably go up is less costly than running the busses in house. It's my understanding that many of the drivers are locals. We should support our local community by keeping things local, not outsourcing. Charging bus fees will probably reduce the amount parents will contribute to the PTG. Why is there a problem now? Why not keep things as they have been all these years? If there's not enough room to store busses at the new high school perhaps some busses can be housed elsewhere--like the old landfill across from Walden Pond or Ripley.

Depending on the amount of the fee, I might consider setting up a carpool w/ my neighbors. I would be fine w/ outsourcing bus service if it were truly a large cost savings and was not a huge compromise in safety and quality of service.

Please keep our transportation services within the district. While some families can't consider alternative modes of transportation for their children, families with working parents (like ours) do not have the luxury of picking our children up from school every day. We rely on the safe and reliable transportation provided by the district. We firmly believe that outsourcing will actually cost the district more in the long run. An outsourced company will not have the safety & well-being of our children at heart to the same degree a district-run transportation department (with better employee longevity, a stronger safety record and better maintained vehicles) will. We would pay more per pupil to keep transportation within district if our child rode the bus to and from school; however, because our child attends the before school program, s/he only rides the bus in the afternoon to another program or home. Thus, a bus/transportation fee should be based on usage.

I think that we pay enough taxes in this town already, an extra fee for transportation wouldn't be fair for all the people that have no choice but use the bus system no matter what. I would imagine that with all the land in Concord-Carlisle it shouldn't be that difficult nor that expensive to find another place to park/operate the buses.

I think that a small number of "excitable" people are not looking at all of the facts. If the outsourcing can be done cheaper yet still maintain the same level of service, you have a fiduciary responsibility to go with the cheaper option. The question that I have is this...is it worth paying more for total control? Have you spoken with other towns and inquired as to how their outsourcing has gone? Once we go to an outside company we do lose some control. Will they be able to get us buses at the last minute? Is being able to pickup the phone and get a bus almost instantly worth something? Are these companies hiring backup drivers so when someone is sick, there is no drop off in service? How well will the drivers be versed in the routes? Have you approached the bus union and asked them to come down some to make it more palatable? Just some thoughts and questions...I do not envy you.

We really hope that the transportation system remains the same. We have felt very comfortable and pleased with our driver. We would be willing to pay if need be to keep the drivers local.

I feel very strongly about keeping our buses and bus drivers local vs. outsourcing. Out of area drivers are not going to be nearly as committed to our children. This is one of the attributes of Concord and this school district that is so appealing. It's been this way for 40+ years...why risk changing it just for the \$\$\$. Surely there is some land in town that could be leased/purchased for the purpose of housing and maintaining our buses. Is it at all possible for the proposed CCHS Building to be moved slightly to the right to allow room for the buses to remain on site? That seems to me to be the easiest solution.

I feel very strongly about keeping the transportation services district owned...the quality of service and personnel has been very good and I'd much rather see the system remain accountable directly to the people they serve via the school committee than to be outsourced to a company that has no ties or sense of allegiance to the community. Just this past weekend I chaperoned an out of town school trip for elementary students and the bus driver for that could not have been more affable or professional. The outsourcing of transportation services to a for-profit company may well result in lower wages for drivers, forcing our current staff to seek other employment simply to maintain their standard living. Having to settle for less professional drivers and/or less quality-control for bus maintenance is a 'cost' that is penny-wise, but pound foolish. My willingness to pay an additional fee applies ONLY to maintaining district-owned service...I will drive my kids if service is outsourced.

I'm for outsourcing if the service levels remain the same. I would hope the town would hire a strong contract negotiator as well as program administrator. We have had a steady rotation of drivers and do not feel the loyalty to the town run program especially. Given the high tax rates, I would support outsourcing for cost savings, especially to the elderly in Concord that are paying for the new schools. I think there is a loud/vocal group supporting the bus issue and does not represent the town overall.

A small fee for riding the bus is reasonable but it should be an option, not mandatory.

I believe the current bus drivers we have now are an invaluable resource in Concord & it would be a shame to outsource this to an unknown company with zero personal ties to our children.

I have middle school students who will eventually ride the bus again as we walk to Middle school, but not the high school. If there are fees because the buses were not outsourced, then I would not pay them and would seek alternative transportation (carpool, etc.). I do not think additional fees are a good option just so the buses can stay in Concord and the drivers can keep their jobs! If fees are being imposed regardless because of budget constraints, then I will evaluate at that time.

I would drive the children to school if a bus fee is imposed.

Keep our buses

I think you should have a choice of not sure. I would need more information about the cost before I know if I would pay it. At this point, I might pay for one child, but I would not pay for my middle schooler who I drive every day anyway.

Based on information available to all citizens, outsourcing student transportation will be more costly in the long run. Secondly, the service provided by outsourced bus vendors is not equal to the quality and reliability that our own bus services provide. As a parent and tax payer I strongly urge the schools committee, and the leaders of this town to do everything possible to maintain our on bus services.

<p>I don't think we'll ever get the personal service we enjoy today if we outsource. I've had drivers go around the block and return when kids forgot things or were late! Bigger companies save money by paying drivers less, and we can't nickle and dime our drivers while we enjoy the best of everything</p>
<p>Shocking that this could not have all been worked out prior to high school going through and disappointing to think that we may have to pay even more to transport our children to school.</p>
<p>We have not been pleased with the quality of service and route planning with district owned service - this is not that large a town and yet the routes always seem haphazard and are certainly not timely for busy families. If outsourcing means professional route planning and improved communication of route plans - we are all for it.</p>
<p>I'm appalled that someone "forgot" the buses were at the high school and would need to be moved. Is it land cost that makes bussing suddenly more expensive? The footprint of the new high school design is smaller than the old isn't it? How can there no longer be room for the busses? Is it because no one wants to see them? How about putting them at the landfill area? I absolutely feel Concord should keep it's bus system local for the communities sake but, basically, I feel that I now have to pay for bussing because someone screwed up.</p>
<p>Although I have had wonderful bus drivers and timely, reliable "service" I am concerned about our school budget and do not want to compromise other areas of our children's education by spending more than necessary on transportation. Thank you for all of the time and energy that has been put into this matter.</p>
<p>I vote for outsourcing. Trying to run a bus transportation service takes away from the Town's core mission of educating our children. Perhaps we can creative and find the land to erect a bus depot. However, if comes down to paying a premium for this privilege, I do not think it would be a wise use of money.</p>
<p>It may also be true that outsourcing is more expensive. How will you know? News reports indicate a lot of examples where outsourcing was more expensive in the long run. Also, if we knew the new high school was going to go where our current transportation building is, why didn't we plan ahead and relocate transportation. I take a certain pride in the fact that we have our own buses and don't feel that services are as good or as cost effective (they need to make a profit).</p>
<p>It is really hard to decide without knowing pros &amp; cons of outsourcing.</p>
<p>I think charging fees is inconsistent with being a green school. It should be a cost absorbed by all taxpayers not just users.</p>
<p>This process needs to be much more transparent. Potential outsourcing is a major decision that should have significant parent/community input. The superintendent's quotes in this week's Concord Journal about the Town Meeting articles may be legally correct, but should not be an excuse to ignore community input on this issue. The bus issue should have been addressed openly in the presentations regarding the new high school (which I support). I support keeping the bus system owned and operated by the town.</p>
<p>My child only rides the bus home from school.</p>
<p>I am sure that the school system can find ways to afford to keep the in-house transportation system. The outsourcing did not seem to offer significant savings anyway. If you have trouble finding savings in your budget, please make a detailed budget public and let the taxpayers do it! Thank you.</p>
<p>Depending on the amount of the fee, I may seek other transportation.</p>
<p>I would pay more, but a family cap of \$500 or \$600 would help us out since we have 4 kids on the bus.</p>
<p>Although I would be willing to pay a fee to keep transportation district owned, I STRONGLY encourage the transportation department to perform a careful review of current bus routes. My neighborhood (Alden Road) is so close to the school, it should not have a bus (and did not have a bus 3 years ago). Our current bus loops through the neighborhood twice. It seems incredibly inefficient to me, and I would happily support a 2-mile radius no bus rule. I would imagine that alone would eliminate at least 1 whole bus and cut down on costs. Thank you for your efforts.</p>
<p>a fee is fine. but it should be charged per ride meaning we pay it like we do the school lunches or one flat fee for the year. my son takes the bus every morning but i pick him up at school almost every day.</p>

I don't believe a fee should be implemented in order for the children to be able to ride the bus. There are many parents who work and need the bus transportation and may not be able to make payments for the bus. Having the bus available to students without a cost would be very helpful for working parents.

I absolutely support keeping our current bus system. Our drivers are excellent and I am very upset with the idea of having a private transportation company take over.

It would depend on the cost of the bus service for me. I have no idea what range you are talking about.

It is disappointing that you didn't account for additional transportation costs as part of the new high school plan. Poor planning on your part. Let's consider freezing teacher salaries for a year instead of extracting more \$ from the families in Concord.

I believe in the short term it may save money to outsource, but in the long term it will be just as costly- and then we will not have our fleet of buses. The capital cost to re-purchase a fleet will be cost prohibitive and we will have no choice but to continue to outsource. If outsourcing is chosen, Why not explore a local company like Bedford Charter service who I believe Carlisle uses? If this is truly a monetary issue, why did it only come up now when the bus yard has to be moved? Why can't the existing administration building be relocated and outsource the maintenance only of the busses?

I am not opposed to outsourcing if reliability and safety are not compromised. Thank you

I believe cost should NOT be the parameter that leads this discussion. This is about LOCAL....it is about community and safety. I truly am saddened that these factors are not rated higher. The reason we live in Concord as opposed to other suburban towns is that these factors are important to the majority of people here. It is a town...not a suburb of Boston...Let's keep it that way.

You missed what seems to me like an obvious question: "Would you support a public warrant to increase the current transportation budget to cover any increases in in-town bus transportation?". Your option of an additional busing fee isn't the only option and, frankly, is a bit misleading. BTW, my answer to my question is "yes".

If the school bus service were outsourced, I would drive my kids to and from school. I would happily pay more in taxes to cover any extra cost to keep the buses town-run. In the long term, I predict that outsourcing will be more expensive for the Town than maintaining the status quo. It makes sense to outsource activities like managing my kids' lunch accounts- others can do it better and (arguably) cheaper. But operating a school bus fleet can be effectively managed, and cost-effective, when operated by a school district, just as it is now, temporary complications like the new HS construction notwithstanding.

If the fee is beyond our limit and cost prohibitive, we would use an existing wooded path to walk to Willard. Middle School students would ride bikes in good weather. Bad weather would force driving.

I looked at the budget of town-owned vs. outsourced I don't think the comparison was done correctly, it appears that the true cost of outsourcing the bus has been underestimated.

I think it is very important to keep our transportation company. If there is a problem, you can contact them and get a person on the phone who will help at that moment, not an answering machine as some of the other larger companies have. Also our drivers know the roads and the children and go out of their way for the children in the Concord School district. After looking at the information from the meetings, it doesn't look like, if done correctly, that it will cost that much more to keep our buses and find a place to maintain them. I believe the Citizen Committee idea to help the School Committee with their findings is a good idea because I feel like the superintendent and deputy superintendent and some others are not open to keeping our busing system the way it is. I feel they have already made up their minds even though they say they haven't. I am concerned that they will cloud the outcome because of what they personally want to see happen.

Friends in other towns where a private bus company is used tend to have high per-student fees, therefore I am very concerned about high cost to the individual for bus transportation if the schools moved in the direction of a private company. I would prefer other ways to save costs within the transportation system prior to charging fees. It would be unfortunate to have a wonderful new high school at the expense of children who need to ride the bus.

I have been paying very close attention to this issue and am not committed to any specific solution. However, I would like to see it resolved in a fiscally and socially responsible manner. I would be in favor of outsourcing as long as a. the solicitation process is fair and legal, and b. the current bus drivers are interviewed and (if successful) would be offered similar compensation to what they currently receive, at or slightly above current market rates for bus drivers. It may turn out that running transportation in-house is most cost effective when non-bus-transportation costs to the town (Rec Dept, field trips, maintenance of non-bus school vehicles, etc) are considered. Thank you for reading this far. :-)

The priority is to have busing be safe and reliable. If outsourcing can ensure that those two conditions are truly met, then it needs to be looked into.

This survey comes across as very leading - as if the only option to keep district owned transportation is to pay a fee. This is not the case. We pay high taxes in Concord which is acceptable to me if we receive exceptional services (including public schools and transportation) in return. It is not acceptable to me to pay high taxes and then to also pay al-la-carte for services such as transportation. The evidence that the Town actually considered contracting the safe transportation of our children to a company with such a poor record on safety tells me that this issue has already degraded into a political game rather than focusing on what should be important to a town like Concord. If we devolve into a town that will not invest in our children, then Concord is no longer special, and if we start patting for our education al-la-carte the we might as well consider private school.

This survey has every indication of being traceable (every copy has a unique ID code number) and therefore not anonymous. If I am correct then I believe this is disingenuous and highly inappropriate. If I have been mistaken then note that the survey design and links lead me to believe this was the case -as such they should have been clarified. I also do not believe the questions are written in a way to not elicit all possible outcomes. I am therefore not answering all questions -particularly the one regarding how much I would pay for service. I do not write open checks and I will not give you a price before you tell me what I am getting for the money. Finally, It is also highly inappropriate to only seek opinions from current parents of school age children. We moved to Concord several years before our son attended school. We would have wanted to voice our opinion if this had come up earlier. PLEASE seek town wide input. PLEASE address all options. PLEASE listen to citizens.

I will drive my child/children to school if I have to pay for a bus

I'd like to support the busing as it currently is being managed, by the town. Regarding this survey, your questions about fees don't allow for a fully educated analysis, thus I'm not confident in my responses. It's good for general data, but I had to guess at \$200 per child for the amount I'd be willing to pay, but not sure that gets it done. And the last question, would I seek alternative services if a fee is imposed, that again depends on the fee. If it's at the +\$700, I would, if it comes in at the lower lever of the scale, then no. I look forward to hearing about the results of this survey and the complete analysis of both options that are before the town.

Although I am willing to pay a fee for my children to ride the bus I am also someone who really likes to use the bus. I worry that there are those who are more ambivalent and if a fee is charged you might see a big decline in bus usage - perhaps not gaining the revenue needed. I am guessing this is a general concern since it is on the survey. I do have concerns regarding the adoption of a fee structure. Mainly that this will then be subject to inflation. I would like this to be discussed in public forums.

While I realize that charging for bus transportation may be the norm for other school districts, it is clear that in Concord this situation is the direct result of the building of the new High School. Never in the planning process for the new building was it made clear that there would be no room for bus storage and maintenance which is deliberately misleading. Why should we pay for transportation that is actually mandated by the state for students in grades k-6? Why is this coming up only now and why is the outsourcing option so attractive? To date we have heard only negatives about outsourcing, and it is likely that outsourcing will not save the town any substantial amount of money. I have yet to read anything to convince me that outsourcing will be better in any way for students and I am extremely disappointed and dismayed that we are even considering this option. This seems more like a conspiracy among the school committee and administrators than an honest and open discussion.

I would have to have more information about the alternatives and cost differentials before I could make that decision. I do support keeping the busing district owned.

I think the bus drivers' commitment to the Concord community and the children they drive to school must be taken into account as one of the most important factors during this decision. We are willing to pay a fee for the confidence that our drivers care about our children and their wellbeing during transport to school.

### CMS

#### Response Text

Thanks for your diligent work in trying to find the best solution. I will share that I have heard a lot of horror stories from neighboring towns about outsourcing and am hopeful we can find a way to keep this amazing system that we have. That said, we'll get behind whatever you decide. Thanks! - Anna Huckabee Tull

I would be willing to pay a fee for maintaining private services, however such a fee should not be excessive. I recommend that once options are available, the parents be informed of those options and be allowed to voice their opinion at that time. If no decision is made by this summer and the buses must be moved to allow for beginning of construction to the new high school, please do not allow the buses to be stored in the lot on the east side of the school.

We moved here two years ago from a town that has privatized busing and there was a fee. The primary reason why we moved to this town was the academic reputation and importance the town and its citizens place on education. This includes all facets of the school system (academics, extracurricular and transportation). Thank you.

I am in favor of a user fee for transportation whether or not it's district run. I don't really care who runs it. I think it's terrible that so many buses are empty and people drive their kids to school. Maybe if the people who use the service paid. The system would be fair

I am not philosophically for or against independent busing but I do believe that Concord needs to do a better job managing the relationship we have with our bus drivers. I know a lot of people have spent time with this issue and have reviewed the pros and cons to many different scenarios. I just hope we can collectively get an objective (as possible) view of the options and tradeoffs prior to making a decision. I feel as though we haven't had that - each side has seemed particularly partisan and it has been difficult to even agree on costs...

I am philosophically opposed to government providing a service that is readily available in the private market place. On the other hand if there is a feeling that there is not enough competition in the private marketplace, this could make sense.

With the taxes that we currently pay in town, bus transportation should be free, I will not pay a fee to transport my children to school. I will have to drive them. my taxes are over \$10,0000 a year.

Thank you for exploring ways to economize in the school budget. If a transportation company can offer us savings AND safely transport our children, I see no reason why we should not outsource. No doubt there are many qualified transportation companies that are local, responsive and safe, that can meet our needs.

I would be willing to pay an extra fee to create a scholarship fund for low income families. I hope that the District will provide budget figures that are valid and clear. Until now, I am not convinced that an analysis has been done of the true costs of outsourcing versus keeping transportation in-house. I think the District could learn from how Lynne Beattie has handled the reorganization of CMS -- even though there will be some families who disagree with the decision, at least we feel like Lynne has reached out, sought input, and has carefully considered all options. In the case of busing, some families I know are losing trust in the District because it seems to have an agenda and hasn't appeared to be forthcoming with key data. I believe you could have convinced people to live with outsourcing if you had just explained the \*true\* rationale for it in the first place.

My main comment is that the bus is by far the most unsupervised time my children spend. We need to have the continuity of our current bus drivers which have been high quality and have the lunch duty continuity component. Very concerned there has been little consideration for maintaining this highly valued staff. Also should consider a cap on how much families with multiple children would pay. Consider a max fee per family or you'll force people to drive.

We just moved from a town that used an outside bus company and it was terrible, terrible, TERRIBLE!!!!!!!  
Keep what we have!!!!!!

No opinion without knowing at least a range of potential cost. But both our kids will walk to CCHS next year.

You should not need to impose another fee. We pay enough now. Find a way to cut costs.

If a fee for busing were to be instituted, then I think the issue of the school boundaries would be raised - some children live much closer to a different elementary school than the one they attend, and it seems unfair to charge a transportation fee if there is a school that could be walked to.

I know there are other school districts who charge a transportation fee to kids riding the bus; I am grateful we haven't had to do that yet. I think there are plenty of things we pay for -- school athletics, extra programs, etc. -- and would like to continue to not have to pay for transportation on top of everything else. I applaud you for capturing this info and working to do what is best for everyone.

I think school bus transportation should be kept district owned and not out sourced. Assessing a fee is one way of handling the situation but I find my understanding of the way the process has been handled a bit unsettling - hire a consultant that recommends outsourcing as a cost saving measure and he has ties to the company that he recommends provide the outsourcing services - a clear conflict of interest. Then say well, we can retain it in-house, but you have to pay a fee - doesn't seem right to me. I have also read articles on the consultant in which he said retaining service in-house is a cost saving - seems he recommends what whoever hired him wants to hear. Also, that the company proposed to provide the services has been a disaster in other localities.

The whole process to outsource the busing was very shielded. I think many parents felt they were blindsided by the decision and had heard many horror stories of the busing company that the school was planning on using. If the school board can come up with a logical argument of how it will work then maybe people will be more rational. However, it wasn't clear that we were going from a poor system to a better one. Just that we were saving money in the short term. I would expect the school to present a much more thoroughly thought out argument with back-up plans and a 5 year plan on how the busing was going to be handled.

My only concern is the way this has been handled. The discovery of this particular area of concern after the approval of the building funds makes me wonder what other areas of concerns were not adequately researched/explored prior to putting everything to a town vote. I'm not convinced that we need a new high school, I'm not convinced that the money is being stewarded wisely, and I'm not convinced that all funding hiccups were adequately resolved. I also don't like it that we would dismantle an internal system to save some money, thereby putting people out of work and creating future problems. Maybe enough people in Concord haven't lost jobs, because if so then they might better understand that these decisions should be seen as part of our social contract to preserve jobs and well-being, not just to get a new building at any cost.

We live on Riverdale Road, off Sudbury Road. We live 1.3 miles from CCHS and have been trying to get a bus to stop in our neighborhood for 10 years. There at least 10 kids now that get a ride separately to CCHS - no one carpools. Waste of much energy/gas. In coming years there will be at least 25 kids getting rides to school. Several busses drive by Riverdale Road and won't stop at the end of the road. My sons carry a heavy backpack and a lacrosse bag to school, they can't possibly walk with their sports gear. I will gladly pay a big fee if the busses would stop at the end of our street or in our neighborhood. The congestion at Starbucks and at CCHS would be cut tremendously (if everyone in our neighborhood and surrounding ones had busses. The worst part is, for more than five years we've been asking for a bus and have NEVER been given a reason as to why we can't have one, when every bus that drives by in the morning is more than half empty. Please reconsider CCHS busses for us.

My opinion is that bus services for a public system must be funded by public sources. Our school system takes a lot of liberties in transferring costs to parents via fees. Such costs are now running into the thousands of dollars annually. E.g., \$600 annually for athletic fees directly paid to the high school, and that does not include the "voluntary" contributions that parents are expected to make, nor the fund raising activities (raffles, car washes, coupon books) that the students themselves must engage in. I can rationalize fees if an activity is extra-curricular, and therefore optional. But getting to school is not optional! Every family has to perform this function, and the overall costs are lowest if we share this expense. The only way to share the expense is via public funding. If you charge a fee for usage, then some people will opt out, which reduces utilization, and increases the fee for users, so more drop out. It becomes a vicious circle.

Nice push poll. So at those amounts, you are suggesting that outsourcing could save something like a million dollars? That seems unlikely.

For a nominal cost difference I think it'd be great to have the transportation services district owned as these drivers know our children. That said, if the cost is dramatically higher I agree that outsourcing these services outside the district might make sense. Why not renegotiate the rates/benefits package with in-district services so their costs are competitive? Bottom line, in-district is preferred however our family is flexible on this subject as keeping costs reasonable and lower (where possible) makes sense too. Thanks!

If sufficient quality controls are maintained in an outsourced model, then it makes sense to me to outsource if it is a more cost-effective model for the school district. If imposing quality controls drives the cost up and over the cost to manage it in the district, then it should continue to be managed within the district. To me, the quality is the equipment, maintaining a tight schedule and the quality and continuity of the individuals that drive the buses. The movement in the town (as I understand it) NOT to consider an outsourced option is largely driven by the concern that the quality in these areas will be compromised. IF this is not true, then I would not want to pay anything to keep the service managed by the school district.

Our response to the situation will largely depend on the fee and its structure.

What is the root cause of the increased cost for district owned transportation? If the cause of the increased cost for district owned transportation is the new high school design, fix the design. That said, school district is a community function, the whole community needs to share the finance burden, not just the families who use it.

I am in full support of out-sourcing the bus service. I think the school committee has done a lousy job managing this issue. We elect them to make the tough decisions, not pass them on to the voter.

We are very much against the transportation issue holding up the commencement of the new high school. That will only get more expensive as material costs rise, which needs to be factored into the bus decision. Also, the benefits for keeping transportation in house do not seem to be sustainable. Health care & pensions are killing the town budget. Please keep my responses anonymous. Thank you.

It is not critical to me that the services be district owned. It seems like most transportation services use their own buses, which is rather the point of outsourcing, isn't it (reducing the hard asset costs, and keeping maintenance costs low)? If there were a fee, I may pay it for middle school. The high school students refuse to take the bus, and I've always felt an analysis of morning routes should be undertaken to make them more efficient anyway (there are 3 children on my daughter's morning high school bus!). They all get rides from one another, and we'll end up paying for the student lot soon.

School busing, like public schooling, busing for the elderly, police and fire departments, road paving and maintenance, town hall staffing, playgrounds, libraries, community centers, etc. is a public good that should be paid for by all town residents. Not everyone uses every one of those services but all of them should continue to receive town funding because all address market failures and inefficiencies that are best addressed by community-wide financing. Singling out school busing for use charges is unfair, unjustified, and inefficient, and is a cynical ploy by those who want to outsource busing for ideological reasons. I strongly support the continuation of our current system of school transportation services. Build a new bus facility; it is a minuscule fraction of the high school rebuilding cost and should have been included in that program from the start.

We all talk about "being green" and saving resources, #1 thing all kids could do is ride the bus! If ridership goes up and we pay a nominal fee, it should work out.

With the degree to which regional transportation is reimbursed by the state (and the fact that it would be lost if a transportation fee was imposed), I'm confused as to how this is a cost-saver.

We have had some very good bus drivers over the years, but also some poor ones. We also have memories of last year, when it took more than half of the year to get the routes and times stabilized. We could go either way on whether to outsource or not, as we have been ambivalent on the service to date.

My children, especially in elementary school, have sometimes had to rely on their bus driver's good judgement. We had the same bus driver for seven years. These town employees have a big responsibility and trust. If it costs more to have them, it is a good investment in our children's well being.

Not pleased with the approach being taken on this topic. I am not convinced that the economics are real, and believe that safety and social responsibility dictate that keeping our busing is the right thing to do. I do not support user fees for environmental reasons; as well, they are a regressive tax. I am not amused to hear such an important issue be simplified into - keep busing and pay new regressive tax vs. outsource busing and no new tax. We can do better than this.

My 7th grader gets the bus to and from school every day. It's something she enjoys and she wouldn't want me to drive her to school, so I have a higher level of interest in maintaining the current level of service for my 7th grader. My 10th grader doesn't like getting the bus in the morning, and participates in after school sports, so I nearly always pick her up from school. I would not be willing to pay for a service for her that she doesn't use consistently. Once I have both children in High School, I imagine I will drive most days - and wouldn't be willing to contribute towards the bus service. I think the survey is difficult to answer, because my responses are different for my Middle Schooler and High Schooler

We live in an outsourcing world -- if we can save a good chunk of money by selling and/or outsourcing our fleet we should do so...along as the service levels and quality are similar. In our 17 years in Concord -- we've only had a handful of bus issues, late, too early, no bus. I really don't want to have to pay for busing. If forced to maybe a \$100 per child is reasonable.

The school district needs to focus on cost effective services to ensure as much of the funding goes to educating children and not placating adults.

Not sure why finding a new bus depot location creates additional expense for district owned. Survey is not very clear. Are you saying if we outsource the service, service will be the same and we will not have to pay any additional fees? Also hard to say whether or not we would pay additional fees without any idea of the amount that fee would be?? What a horrible increase in traffic, pollution etc. this "fee" could cause.

We believe keeping the transportation department in town is important--we have had phenomenal bus drivers who know our children and have developed a nice rapport with them over the years. It is particularly nice that these drivers are also used on field trips. We would be willing to pay a fee (and probably more than actually indicated on the survey) but would want to have a clear understanding of whether this would be a permanent fee or would last only until the town was able to resolve current facility issues. We also would look for complete transparency on costs of the town and how these fees would be used.

Depends on the price. If it's \$2,000 per student, we'll drive them! (A fee is obviously a consideration as a fee may increase the number of vehicles on the road, create congestion at schools, and increase the cost/student of those who continue to use buses.) I frankly don't understand this debate anyway. We have an excellent system now that is run at a reasonable cost.

The wording of this survey implies that town owned transport options will require a fee from the parents but that a privatized option would not. The opposite is true. Almost all towns that have privatized require a fee whereas almost all town owned do not. Why does Concord now need to charge a fee? I thought that the need for outsourcing was due to displacement of the garage by the new high school? I would rather pay a fee for town owned than private but please explain why that would be necessary.

The buses should stay with the district; the cost should be shared by all tax payers.

I am not sure if all the information I am hearing is accurate on either side of this issue. It seems like this issue is being rushed and not evaluated well enough. I think some of the arguments against the contracting are valid. However this is resolved, as one of the silent majority who don't have time for town meetings, it seems like there is enough attention and strong opinions on this issue to influence school committee elections in the future depending on how this is handled now. Why can't the school department put together some information discussing both sides of this issue and responding to or rebutting the exact concerns? I have seen nothing that tries to do that. The information from the opposing groups appears valid and I have seen nothing from school department that makes me think they are off base. I am not sure why the town would look to contract busing to a company that has a poor track record. The town has done a very poor job of communicating.

I would like to see Concord continue to own and operate the transportation services. If not you may have a lot more parents driving their children to school. The question about the highest amount you are willing to pay per student does not specify if this fee would be annual, monthly, quarterly, etc. If the fee costs more than me driving them myself, than I will drive them myself.

I believe bus fees are in our future as a district no matter which way we go. While outsourcing may delay them, when we have sold our fleet and have to negotiate a new contract, we will not have as strong a bargaining position. It makes no sense that a private company can run services cheaper beyond the savings created by cutting wages and benefits. A "loss leader" type contract will not last and at a certain point we will end up paying a contractor more to retain the services we enjoy today even if we can write those services into our initial contract. Our short term issue is real (replacing the bus depot), but the better long term solution is keeping transportation district owned. We'll keep control and quality, and I truly believe secure a more prudent fiscal future for the town as a whole. As a consumer of those services, I would pay for them.

While I am happy to fill out the survey. I don't think this is comprehensive enough set of questions for CPS and I am afraid seems like a bit of a scare tactic regarding the whole issue.

I know that there are efficiencies to outsourcing, and it removes difficult issues with unions and pensions for the town, but my concern is how much loss of community we have in this day and age. I do not wish to see the unions representing bus drivers or teachers hold us hostage, but I would rather confront them head on than circumvent the issue by carving out functions. I am assuming (maybe wrongly) that the union issues have played into this decision even though it has not been brought up in public. I worked in managed health care at the state level and the benefits obtained through efficiencies of carving out services were offset by difficulties arising between the state and its carveout because providers of service are primarily focused on profits while the state cared about quality of service. You have to be very careful who you contract with so you do not create bigger headaches for the school board and superintendent. I wish you well in your decision.

I find it troubling that this issue was not openly disclosed before we voted on the high school. Our taxes have already increased for the elementary schools; we pay \$200 a sport for high school athletics; our daughter's parking fee was \$300 this year so she could occasionally drive the car to school to be able to make after school appointments or take her brothers places while my husband and are at work. Please note she does not have her own car; she borrows one of ours and we take a bus into work. Now in addition to the increase in taxes for the high school, you want us to pay a bus fee? We would be stuck using the bus because we have no other way to get our sons to school. Not everyone that lives in Concord has endless money; some of us just squeak by. We have always supported everything the schools wanted or needed but we cannot support an additional fee for bussing.

A fee is not ideal for my kids don't always ride (after school sports) the bus but I would like for them to do so when they need to. A nominal fee would be ok but if I have three kids I would hope their would be a discount for 3 kids.

If the fee is too high, my guess is our neighborhood would form a carpool.

In answer to the above question, it depends on how high the fee is. I often transport my child to and from school as it is. I can tell you this, if we move to a service that has a bad track record in other towns I will not use the service at all.

We moved here in Sept. 2011 from Washington DC where school transportation was a complete pain - even though we lived in the highest-income district there and had our kids in private schools - and we were immediately incredibly impressed by the school bus system here. We wonder if the Superintendent's Office knows the value of what it has. It also seems amazing to me that while the town's citizens felt the need to be supportive and vote overwhelmingly for their own property value increases to cover the lion's share of building costs for CCHS, the School Committee by contrast has felt the need to hire legal counsel to help explain to the town why the SC needn't accommodate their wishes over a low-six-figures item that should have been well thought out before the \$68 million dollar vote - an unpleasant disconnect, indeed. I heard a lot of stretched legal arguments in my decade in Washington, but I'm still really looking forward to hearing this one presented to town voters!

With a little bit of community based thought and honest communication between the school committees and the residents of Concord the transportation department could stay in town and not be outsourced. This is a trendy term that shifts the problem from one place to another. It does not address the problems and solve them efficiently, or with any degree of respect for the citizens that have been loyal and trustworthy with our children's safety and wellbeing. You can outsource anything these days and I'm sure this is only the start but it is just a lazy alternative to thinking and solving the problems within the community. Well done Diana!!

Does the amount reflect per month or entire school year and will it be per child or per family?

I believe it is important to keep the transportation services district owned. There is a parallel between using a local based service, and using the local stores in Concord. This makes the community a lot stronger.

We are against what you are doing, and hope there is no outsourcing for at least a year. Trust in the integrity and decisions of the School Admin are compromised and my family will not support this until there is exposure of real numbers. MSBA did not select the site, adn are not paying to take down the transportation building, concord taxpayers are. your are losing trust and confidence by disrespecting the community and asserting your will over that of the parents.

I am willing to pay a fee to keep the buses district owned. I would like to see a cap per family if at all possible. For those of us with multiple children it could become very expensive in an already unstable economy.

I do not support a fee. If transp. is outsourced, I feel that it is imperative that the school admin. monitor the contractor closely and be immediately avail. for issues that arise with the contractor. If a fee is charged, I might take over the responsibility for transporting my child, particularly since the high school bus comes too early.

"Maintaining district owned transportation services may be more costly than outsourcing." This statement implies that there is still speculation as to whether it is more cost effective to outsource transportation services or not. Having town oversight over the vehicles and people who drive our most valuable town resources is extremely important. If additional cost must be taken on because transportation is becoming more expensive as gas prices go up I understand that, but implying the additional cost is because this service is not outsourced is misleading ourselves.

You have amazing bus drivers who are professional and put children safety and parent concerns at the forefront. The bus drivers also provide to my knowledge emergency evacuation responsibility for parts of the town. I suggest the administrators take a pay cut to subsidize the difference of outsourcing our transportations. Do not burden the taxpayers any more.

What about parents whose kids go to private schools, but take Concord buses? What about the fact that the numbers do not add up....it doesn't look \*at all\* like outsourcing is cheaper.

I think that this depends on the fee that is charged. Also, we currently drive our 11th grader most days as he often has to be there before school starts. Thus he only takes the bus about 1 time per week. Should the fee be too significant we might just drive him the other days too.

last question cannot really be answered without knowing what the fee is

Also use the bus for private school (Fenn/Nashoba)...didn't see a category for that...PLEASE keep this service included!

The bad publicity that came out of the situation in Boston has resulted in local hysteria. Outsourcing should not be a problem as long as the buses are certified to be safe, and the bus drivers are properly credentialed. I definitely will not pay more, but instead like others, will find another way to take our kids to school, causing more gridlock and pollution and stress for all.

No point in the district having its own transportation department when this can be outsourced for less cost.

I trust that the school board will make the best decision, since they have all the facts. My opinion is that if it would not be cost effective to find a new parking location and build a new maintenance garage for our fleet of buses, and also most importantly not to have this process disturb the neighboring residents, then the bus service most likely should be outsourced.

If we build a \$90 million new high school and in the process let go @40 CPS employees who are paid the least we will be sending a message to our children that some people do not matter. We will be telling them that it is all right to sacrifice the most vulnerable employees while spending an enormous sum of money on ourselves. I would hate to think that the CPS administration is comfortable sending such a message to our children.

Depending on the amount of the fee, I might consider setting up a carpool w/ my neighbors. I would be fine w/ outsourcing bus service if it were truly a large cost savings and was not a huge compromise in safety and quality of service.

This decision should not be rushed. Thorough research with full disclosure and transparency should not be compromised in any way. Our transportation department is one of the jewels of the district. As a community, we lack sufficient information to make any type of outsourcing decision for 2012-2013 school year. This is a serious matter with long- term consequences and merits serious study, which has been sorely lacking to date. The missteps of the administration and school committee on this matter are troubling. Please use the time and considerable talent of the citizens of the community to research the full, broad range of solutions to the relocation of the facility and to lay out a clear apples to apples comparison of the costs of all options. Anything less is a travesty.

This survey assumes that there is a cost savings to outsourcing. Please do a full study to evaluate all transportation solutions so that an informed decision can be made.

Your last question is not really a fair question. While I do not want service fees, I will not have a choice for transporting my kids to school. As a school committee, you should be focused on providing excellent bus service for our children at a reasonable cost to the community.

I think that we pay enough taxes in this town already, an extra fee for transportation wouldn't be fair for all the people that have no choice but use the bus system no matter what. I would imagine that with all the land in Concord-Carlisle it shouldn't be that difficult nor that expensive to find another place to park/operate the buses.

I don't understand the argument favoring an expensive district owned bus service when a less expensive alternative is available. In these tight financial times, isn't cost effectiveness a legitimate concern? I hope our leadership doesn't allow pandering to yet another special interest group at the expense of those who have to foot the bill, and may not be able to afford it. Let's leave California thinking in California!

Diana and the School Committee: I understand that in a perfect world it would be fantastic to keep the transportation services district owned, however, given these difficult fiscal times we need to make difficult choices. I would rather outsource transportation than lose teachers or support staff. I appreciate all of your dedication and thorough research into the transportation issue. You have been extremely patient and remained extremely professional throughout this entire process. My family thanks you for all that you continue to do for our schools.

I would support the least costly way to maintain transportation so if that is outsourcing then I would support that. I do think that we should have transportation one way or the other. Would prefer to not pay an additional transportation fee but if that is the only option, what choice would we have?!

I feel very strongly about keeping the transportation services district owned...the quality of service and personnel has been very good and I'd much rather see the system remain accountable directly to the people they serve via the school committee than to be outsourced to a company that has no ties or sense of allegiance to the community. Just this past weekend I chaperoned an out of town school trip for elementary students and the bus driver for that could not have been more affable or professional. The outsourcing of transportation services to a for-profit company may well result in lower wages for drivers, forcing our current staff to seek other employment simply to maintain their standard living. Having to settle for less professional drivers and/or less quality-control for bus maintenance is a 'cost' that is penny-wise, but pound foolish. My willingness to pay an additional fee applies ONLY to maintaining district-owned service...I will drive my kids if service is outsourced.

Before paying a fee, would like to see comparison of costs and services district-owned vs. Outsourced.

Although we live very close to our elementary school, our children are on the bus for what seems like a very long time both on their way to school and on their way home. Also, it has been our experience that when the children take the bus to school, they are frequently late or rushing in to make it on time despite the fact that the bus picks them up over 20 minutes before school starts. As a result of this situation, we frequently drive them to and from school.

There was not enough credible financial information presented for anyone to know exactly what the district now pays in order to compare it to the cost of outsourcing. I am definitely not convinced it is more to keep it in district, so I can't answer how much extra I would pay. I would like to see an independent review of costs as I have lost faith in being presented with valid data.

My children take the bus randomly. I would not want to pay full price for bus rides and then not use it all the time. I am also not in the position to drive each way everyday. Not totally sure why people are so against an outside company and saving money. This seems like another thing people in town can just throw money at...money I can't contribute this time around. When is enough enough?

I would seek alternative transportation only if the imposed fee is higher than the max I am willing to pay

We are within the walking district for CCHS. Yet, we are not very close to the school and walking in the winter is dark, cold, difficult and long if you're carrying a backpack, instrument, sports equipment etc.. It results in us driving our daughter and her neighborhood friends - causing traffic on Thoreau Street and at the school. Next year both my daughters will be attending the high school, without the option of a bus. We would LOVE to pay a fee and have access to the bus system. We would also suggest that simple bus stop at Crosby's parking lot would be a convenient option for neighborhood kids who live too far to comfortably walk during winter months and bad weather.

Highest amount question should specify length of time (assume per year). Our bus drivers love our kids, and our kids love our bus drivers! I will never forget what Sue did for the CCHS football team on her bus before she drove them to Gillette...photos of every player, streamers, posters. Would an outsourced company do that? No. Does it matter? Yes! Our kids appreciate their drivers, and benefit greatly from their friendliness and kindness.

Our bus driver Donna knows our children. She asks about them by name. She remembers if they've been sick or hurt. She looks out for them and is kind, responsible and dependable. She reflects the high standard we've come to expect in all aspects of concord schools and we do our town and our children a disservice by casting her aside in our enthusiasm to build the new high school. That is not the lesson we wish teach our children.... That we want what we want despite all costs.

I think you should have a choice of not sure. I would need more information about the cost before I know if I would pay it. At this point, I might pay for one child, but I would not pay for my middle schooler who I drive every day anyway.

The "what is the highest amount..." question looks like huge amounts which will probably get bad responses. However, people should consider that with 180 days of school, that is 360 trips between bus stop and school. However, for many families this will be a hardship and I think while everyone should be encouraged to pay (if that is what happens) it should not be a "pay or you can't ride" situation. Having everyone drive to school (either because they don't trust a new busing situation or because they want to avoid fees) will be a traffic nightmare and bad for the environment and also not possible for some families depending on the parents' work schedules. At Alcott, there are already problems with not enough space for student drop off and pick up without adding a lot more families driving. The most important factor in the whole busing situation to be is to have drivers who know our town and our children. If we own the buses we have more control over their safe maintenance.

Bus transportation is necessary for me as a working parent and given location of schools from my home walking is not an option. While I would prefer to not see the current bus situation disrupted: my children and I have had a good experience with most of the drivers we have had over the years, going to a fee system may present a hardship to some families. So knowing what that cost might be \$100/child vs \$375/child may influence my vote.....

A carefully evaluated outsourcing bus option is better than the district transportation. Imposing bus fee to maintain district buses is unfair to families with no alternative transportation options.

I prefer the district-owned bus services over the private or outside services which you have to bid every two or three years and get new company and new drivers and do new background check.

I strongly disagree with the proposal to charge residents a "bus fee" for maintaining district owned transportation services. I believe it is a community-wide responsibility to share the cost of bussing and that such a system would unfairly burden families that are not fortunate enough to live within walking distance of their child's/children's school. I am surprised that we are not being surveyed about other options beyond this one. A question such as "Would you be willing to support public funding for maintaining district owned transportation services?" would be useful and fair, and I hope that such an option is being considered.

When will this town cease to nickel and dime it's tax payers? Give it 20 years and no one will be left in Concord with kids and therefore the bus issue becomes a mute point as the town officials will force us to live elsewhere due to it becoming cost prohibitive to reside here. All 4 of my kids have taken the buses for 16 years with many of the same drives and friends. I have no desire to put my kids on the bus on the morning with a stranger driving a bus from some bus pool which we as residents have no access to.

I am willing to pay to keep transportation district owned but i don't see why that should be the case all of a sudden. proper management of the program should be able to keep costs in line. outsourcing often looks appealing at the onset but in the long run are not. i'm confused as to the range of prices listed - why would the potential cost range from 100 to 700 per student. other options to geet my daughter to cms and cchs are not reasonable so i feel like i have no choice! that being said, i prefer to have the transportation district owned.

I feel strongly that we should keep the buses and drivers the way they currently are. We have had three of the same drivers (Ann, Kirby and Bob), of and on since my oldest son was in kindergarten. They know the kids, the parents, and truly care. That's worth a lot to us. There must be other things that could be cut rather than this. The more I read about the company being considered, the more worried I become. They sound awful. thank you

I'm appalled that someone "forgot" the buses were at the high school and would need to be moved. Is it land cost that makes bussing suddenly more expensive? The footprint of the new high school design is smaller than the old isn't it? How can there no longer be room for the busses? Is it because no one wants to see them? How about putting them at the landfill area? I absolutely feel Concord should keep it's bus system local for the communities sake but, basically, I feel that I now have to pay for bussing because someone screwed up.

Not sure why outsourcing is such a terrible option? What advantages accrue to us if buses are still maintained within the district?

keep our busdrivers

I will NOT put my child on a bus run by any provider than our in-house transportation.

Thank you for seeking parents' input. We appreciate your hard work and efforts.

We may consider other ways of the fee is too high.

Part of my incentive is because I would regret that the employees working toward tenure would be affected. I would be interested in a solution that would protect them.

It seems odd to be asked how much I'd be willing to pay in fees to keep service in town when you don't yet know whether maintaining district owned transportation might actually be cheaper. I wouldn't pay \$1 more if it actually is cheaper. Figuring that out prior to sending out a questionnaire seems important. Without it, the "how much would you pay" seems like a trick question. It would be great to have a survey based on choices with solid numbers. I am not sure whether this survey will yield the information that you are seeking because the choices are so ill defined. I have given you my best guess but I almost didn't fill out the survey because of a perceived lack of homework behind it.

We believe we should enjoy the same benefits that prior generations did. This is about quality control and what is more important than protecting our children.

In the past 4 years my taxes have almost doubled. Where is my money going? If this town cannot afford bus service for our children they should not be building new schools!

I think that the money is there to pay for the busses to be moved and for the drivers benefits. You should move the bus barn onto a parcel of property that the schools already own. I have lost my faith in the school committee to make any sound decision on this issue and in the future will think twice before voting on an issue that you propose to the public.

This new high school ( record breaking costs per square foot ) is costing the tax payer enough, add'l fees will increase the insane cost of this whole project, its turning into a big dig already. The town has plenty of land already at this site lets get creative, it doesnt take more then an acre to hold all the busses, its a high school not a museum...We are not an open checkbook, figure it out

Hard to answer the question without knowing what the bus fee will be.

It seems ironic to me that such a wealthy town, with such high taxes, can not afford to bus our children to school while still being ethical and paying our bus drivers fairly. I have heard that the reason outsourcing is cheaper is that the bus drivers would lose their benefits.

we pay enough in taxes in this town and we can not afford to pay bus fees!

I am unhappy to even read the word "outsourcing."

I already drive one child to school. I would work on a neighborhood carpool.

Since the new HS is being built behind the current school, is it possible to put parking in front of the new school and put the buses where the current parking lot is?

Depends on how much the fee is.

This is a ridiculous item for Concord citizens to have to consider. We pay incredible taxes now and have had to deal with a completely incompetent transportation supervisor who was a hack. Now, it seems that as a followup to last year's fiasco, the bus drivers are being targeted by the remaining incompetent town transportation department managers. Personally, I think the town should fire the entire lot of transportation supervisors, keep the drivers, and figure out a way to pay salaries by eliminating jobs at the town house. We don't need assistants or two equal in rank employees for many of the jobs. While you are at it, fire the bonehead who decided no edible plants can be grown on school property. Concord certainly doesn't have a monopoly of idiots in its town ranks but, it is trying to increase its numbers. We have a huge town "barn" and a brand new light department facility. These building have many repair bays. It would seem these could be shared.

If a fee is charged, many families will switch to carpooling (or driving only their families). This will lead to more pollution, more traffic/congestion, more risk for those students who are walking to school or simply crossing from a car to their school. Remember that the law does not require cars to stop for other cars discharging passengers (as it does for school buses). It would be hard to justify charging a fee to keep the buses in district, frankly, with the amount of taxes we pay. This seems like a short-sighted scare tactic; I will be very disappointed in our school committees if they see no option but to charge a fee.

I'd be willing to pay a fee under some circumstances, but I really don't know how much, and it all depends on other things. If paying a fee is what it would take to keep the buses in-house, I'm much more willing to pay a fee. I think there should be a per-family cap on the fee, though, and I think outsourcing would be a terrible idea in any number of ways.

Just keep things as they are with the Town paying for the district owned transportation services. If it is more expensive, just raise taxes. We seem to raise taxes for lots of other things that are increasing in cost and that in my opinion are not needed. Why not for school transportation.

Our taxes are high enough. If a bus fee is imposed it should be at a maximum of \$100 per child, per year.

While I am not thrilled with the current bus transportation, as our daughter's bus is very often late & the route takes much longer than it should given how close we live to the school, I am worried about having an outside group run transportation. I feel more secure having my child transported to and from school in a district run driver and owed bus.

I do not think that a pricing system for families that penalizes families that live far from school is fundamentally fair. Nor do I believe that over the long haul a private, for profit company, could provide the service cheaper than doing it in-house.

We both work; we have no choice but to rely on buses for pm transportation for our high school son; & both am & pm for our CMS son. This situation is confusing; we thought outsourcing would result in a fee? Why would keeping what we have now for which we pay no fee, result in a fee? It is also very troubling that this issue was not brought forward when we were asked to vote on the high school. We pay enough fees. It is \$200 a sport at the high school; Our oldest plays 2 sports a year, 2 seasons when he will not ride the pm bus but we will still need to pay a fee for the one season when he does ride? If one of us were to take public transport so he could use a car during that season, then we pay a \$300 parking fee. As to our younger son, there is no late bus that gets him safely home to our side of Rt 2 if he participates in after school activities. We are not willing to pay more fees on top of these fees & increased taxes. You need to figure this without asking for more money.

The assumption in these questions is that outsourcing will be less expensive. While initially that may be true, I do not believe that in the long run outsourcing will save the taxpayers money. The short term savings are NOT worth the cost to our children or to the bus drivers who have dedicated their careers to our kids.

The last question is really hard to answer since it depends on how much the fee is. My high school daughter doesn't take the bus to school - but does take it home during the fall. The rest of the time she is in afterschool sports - so it depends on how much it would cost to see if paying for her would make it worthwhile. My middle school student took the bus to and from school this year. So if there was a fee I would have paid for it since I couldn't drive and pick her up everyday because of my job. I do like the district owned transportation - willing to pay some for it, but not high amount!

I see no reason to pay extra for something that I am already getting as part of the taxes that I pay.
I am sure that the school system can find ways to afford to keep the in-house transportation system. The outsourcing did not seem to offer significant savings anyway. If you have trouble finding savings in your budget, please make a detailed budget public and let the taxpayers do it! Thank you.
I already pay a bus fee (\$400.00) here in Carlisle for my 7th grader (bus fee is for 7th and 8th grade) to ride the same bus he did last year. I don't see how this is fair. These are public schools and should have transportation provided to them. How can the education system think that is right to impose fees for kids one year to ride the bus and not the next. We pay high taxes to cover this sort of cost, where is the money going? I don't know if I can afford another fee, I have already complained to the state dept about this situation. This is just wrong.
I would pay more, but a family cap of \$500 or \$600 would help us out since we have 4 kids on the bus.
I am short term at this point - we are too close to the high school for buses, so after the 2012-2013 school year, it won't matter. Also, the cost amount question is not clear - what is the timeline - the year? a month? a semester? I think you will get inaccurate data because that question will get interpreted a few different ways.
We strongly support the town bus service. Our kids are safe at all times, managers are responsive to our needs, and the town keeps local jobs. Why mess with such a good thing? And while I would be willing to pay for bus service if necessary, I feel that they are most appropriately paid for by taxes.
If you can provide adequate bus transportation and save the amount of funds discussed in the recent news reports, it would be irresponsible not to do so. Changes are always challenging and change is nearly always necessary. I am not sure everyone who has expressed an opinion about keeping transportation as it is truly comprehends what approximately \$300,000 means to the educational mission. Even if a new bus plan saved "only" \$100,000, that amount would mean a lot to other school programs. Given the present information, you've got to set out a very clear cost/benefit analysis at a few School Committee meetings, Concord Journal, etc. (Like I'm telling you something you don't already know :)). Good luck, and keep up the good work!
My husband and I both work and are unable to drive our children to school. We also have two other children in college and additional costs would put more burden on our already existing financial stress. I am in favor of the most cost effective way to transport our children!!
Sloughing off costs from the CCHS rebuild, without saying so, seems like a cheat.
The bus service for CPS is amazing. We previously lived in a district that outsourced their service and the difference was huge. In that district the students could not take a bus to any location other than their residence and the bus company had too strong of an influence on matters, including the start and stop times of the schools. I love that my daughter can take the late bus to the library after activities and even ride to a friend's home if necessary. The drivers have always been great and I feel better knowing that they are fairly compensated by the district. I believe this is a service worth keeping.
I feel it is very important to keep the student transportation in house, however I would like to see the bus fee kept at a minimum.
I think I have heard the various viewpoints on the busing topic and fail to see why we need to retain district owned transportation. I think we should be more concerned with our kids education!
I believe the town of Concord owes the current bus drivers the respect of keeping their jobs. If we chose to, we could outsource many services in town. I am certain if we start down that path, this will not be the community that we live in and enjoy today.
If the fee were too high, I would probably seek alternative transportation, but \$200 or so per student seems reasonable.
My understanding is that our current bus drivers would be reviewed and likely offered a job by the private transportation company (makes sense, somebody needs to drive the buses). This is an acceptable solution and we should not incur recurring expenses in the town budget for something we can save money on and still deliver effectively.

Instead of one large transportation area, could the buses be stored in the parking lots of all of the schools? Could we just outsource the mechanics? What about Arena Farm? It is just off rte. 2 and is now owned by Concord Academy to be converted to playing fields. Could we lease one section of it to store our buses? Once we lose control of our transportation system, it will be gone forever.

I think that it is socially and environmentally irresponsible to in any way discourage students from riding the bus. If fees are imposed, some will opt to drive their children clogging our roads and unnecessarily polluting our environment.

We are concerned that 1) the administration is concerned more about cost than the safety of our children, 2) that there has not been enough due diligence on finding ways to mitigate costs of school transportation and 3) that the administration is not found other school budget items to reduce to address the transportation budget.

I have no choice but to use the bus, because I have 2 children leaving at the same time. I do not think we should have to pay a fee for the bus. Our taxes are very high as it is. We support our teaching staff very well, and it does not seem like we should be additionally burdened by a bus fee. We pay for sports and extra-curriculars in order for the staff to be paid so well. I am very confused about the plan for outsourcing the busing. I hav shears that you would plan to keep our buses. If that is the case, than no matter what, we will need to find a home for our buses. I am NOT in favor of outsoueprcng the busing, and I feel that parents and taxpayers should have been consulted about this much earlier in the process.

outsourcing may save money but it eliminates health care and other benefits for people who are no less in need of those benefits than anyone else.

It is tough to answer thsee questions without specifics---costs dictate much of a decision!!! The system now is excellent. My child is safe, the bus well maintained, and the drivers consistently kind, considerate, and perhaps best of all, consistent.

Thank you for seeking the input of parents.

Charging a fee just encourages more people to drive their children, wasting more energy and creating more pollution. We should charge a fee to parents who needlessly drive their children and pick them up! A full study of the alternatives should inform all and support the right choice... We may still decide to outsource when all the info is in. There are other opportunities to reduce expenses in the school system. This past year an effort to allow CCHS juniors participating in interscholastic sports (or other qualifying activities) to use these activities to substitute for the fitness portion of gym class was turned back/postponed. This would save PE \$\$ that could go toward bus transportation and other school priorities. And our active students would be able to get more work done or take another interesting class.

Our property taxes should cover transportation costs. I cannot imagine the zoo during drop off and pick up if more people elected to drive rather than pay for bus fees.

I believe cost should NOT be the parameter that leads this discussion. This is about LOCAL....it is about community and safety. I truly am saddened that these factors are not rated higher. The reason we live in Concord as opposed to other suburban towns is that these factors are important to the majority of people here. It is a town...not a suburb of Boston...Let's keep it that way.

You missed what seems to me like an obvious question: "Would you support a public warrant to increase the current transportation budget to cover any increases in in-town bus transportation?". Your option of an additional busing fee isn't the only option and, frankly, is a bit misleading. BTW, my answer to my question is "yes".

I would be willing to pay a fee but only to a reasonable level. If the fee was to high and busing was outsourced we would likely look at alternatives. I have been extremely happy with the current bus service. I have the utmost confidence in the transportation department and bus drivers.

The question indicates the outsourcing may be more expensive, but there's no rationale. Presumably it might be less expensive?

If the fee is beyond our limit and cost prohibitive, we would use an existing wooded path to walk to Willard. Middle School students would ride bikes in good weather. Bad weather would force driving.

I looked at the budget of town-owned vs. outsourced I don't think the comparison was done correctly, it appears that the true cost of outsourcing the bus has been underestimated.

I think it is very important to keep our transportation company. If there is a problem, you can contact them and get a person on the phone who will help at that moment, not an answering machine as some of the other larger companies have. Also our drivers know the roads and the children and go out of their way for the children in the Concord School district. After looking at the information from the meetings, it doesn't look like, if done correctly, that it will cost that much more to keep our buses and find a place to maintain them. I believe the Citizen Committee idea to help the School Committee with there findings is a good idea because I feel like the superintendent and deputy superintendent and some others are not open to keeping our busing system the way it is. I feel they have already made up there minds even though they say they haven't. I am concerned that they will cloud the outcome because of what they personally want to see happen.

My children have a reliable and responsible means of getting to school with the current busing system. If we are able to build a multi million dollar high school why are we not able to maintain our current way of transporting our children? Couldn't the cost for the build be reduced to accomodate this and therefore not add to morning traffic throughout the town

The cost of school bus transportation may be reasonable to pay, but families with multiple children it is a burden. The number of cars driving to the high school currently is a huge waste of gas and energy. The early bus for the high school is a waste of time for a teenagers body clock.

The drivers who have driven our children for 9 years have been more than dependable; never leaving them alone in elementary school if I was not at the bus stop.They maintain control of the students while building a friendly relationship with them. I have enjoyed getting to know the drivers.

I think this survey is heavily biased because the only alternative mentioned is charging bus riders. If this is the only alternative you're considering, you're not being nearly creative enough. One way to generate additional revenue is to charge MUCH more for the privilege of student parking at the high school. The garage where I work charges \$260 a month to park. I can't afford it so I take the train. Maybe you could charge a drop-off fee. I'm sure if you solicit the town for creative ideas and alternatives, you'll get good solutions you haven't considered.

I believe that the school administration is rushing to make an unwise decision. I feel the district should rent facilities for a year and take the time to do a better job at analyzing all the alternatives. At this point, I do not think the school administration is making a serious attempt to look for alternatives to out sourcing the buses. The CPS School Committee should not support the administration's attempt to force outsourcing of the buses. There are maintenance and storage facilities available for rent (at a reasonable cost) for the next school year.

This survey does not indicate the magnitude of a proposed fee so it will skew the results of the survey and not provide accurate data. Secondly, the main cost issue seems to be building a bus facility. Since the bus facility will be demolished as a result of high school construction the building of a new facility should be part of the high school funding budget. While in my opinion this is a more appropriate course it was not one of the options presented nor was that cost included in the construction budget. There are other ways to fund the buses other than user fees but these were not provided as options. Again this oversight will skew the data. This survey is fundamentally flawed as it does not present the options in a fair and balanced manner nor does it provide all of the relevant options. We all realize that there are budget constraints and busing is a cost. Please provide balanced information to the community.

I am not sure what I would do. If i had to pay a very high fee it wouldn't be worth taking the bus. My daughter will be taking the bus next year when she enters 6th grade. I have a problem with two things regarding the buses: 1) they don't have seat belts! I would pay a considerable fee to outfit all the buses with lap belts at least. 2) the elementary school buses do not allow walkers to go on a bus with a friend. why? the writtten reason is that the buses are full, but in fact, the buses are usually half empty, and are NEVER full. It is a silly rule and forces a lot of wasteful car driving.

This survey asks the WRONG questions and seems designed to get the answers most likely to lead to the district selling the fleet and outsourcing the bussing. Shame on you! Our, Concord owned and operated transportation system is the safest and most economical choice for our district!

If we don't pay for bus service now, why would you start charging going forward. I think asking if parents would mind paying for busing is not the correct question to be asked. The way the questions are phrased leaves us to assume that if we push to keep the busing in town we will be forced to pay fees and if you outsource the service we won't have to pay a bus fee. I still do not understand why, since we don't pay for services now. Isn't the cost of the bus service covered by our taxes already? What funds are used now to cover the expense of the bus service and what will change that causes you to charge a fee. Will those funds no longer be available? What makes you think if you outsource our bus service we won't wind up being charged by the company running our bus service. Currently I have one child at Willard elementary and one child in middle school and only 1 child needs bus service but in 2 yrs. I will have both children needing to be bused. Will I be charged double?

I feel that transportation needs to be provided to students for no additional charge so that they may attend school. I do not think students should pay a fee for access, whether it is the current system or using an outside transportation system. If the proposed system costs more, the school administration needs to increase school budget, and if needed, ask the voters to approve for additional funding from tax revenue. Whether we use current bus situation or decide to use an outside company is irrelevant to me, but I do not think we should pay a user fee for something that is a necessity for getting to school.

Outsourcing is a very poor idea.

### CCHS

#### Response Text

Carlisle currently outsources bussing and has for many years. Both my children rode the Carlisle busses and we had an overall very positive experience. Outsourcing the busses would provide equivalent service at a lower cost and, thus, would be in the best interest of the school system.

Please seek out the most cost effective solution while maintaing good service

Outsourcing saves money and the service provider has greater resources to ensure student safety. This is a no brainer, so let not the vocal minority hold sway. And BTW, make sure the district follows appropriate rules and guidelines for outsourcing this aspect of our schools.

The taxes are high enough to cover transportation expenses. If the committees determine that maintaining district owned transportation services cannot be met within the current budget but that an outsourced solution can (and that outsourced solution meets quality and service expectations) then the services should be outsourced.

I am in favor of a user fee for transportation whether or not it's district run. I don't really care who runs it. I think it's terrible that so many buses are empty and people drive their kids to school. Maybe if the people who use the service paid. The system would be fair

This is a perfect example of expecting fiscal control but then resisting change. The pros, cons, costs and risks should be clearly spelled out to support a data driven instead of emotionally driven reaction.

The School District should always seek the lowest cost solutions. If outsourcing transportation will cost less or the same than district-owned transportation, than it should be outsourced. Even if outsourcing is slightly higher, it should be considered because it is reasonable to expect that town estimates for future costs will be too low.

With the taxes that we currently pay in town, bus transportation should be free, I will not pay a fee to transport my children to school. I will have to drive them. my taxes are over \$10,0000 a year.

This is a really bad survey. How big is the proposed bus fee? 1\$? I'd pay it. 1000\$? I wouldn't. That's the key consideration here. Is CCHS prepared for lots more students to drive themselves to school? How much will the student parking fee be? Another important consideration. What other differences would there be between the outsourced buses and the current situation? If there are no differences other than price, then why would anyone care? If there are other differences, perhaps those would be more important than price.

We are from Carlisle and currently rarely use the buses. I understand the concern of the parents in Concord but the budget accountability by departments, including busing, should contain all expenses including payroll, operations, health, retirement and capital (including buildings) expenditures. All too often health care, retirement and capital expenditures are not included in individual department budgets yet they still cost real dollars. Only when you include all of these costs can you fairly examine the cost/benefit ratio of retaining an in town busing program.

If the cost is not substantially more then I would favor not laying off all of the wonderful bus drivers that have served our town for many years!

I am not against the idea of a bus fee. The district should consider a bus fee as a way of freeing additional funds for classroom instruction and related activities. But I'm not willing to pay a bus fee solely to maintain district owned transportation. Transportation services are a commodity and the best use of funds would be to find the cheapest alternative that meets the needs of the schools and the students.

Thank you for exploring ways to economize in the school budget. If a transportation company can offer us savings AND safely transport our children, I see no reason why we should not outsource. No doubt there are many qualified transportation companies that are local, responsive and safe, that can meet our needs.

my daughter drives her own car to school and it seems like this is the preferred method for Juniors and Seniors. My impression is that very few students at CCHS take the school bus. Every time I have seen the busses in town, they are virtually empty.

You should not need to impose another fee. We pay enough now. Find a way to cut costs.

Carlisle has successfully utilized a contracted bus service for years and the kids get to and from school in a timely and safe manner. Please keep the funds for education, not transportation.

I know there are other school districts who charge a transportation fee to kids riding the bus; I am grateful we haven't had to do that yet. I think there are plenty of things we pay for -- school athletics, extra programs, etc. -- and would like to continue to not have to pay for transportation on top of everything else. I applaud you for capturing this info and working to do what is best for everyone.

My only concern is the way this has been handled. The discovery of this particular area of concern after the approval of the building funds makes me wonder what other areas of concerns were not adequately researched/explored prior to putting everything to a town vote. I'm not convinced that we need a new high school, I'm not convinced that the money is being stewarded wisely, and I'm not convinced that all funding hiccups were adequately resolved. I also don't like it that we would dismantle an internal system to save some money, thereby putting people out of work and creating future problems. Maybe enough people in Concord haven't lost jobs, because if so then they might better understand that these decisions should be seen as part of our social contract to preserve jobs and well-being, not just to get a new building at any cost.

We live on Riverdale Road, off Sudbury Road. We live 1.3 miles from CCHS and have been trying to get a bus to stop in our neighborhood for 10 years. There at least 10 kids now that get a ride separately to CCHS - no one carpools. Waste of much energy/gas. In coming years there will be at least 25 kids getting rides to school. Several busses drive by Riverdale Road and won't stop at the end of the road. My sons carry a heavy backpack and a lacrosse bag to school, they can't possibly walk with their sports gear. I will gladly pay a big fee if the busses would stop at the end of our street or in our neighborhood. The congestion at Starbucks and at CCHS would be cut tremendously (if everyone in our neighborhood and surrounding ones had busses. The worst part is, for more than five years we've been asking for a bus and have NEVER been given a reason as to why we can't have one, when every bus that drives by in the morning is more than half empty. Please reconsider CCHS busses for us.

My opinion is that bus services for a public system must be funded by public sources. Our school system takes a lot of liberties in transferring costs to parents via fees. Such costs are now running into the thousands of dollars annually. E.g., \$600 annually for athletic fees directly paid to the high school, and that does not include the "voluntary" contributions that parents are expected to make, nor the fund raising activities (raffles, car washes, coupon books) that the students themselves must engage in. I can rationalize fees if an activity is extra-curricular, and therefore optional. But getting to school is not optional! Every family has to perform this function, and the overall costs are lowest if we share this expense. The only way to share the expense is via public funding. If you charge a fee for usage, then some people will opt out, which reduces utilization, and increases the fee for users, so more drop out. It becomes a vicious circle.

PLEASE do all you can to keep the services district owned. The drivers do SUCH a fabulous job, they are on-time TO THE MINUTE (at least Bernie is!) and both my elementary school and CCHS student love him. Also, I'm in favor of keeping it local, these drivers do a great job and deserve our loyalty.

WE ALREADY PAY A FEE FOR ATHLETICS, WHY NOT TRANSPORTATION?

We as parents do not know the advantages and disadvantages of using district owned transportation versus outsourcing transportation. We do not know if and how safety and reliability vary between these options. Without this information, what are responders to this survey basing their responses on? Please consider giving factual, non-opinion information on these two alternative sources.

We pay high enough taxes in this town that we should not have to pay an additional fee to have our children transported to school via the school bus. There's plenty of money from our taxes to cover school bus fees should they arise without imposing an additional fee.

I am in full support of out-sourcing the bus service. I think the school committee has done a lousy job managing this issue. We elect them to make the tough decisions, not pass them on to the voter.

save the money - one problem we have now is that at CCHS some of the buses leave the school less than 1/4 full

We are very much against the transportation issue holding up the commencement of the new high school. That will only get more expensive as material costs rise, which needs to be factored into the bus decision. Also, the benefits for keeping transportation in house do not seem to be sustainable. Health care & pensions are killing the town budget. Please keep my responses anonymous. Thank you.

you have our complete support to outsource the bus system. Should have been done many yrs ago. Campaign being waged is (of course) a distortion and I would bet the supporters of it are not willing to write a check themselves to see it kept as is.

It is not critical to me that the services be district owned. It seems like most transportation services use their own buses, which is rather the point of outsourcing, isn't it (reducing the hard asset costs, and keeping maintenance costs low)? If there were a fee, I may pay it for middle school. The high school students refuse to take the bus, and I've always felt an analysis of morning routes should be undertaken to make them more efficient anyway (there are 3 children on my daughter's morning high school bus!). They all get rides from one another, and we'll end up paying for the student lot soon.

If outsourcing is significantly less expensive we should look at that as an alternative.

Why should a fee be imposed for what has always been a "free" service for prior generations of parents and kids? I expect a "free" service and that the safety & reliability is as good (or better) as the past. I have no requirements on how you implement this.

We all talk about "being green" and saving resources, #1 thing all kids could do is ride the bus! If ridership goes up and we pay a nominal fee, it should work out.

My children, especially in elementary school, have sometimes had to rely on their bus driver's good judgement. We had the same bus driver for seven years. These town employees have a big responsibility and trust. If it costs more to have them, it is a good investment in our children's well being.

Not pleased with the approach being taken on this topic. I am not convinced that the economics are real, and believe that safety and social responsibility dictate that keeping our busing is the right thing to do. I do not support user fees for environmental reasons; as well, they are a regressive tax. I am not amused to hear such an important issue be simplified into - keep busing and pay new regressive tax vs. outsource busing and no new tax. We can do better than this.

My 7th grader gets the bus to and from school every day. It's something she enjoys and she wouldn't want me to drive her to school, so I have a higher level of interest in maintaining the current level of service for my 7th grader. My 10th grader doesn't like getting the bus in the morning, and participates in after school sports, so I nearly always pick her up from school. I would not be willing to pay for a service for her that she doesn't use consistently. Once I have both children in High School, I imagine I will drive most days - and wouldn't be willing to contribute towards the bus service. I think the survey is difficult to answer, because my responses are different for my Middle Schooler and High Schooler

Would it make sense to mention to CCHS parents that one can't charge a bus fee for regional high schools?

I believe bus service is critical- it is the most environmentally friendly way of transporting kids (particularly if we went to hybrid or electric buses). I also feel that kids riding the bus is far preferable to parent driving their kids to school for a number of reasons such as it limits traffic congestion, it gives kids an opportunity to socially interact and is a critical part of the greater High School experience etc. If, however, Concord has the opportunity to rent or lease more environmentally friendly buses that may be the way forward.

Over the years I have felt a sense of comfort and security that our bus driver was a local person who knew my child and would take care of her. All our children should be taken care of and cuts to unessential items could be made. Also, I feel we need to be responsible to others in our community--cutting their jobs at a time of financial difficulties is rather harsh. Can we use an outside company and keep our bus drivers? People first!

We live in an outsourcing world -- if we can save a good chunk of money by selling and/or outsourcing our fleet we should do so...along as the service levels and quality are similar. In our 17 years in Concord -- we've only had a handful of bus issues, late, too early, no bus. I really don't want to have to pay for busing. If forced to maybe a \$100 per child is reasonable.

Not sure why finding a new bus depot location creates additional expense for district owned. Survey is not very clear. Are you saying if we outsource the service, service will be the same and we will not have to pay any additional fees? Also hard to say whether or not we would pay additional fees without any idea of the amount that fee would be?? What a horrible increase in traffic, pollution etc. this "fee" could cause.

For Allcot: Number 1. Your buses break down all the time. My K student has to consistently get on another bus or wait for a bus or be transported to the HS to get a working bus. Number 2. Your busing schedule needs to be fixed. One day it is on time, the next it is late. One day the bus comes from a totally different direction, the next it doesn't. Number 3. Your teachers do not pay attention to changes in schedule that are clearly communicated to them and then my child ends up at home when I am not there. FOR HS: The bus doesn't pick up my kids in the AM so I have to take them there myself. The reason being, the stop where they do get picked up is just as far as having them walk. In the cold/rain and snow that's asking a lot. I don't think your stops are reasonable. The bus drops off at River/Main but does not pick up there. Dropping off, that's another issue altogether, there are days my kids are tardy waiting for all of the traffic to clear out.

I would need to understand the advantage of district owned transportation and why it would worth paying an additional fee. What services would we gain?

Transporting my child on time and safely is my concern. Who provides this service, whether district owned or not, is not important to me.

The buses should stay with the district; the cost should be shared by all tax payers.

Both our children have taken the Concord/CC school bus since kindergarten. One is now in college and the other in 11th grade. We like the fact that the bus drivers know who our children are, where they live, etc. One time our son left his expensive musical instrument on the bus by mistake. I immediately called the school transportation dept. The bus driver had found the instrument and brought it to the transportation dept office at CCHS. Everyone was very helpful and friendly and I went to pick it up. I don't know what would have happened if it had been an outsourced company. It's also nice to know that Concord's own bus drivers bring the students to their athletic games and field trips. Ideally it would be nice to keep our transportation services district owned unless it's prohibitively expensive. However, we'd rather see the buses outsourced than have the academic quality of the schools go down. i.e. we don't want teachers laid off, music programs cut, CCHS classes cut.

I am not sure if all the information I am hearing is accurate on either side of this issue. It seems like this issue is being rushed and not evaluated well enough. I think some of the arguments against the contracting are valid. However this is resolved, as one of the silent majority who don't have time for town meetings, it seems like there is enough attention and strong opinions on this issue to influence school committee elections in the future depending on how this is handled now. Why can't the school department put together some information discussing both sides of this issue and responding to or rebutting the exact concerns? I have seen nothing that tries to do that. The information from the opposing groups appears valid and I have seen nothing from school department that makes me think they are off base. I am not sure why the town would look to contract busing to a company that has a poor track record. The town has done a very poor job of communicating.

Carlisle has successfully outsourced busing for years. If it can save money, CCHS should do the same, and use the savings for the education of our children.

I think that town owned and operated buses are an important benefit in flexibility. I think they are well worth paying for and I am more than willing to pay higher taxes so that all children can be better served.

I believe bus fees are in our future as a district no matter which way we go. While outsourcing may delay them, when we have sold our fleet and have to negotiate a new contract, we will not have as strong a bargaining position. It makes no sense that a private company can run services cheaper beyond the savings created by cutting wages and benefits. A "loss leader" type contract will not last and at a certain point we will end up paying a contractor more to retain the services we enjoy today even if we can write those services into our initial contract. Our short term issue is real (replacing the bus depot), but the better long term solution is keeping transportation district owned. We'll keep control and quality, and I truly believe secure a more prudent fiscal future for the town as a whole. As a consumer of those services, I would pay for them.

I find it troubling that this issue was not openly disclosed before we voted on the high school. Our taxes have already increased for the elementary schools; we pay \$200 a sport for high school athletics; our daughter's parking fee was \$300 this year so she could occasionally drive the car to school to be able to make after school appointments or take her brothers places while my husband and are at work. Please note she does not have her own car; she borrows one of ours and we take a bus into work. Now in addition to the increase in taxes for the high school, you want us to pay a bus fee? We would be stuck using the bus because we have no other way to get our sons to school. Not everyone that lives in Concord has endless money; some of us just squeak by. We have always supported everything the schools wanted or needed but we cannot support an additional fee for bussing.

Not totally sure about paying a fee - my child does not take the bus to or from school everyday because of after school commitments etc. We would probably pay the fee just to have the convenience of transportation when she/we need it. Also, I am always struck by how empty the busses look as they arrive and leave the high school and also Thoreau school. I would advocate for finding ways to transport more children in one bus even if the routes are a little longer. I do feel that parents need to bear some of the inconvenience (financial or otherwise) if they truly want to keep bussing in house - you can't "have it all." Thank you for offering this survey and good luck on this one!

These aren't "yes" and "no" questions. I would like to know the benefits of keeping bus service district owned, as opposed to outsourcing. Depending upon the issues, I would want to know what the cost is. If not too much, I might not mind. If the cost is hundreds of dollars/year, I would not want to add that to my (already high) taxes and next year's college expenses.

A fee is not ideal for my kids don't always ride (after school sports) the bus but I would like for them to do so when they need to. A nominal fee would be ok but if I have three kids I would hope their would be a discount for 3 kids.

I hope the school district makes an honest effort to retain the bus drivers and maintain district-owned buses, if it's economically feasible with student bus fees. In Carlisle, we paid for grades 7 & 8 bus transportation. It was about \$300 a year.

Keep busing as integral part of the student experience in Concord. Every town whom takes this short term view regrets it within five years. No fees, roll it into the school budget as it always. Maybe the School Finance Director could look at overhead in the admin level only instead of farming out our kids to strangers. A Bus Driver whom cares is and will be as important as the teachers and the administration. It is an integral part of your product and should be left that way. Why a fee? What's next? A teacher fee? A principal fee? Put it in the budget and override like the town has for over 25 years. I can support athletic/music/art fees because these are chosen, added value products. Transportation to school is not.

Busing should be a part of the school district's financial responsibility. Bus service has been free for many, many years. Keeping it under the close control of the school district will ensure that bus safety and the driver's ability do not become a concern because of the inevitable shortcuts of a privately owned company. I find it hard to believe that the costs associated with busing have sky-rocketed in relation to the income from taxes or in relation to the cost of living. I already pay a ridiculous amount for my children to participate in sports that used to be 100% school sponsored. I can only imagine what new fees you will hit us with in the future. Maybe the school district's fiscal aptitude should come into question first.

Pick up high-schoolers last. They need the sleep!

Our 10th grader avoids the bus like the plague and almost always is able to find rides to and from school. Most days she has after school activities so can't take the bus home anyway. Next year, when our current 8th grader goes to CCHS, I'm sure she will do the same.

Please be very sure if you sell the buses that it really is cost effective and wise. I am all for saving money, but please be sure your plan really will do that in the long run. A bus fee seems like a good compromise.

I think the most important questions here are the qualities of transportation service. If it is district owned with better service, I would be willing to pay for the service. That said I believe that transportation to public schools should be free of charge to the students. What happen to those students who can not afford to pay for the transportation? They are probably the ones rely on buses most. What would school district do?

Dependent on cost of the bus (\$10 a year or \$300 a year). The size of the student parking lot at the CCGS would need to increase to allow for students displaced from the bus. In addition, I trust that the parking lots and driveways would be examined at all schools to improve the flow patterns dropping off and picking up students.

We are against what you are doing, and hope there is no outsourcing for at least a year. Trust in the integrity and decisions of the School Admin are compromised and my family will not support this until there is exposure of real numbers. MSBA did not select the site, adn are not paying to take down the transportation building, concord taxpayers are. your are losing trust and confidence by disrespecting the community and asserting your will over that of the parents.

I am willing to pay a fee to keep the buses district owned. I would like to see a cap per family if at all possible. For those of us with multiple children it could become very expensive in an already unstable economy.

I believe that students who live in Carlisle should preferential treatment since it becomes a burden for them to get back and forth to school.

It's tough for me to know what the advantages and disadvantages are of keeping the transportation system district-owned. There have certainly been issues in the last few years with the bus service (adhering to published schedules in particular). Would this improve if the bus services were outsourced? Seems like a risk. But keeping the bus service district-owned may not offer any improvement, either. One of the issues with the most educational impact is that of scheduling the school days. High schoolers should start classes later than middle schoolers and grade schoolers, research has shown, yet the scheduling of buses seems to be part of what keeps this improvement from being implemented. Will there be any more flexibility to do this with an outsourced bus service, or will the costs still be prohibitive?

You have amazing bus drivers who are professional and put children safety and parent concerns at the forefront. The bus drivers also provide to my knowledge emergency evacuation responsibility for parts of the town. I suggest the administrators take a pay cut to subsidize the difference of outsourcing our transportations. Do not burden the taxpayers any more.

What about parents whose kids go to private schools, but take Concord buses? What about the fact that the numbers do not add up....it doesn't look \*at all\* like outsourcing is cheaper.

I think that this depends on the fee that is charged. Also, we currently drive our 11th grader most days as he often has to be there before school starts. Thus he only takes the bus about 1 time per week. Should the fee be too significant we might just drive him the other days too.

I think that the most cost effective way to bus students should be used. This should not be an emotional decision

I would only seek other ways if the fee were over \$100 per student.

We live in Carlisle and pay \$395 for a middle school student already. Would not want to incur another bus fee.

Our finances are stretched very tight in this still-bad economy. We have supported two tax overrides for new schools in both Carlisle and Concord (CCHS).

Carlisle does not have district owned transportation and it is fine. Concord should do the same. This is a great place to save money.

For those who struggle to stay in Concord, this is another cost that makes it harder to live. I would recommend tripling the fee to park a car at the high school to help fund buses.

The bad publicity that came out of the situation in Boston has resulted in local hysteria. Outsourcing should not be a problem as long as the buses are certified to be safe, and the bus drivers are properly credentialed. I definitely will not pay more, but instead like others, will find another way to take our kids to school, causing more gridlock and pollution and stress for all.

No point in the district having its own transportation department when this can be outsourced for less cost.

If we build a \$90 million new high school and in the process let go @40 CPS employees who are paid the least we will be sending a message to our children that some people do not matter. We will be telling them that it is all right to sacrifice the most vulnerable employees while spending an enormous sum of money on ourselves. I would hate to think that the CPS administration is comfortable sending such a message to our children.

Depending on the amount of the fee, I might consider setting up a carpool w/ my neighbors. I would be fine w/ outsourcing bus service if it were truly a large cost savings and was not a huge compromise in safety and quality of service.

This survey assumes that there is a cost savings to out sourcing. Please do a full study to evaluate all transportation solutions so that an informed decision can be made.

I think that a small number of "excitable" people are not looking at all of the facts. If the outsourcing can be done cheaper yet still maintain the same level of service, you have a fiduciary responsibility to go with the cheaper option. The question that I have is this...is it worth paying more for total control? Have you spoken with other towns and inquired as to how their outsourcing has gone? Once we go to an outside company we do lose some control. Will they be able to get us buses at the last minute? Is being able to pickup the phone and get a bus almost instantly worth something? Are these companies hiring backup drivers so when someone is sick, there is no drop off in service? How well will the drivers be versed in the routes? Have you approached the bus union and asked them to come down some to make it more palatable? Just some thoughts and questions...I do not envy you.

I don't understand the argument favoring an expensive district owned bus service when a less expensive alternative is available. In these tight financial times, isn't cost effectiveness a legitimate concern? I hope our leadership doesn't allow pandering to yet another special interest group at the expense of those who have to foot the bill, and may not be able to afford it. Let's leave California thinking in California!

I really value our bus drivers being a part of our community. I am concerned if we outsource the bussing, we will experience a revolving door of drivers "doing a job" rather than knowing and caring about our children.

I already pay at fee at the Carlilse Public Schools and it is a hardship and makes me so very angry that the school does this. I understand you have budget issues, but all my kids will be out of CPS and CCHS by the time the new schools are completed. All I will see is higher taxes.

We need to keep the buses!!!

The transportation issue is too complex and contentious to be justified by this self-serving "survey". Whoever crafted the tactic at hand should be ashamed of themselves; your questions do little to understand your constituents' needs. It's no wonder that the Town has abandoned its trust of your committees. Serve the citizens, not your egos.

I think the safety of our children is more important than what we pay. I work for a company that sells outsourced services (of a different type) and feel strongly that there are lots of other applications for outsourcing that the town might consider before it looks at as public service as critical to the safety of our children. There is no monetary value you can attach to knowing the manager of your service and having him work for you (as opposed to a contracted company) or knowing who is charged with the safe transport of your child. In this regard we will never know what we are losing until it is gone and then it will be too late.

My understanding is that fees cannot be charged for the regional district, so the above questions don't really apply to our family. If they could, I would hesitate to pay them since during most of the year, my child only uses the bus in the morning. Afternoons require pickup at various times after sports or other activities end. However, I would like to see the buses stay in-house where there is more control over hiring, etc. My experience with outsourcing in the workplace has been negative. THe quality of work done decreased and there was no way to go back to what had been before.

From Carlisle, the bus schedule is absurd. It is difficult enough to get a teenager up in the morning without requiring that our daughter be standing 1/3 mile from home, in the dark, at 6:35 AM. Further, the teachers who manage after-school activities do not seem to be aware of the late bus schedules. And then in the few instances that we can use it, the late bus drops off my daughter a full mile from home. Thus we end up driving to and from CCHS up to 3 times a day. We need better bus service, not worse. We need something approximating service for our tax dollars. Adding more fees would cause us to give-up entirely -- or is that what you want? A RECOMMENDATION: do a simple pick-up and drop-off at reasonable hours from the Carlisle town library. We can take it from there. That should cut your costs.

I can't really answer the yes/no question about the fee without knowing what the fee is. I wouldn't blink an eye at a \$10 fee. I wouldn't ever pay a \$1,000 fee. As our only child is a senior this year, it won't matter to us, but the question is not answerable without a number attached to it.

We are within the walking district for CCHS. Yet, we are not very close to the school and walking in the winter is dark, cold, difficult and long if you're carrying a backpack, instrument, sports equipment etc.. It results in us driving our daughter and her neighborhood friends - causing traffic on Thoreau Street and at the school. Next year both my daughters will be attending the high school, without the option of a bus. We would LOVE to pay a fee and have access to the bus system. We would also suggest that simple bus stop at Crosby's parking lot would be a convenient option for neighborhood kids who live too far to comfortably walk during winter months and bad weather.

The above questions can not be answered completely until we receive full disclosure on what those fees would be annually and when they would be due (monthly, full payment in September, etc.. However, if the transportation services are outsourced, we would definitely seek other ways to transport both children to school.

outsource it if it is less expensive

Our owned-bus program is excellent. Why would you want to outsource it and allow the possibility of worse service and less accountability happen in our school system? The school administration and the school building committee were at best inconsiderate not to have included bus facilities in the new high school building plan. Why not shut down and fill in the old gas storage tank to satisfy state and EPA guidelines, then relocate the bus depot and add a fueling/service area with a modern fuel storage tank to a far corner of the student parking lot, and/or on the land along the CCHS driveway by the Walden Street exit? It seems irresponsible and heartless for the school system to try to jettison bus drivers and support staff arguing that outsourcing those services will produce a one-time cost-savings. Why not provide decent benefits and pensions to the valuable people who have worked so long to take good care of our children?

One will be driving next year.

You can't charge a fee for a regional school. Outsourcing was a perfect idea. I don't here of Bedford Charter Service, for example, having substandard buses or drivers.

Highest amount question should specify length of time (assume per year). Our bus drivers love our kids, and our kids love our bus drivers! I will never forget what Sue did for the CCHS football team on her bus before she drove them to Gillette...photos of every player, streamers, posters. Would an outsourced company do that? No. Does it matter? Yes! Our kids appreciate their drivers, and benefit greatly from their friendliness and kindness.

I do support a fee of not more than \$100 per family per year. My own child usually does not ride the bus because I go to work at the same time that she goes to school, and I drive her there. She still occasionally takes the bus home, though, so the fee would apply to us.

I don't see the point in keeping busses district owned. Why pay for upkeep and use up valuable space on our property. If we can get high quality service by contracting the work out and saving money - I think that would be great. Competition is good to keep prices down and I have heard that Carlisle has save a lot of money every year by contracting out their busses and had great results. I would much rather see saved money used on childrens education, sports and art programs. Thanks for asking!

I live 7.5 miles from the school and don't have any transportation alternatives. I'd really rather not pay a bus fee!

Please don't be fooled by the outsourcing model. Check the comparisons twice.

We have lived in Concord for 8 years; we have 4 children, 2 of whom attended the public schools and 2 who attended private schools (one at NBS who uses the bus service as well). My children use the bus service when possible (limited due to sports)...although my high schooler gets driven to school (bus comes too early) and she'll take the bus home when she's not playing sports...in her case, the bus drops her off .8 miles away from home and because of her heavy backpack, I end up picking her up from the bus stop anyway?!?!?! In all these years, we have not developed any great loyalty to the bus drivers or bus company. I am shocked that there is such an outpouring of support from residents over this issue because we have not experienced the greatness that is being expressed. If it comes down to having to pay for the service, I would vote for outsourcing or I would simply drive my children to school (can you imagine traffic of Thoreau heading to the high school if this were the case?

I see no compelling reason to not trust outsourced bus drivers. The savings seems significant.

There isn't any justification to charge a fee to operate our own buses just because outsourcing is cheaper in the short term. Our taxes should continue to cover the operation of the school bus even if the town continues to own and run the buses. Unless the outsourcing contract is a long term contract that ensures many years of low cost, then I don't think we should outsource because the rates will go up as soon as we are dependent on the service provider. We already pay extra fees for participating in sports so adding a bus fee is not acceptable.

I don't think we'll ever get the personal service we enjoy today if we outsource. I've had drivers go around the block and return when kids forgot things or were late! Bigger companies save money by paying drivers less, and we can't nickle and dime our drivers while we enjoy the best of everything

A carefully evaluated outsourcing bus option is better than the district transportation. Imposing bus fee to maintain district buses is unfair to families with no alternative transportation options.

I prefer the district-owned bus services over the private or outside services which you have to bid every two or three years and get new company and new drivers and do new background check.

I feel there are other avenues we could explore rather than imposing a bus fee for transportation. I was wondering why we couldn't look at moving the School Administrative Offices to the new high school? This could free up the Ripley Building to be outsourced for community purposes and perhaps have non-profits pay for leased space. The beauty of having administrative offices within an active school setting is that it gives the Superintendent more visibility and collaborative opportunities. Several other districts do this now-Wellesley and Framingham to name just a few. What I am most concerned about charging fees is that parents will opt to drive their children to school in order to save the money and then your principals effectively have to become traffic cops each morning and afternoon. I see other schools having to operate this way and the cars are lined up almost a quarter mile each morning and afternoon outside the school. It's CRAZY!!!! HOWEVER, NO OUTSOURCING!!!

Citizens should not micro-manage the manner in which the system is operated. Having said that, a policy of having the best public school education system with measurable results in comparison to other districts is important. Effective and efficient operation of that system is paramount for long term success. Reliable transportation, and the management of it, is an important aspect of a successful public education system.

If you don't have to charge a fee but can outsource to a reputable firm what is the problem. Is there something else going on? Is there a loud, influential minority of parents with too much influence like when you switched the English curriculum in the last 2 years (or let go of the orchestra dir.). I hope as a tax payer that we have smart, practical, administrators who would not put our children in harms way but who would look for cost effective solutions. Frankly, the current system doesn't work perfectly. Our bus driver is unpredictable this year and it is frustrating. My husband ends up driving our daughter much of the time because the bus always arrives at different times. I apologize if my tone sounds aggressive and negative here...I love CCHS. I just think practicality needs to prevail and maybe a reality check. You have our support to make a sound decision...I have become a bit more cynical in the last few years because I have seen you compromise and cave to the loud voices.

We already drive our students much of the time. It would be nice if this was looked at without an agenda. I suspect that over the long term, a well managed in-sourced busing system will be \_much\_ more flexible, safer, and not much more costly than outsourcing. The high school has real problems doing any activity planning ahead of time. I suspect a lot of what currently happens using buses for activities will just become not possible anymore without a lot more advanced planning. The current buses are also very safe top of the line vehicles. I would expect that to change when outsourced. The current busing situation was really poorly thought out. To think that a major change like this should be made without public input is breathtaking arrogance. At this late date the community finds itself between a rock and a hard place, with few good choices.

When will this town cease to nickel and dime it's tax payers? Give it 20 years and no one will be left in Concord with kids and therefore the bus issue becomes a mute point as the town officials will force us to live elsewhere due to it becoming cost prohibitive to reside here. All 4 of my kids have taken the buses for 16 years with many of the same drives and friends. I have no desire to put my kids on the bus on the morning with a stranger driving a bus from some bus pool which we as residents have no access to.

I feel strongly that we should keep the buses and drivers the way they currently are. We have had three of the same drivers (Ann, Kirby and Bob), of and on since my oldest son was in kindergarten. They know the kids, the parents, and truly care. That's worth a lot to us. There must be other things that could be cut rather than this. The more I read about the company being considered, the more worried I become. They sound awful. thank you

Thank you for seeking parents' input. We appreciate your hard work and efforts.

We believe we should enjoy the same benefits that prior generations did. This is about quality control and what is more important than protecting our children.

The schools are a people-first institution....AND that extends to the Transportation Department!! In fact, no other job within the school community requires as much skill, multi-tasking, patience, focus and quick-thinking. Imagine; just one adult in charge of 40 children Of VARIOUS ages, either excited in the morning or tired and lethargic in the afternoon, having to keep seated, keep their voices down and bodies facing forward and most importantly, hands to themselves. And to think our bus drivers keep order among these 40 young 'uns, while driving safely AND with their backs to the kids!!! Amazing....!!! Why change a good thing???

In the past 4 years my taxes have almost doubled. Where is my money going? If this town cannot afford bus service for our children they should not be building new schools!

I think that keeping the transportation owned will ensure a level of service that is better than contracted out. Given the longstanding loyalty of some bus drivers, I am reluctant to take away their jobs unless the cost savings is very significant.

It's important the issue be looked at in its totality. The benefits of keeping bus service district owned [security, known and reliable drivers who are directly accountable to the schools, lack of driver turnover, familiarity with students/families/routes/Concord's values] may be hard to quantify with a dollar amount, but are really invaluable and very strong positives that must be taken into account when making decisions of this type. The system has woked so well for so long. I also think it's crucial that a committee balanced with parents,school staff, school committee members look at the issue comprehensively, creatively, with a long-term view, not with notion that the best decision is the cheapest, cost-saving one. Were my children very young elementary schoolers, I would be even more concerned that our drivers, whom we know and trust with our children, continue to do the excellent work that they have been doing for so many years. Step back and find other ways to save money.

I drive my child now but do think it's reasonable for those who use thebusto pay a fee

I believe that school transportation should be paid for by taxes as it has been in the past. I view it as a part of providing a public education. Yes, most people in Concord can afford to pay a transportation fee, but what about those that have difficulty paying the fee. And I speak as someone who will only have a child in the public school system for two more years.

As long as safe and timely transportation is provided, then we should use the most cost effective provider.

we pay enough in taxes in this town and we can not afford to pay bus fees!

We don't know why district owned is better.We don't want to pay hundreds of dollars.

I am unhappy to even read the word "outsourcing."

I already drive one child to school. I would work on a neighborhood carpool.

Since the new HS is being built behind the current school, is it possible to put parking in front of the new school and put the buses where the current parking lot is?

This is a ridiculous item for Concord citizens to have to consider. We pay incredible taxes now and have had to deal with a completely incompetent transportation supervisor who was a hack. Now, it seems that as a followup to last year's fiasco, the bus drivers are being targeted by the remaining incompetent town transportation department managers. Personally, I think the town should fire the entire lot of transportation supervisors, keep the drivers, and figure out a way to pay salaries by eliminating jobs at the town house. We don't need assistants or two equal in rank employees for many of the jobs. While you are at it, fire the bonehead who decided no edible plants can be grown on school property. Concord certainly doesn't have a monopoly of idiots in its town ranks but, it is trying to increase its numbers. We have a huge town "barn" and a brand new light department facility. These building have many repair bays. It would seem these could be shared.

"Maintaining district owned transportation services may be more costly than outsourcing." I have yet to see any factual indication of this statement.

If a fee is charged, many families will switch to carpooling (or driving only their families). This will lead to more pollution, more traffic/congestion, more risk for those students who are walking to school or simply crossing from a car to their school. Remember that the law does not require cars to stop for other cars discharging passengers (as it does for school buses). It would be hard to justify charging a fee to keep the buses in district, frankly, with the amount of taxes we pay. This seems like a short-sighted scare tactic; I will be very disappointed in our school committees if they see no option but to charge a fee.

I'd be willing to pay a fee under some circumstances, but I really don't know how much, and it all depends on other things. If paying a fee is what it would take to keep the buses in-house, I'm much more willing to pay a fee. I think there should be a per-family cap on the fee, though, and I think outsourcing would be a terrible idea in any number of ways.

Just keep things as they are with the Town paying for the district owned transportation services. If it is more expensive, just raise taxes. We seem to raise taxes for lots of other things that are increasing in cost and that in my opinion are not needed. Why not for school transportation.

Our taxes are high enough. If a bus fee is imposed it should be at a maximum of \$100 per child, per year.

We both work; we have no choice but to rely on buses for pm transportation for our high school son; & both am & pm for our CMS son. This situation is confusing; we thought outsourcing would result in a fee? Why would keeping what we have now for which we pay no fee, result in a fee? It is also very troubling that this issue was not brought forward when we were asked to vote on the high school. We pay enough fees. It is \$200 a sport at the high school; Our oldest plays 2 sports a year, 2 seasons when he will not ride the pm bus but we will still need to pay a fee for the one season when he does ride? If one of us were to take public transport so he could use a car during that season, then we pay a \$300 parking fee. As to our younger son, there is no late bus that gets him safely home to our side of Rt 2 if he participates in after school activities. We are not willing to pay more fees on top of these fees & increased taxes. You need to figure this without asking for more money.

Please do what is the appropriate choice for the students, they are our priority.

I do think we should keep transportation under district control.

I think the safety of the children is the most important issue. I am extremely confident that maintenance is done properly and that the drivers are trustworthy when we keep control of these local; I have far less confidence in any company to which they are out-sourced.

The question 2nd above is badly worded. I think what you meant was "would you want to pay", not "are you willing to pay." "Want to" and "Willing to" are very different questions. You will get you meaningless answers because it can be read in two distinct ways: Either "I don't want to pay a fee" is the intended answer, or "I am unwilling to pay so, in effect, I would find alternative transportation rather than pay the fee". The latter is the subject of the subsequent question. Depending on how the question is interpreted, the answer Y or N could be diametric. I think you'll need to re-do the survey to get a meaningful result.

The last question is really hard to answer since it depends on how much the fee is. My high school daughter doesn't take the bus to school - but does take it home during the fall. The rest of the time she is in afterschool sports - so it depends on how much it would cost to see if paying for her would make it worthwhile. My middle school student took the bus to and from school this year. So if there was a fee I would have paid for it since I couldn't drive and pick her up everyday because of my job. I do like the district owned transportation - willing to pay some for it, but not high amount!

I am sure that the school system can find ways to afford to keep the in-house transportation system. The outsourcing did not seem to offer significant savings anyway. If you have trouble finding savings in your budget, please make a detailed budget public and let the taxpayers do it! Thank you.

I already pay a bus fee (\$400.00) here in Carlisle for my 7th grader (bus fee is for 7th and 8th grade) to ride the same bus he did last year. I don't see how this is fair. These are public schools and should have transportation provided to them. How can the education system think that is right to impose fees for kids one year to ride the bus and not the next. We pay high taxes to cover this sort of cost, where is the money going? I don't know if I can afford another fee, I have already complained to the state dept about this situation. This is just wrong.

Paying a fee for bus transportation that has not had a fee in the past seems wrong to me. There is nothing wrong with the current bus service. It's like paying an additional fee in order to have the new high school built, and I would have liked to know that there was going to be a fee for bus transportation when I was asked to vote on the new high school project. In effect, it is increasing the cost of the new high school for parents of school-aged children, in addition to the increased taxes. I consider the issue of bus transportation to be a serious oversight of the school committee that put forth the new high school plans. I think they seriously misjudged the town sentiment and misunderstood what kind of town we are and would like to be - having local control over busing. I enthusiastically support most of what the school committee and administration does, and I also really admire and support our superintendent. Sadly, this is becoming a divisive issue with high negativity.

I can't say yes or no to whether or not I would pay a fee...it would depend on what it is. If it was too high, I might transport my child. Ideally I would like it to be a local provider, but I also want transportation that is equitable and low cost to all.

I am definitely against bus fees. If the town wants the schools to keep busing in-house, then the town needs to allocate the money to do so.

My husband and I both work and are unable to drive our children to school. We also have two other children in college and additional costs would put more burden on our already existing financial stress. I am in favor of the most cost effective way to transport our children!!

Is there any data on district owned transportation vs. private? I'm not sure why this is such a contested issue. Going with outsourcing would be fine if the safety, schedule, etc. were equal. Can we find out more information about these aspects?

I feel it is very important to keep the student transportation in house, however I would like to see the bus fee kept at a minimum.

Don't know what is a reasonable fee over and above the amount allocated for bus services, but I do not want to sacrifice quality of service for transporting children, in exchange for saving money.

I think I have heard the various viewpoints on the busing topic and fail to see why we need to retain district owned transportation. I think we should be more concerned with our kids education!

Above answer depends on when my child gets a drivers license.

Bus to the regional high school should be free as Carlisle students are not voting on bus fees. In fact, Carlisle has outsourced buses, and I expect they love their children as much as we love ours. If the new bus company promises to keep all of the competent drivers (which I hope is all of the bus drivers), I don't see why the school has to run a bus maintenance facility. We don't even have a trade school! If the Town of Concord wants to maintain the buses and drivers, the Town should run the bus services from a Town Transportation Dept.

I believe the town of Concord owes the current bus drivers the respect of keeping their jobs. If we chose to, we could outsource many services in town. I am certain if we start down that path, this will not be the community that we live in and enjoy today.

I think that it is socially and environmentally irresponsible to in any way discourage students from riding the bus. If fees are imposed, some will opt to drive their children clogging our roads and unnecessarily polluting our environment.

I have no choice but to use the bus, because I have 2 children leaving at the same time. I do not think we should have to pay a fee for the bus. Our taxes are very high as it is. We support our teaching staff very well, and it does not seem like we should be additionally burdened by a bus fee. We pay for sports and extra-curriculars in order for the staff to be paid so well. I am very confused about the plan for outsourcing the busing. I hav shears that you would plan to keep our buses. If that is the case, than no matter what, we will need to find a home for our buses. I am NOT in favor of outsoueprcng the busing, and I feel that parents and taxpayers should have been consulted about this much earlier in the process.

outsourcing may save money but it eliminates health care and other benefits for people who are no less in need of those benefits than anyone else.

We don't use the bus on a daily basis, only every now and then for a ride home. The bus comes too early in the morning for my child to make the bus ride to the H.S.

We live in Carlisle and certainly appreciate the bus service to CCHS. Our sophomore will be able to drive for most of next year and senior year so we would definitely consider not relying on the bus if there were a fee. Our younger child, currently in seventh grade, will not be reliant on the bus service.

Charging a fee just encourages more people to drive their children, wasting more energy and creating more pollution. We should charge a fee to parents who needlessly drive their children and pick them up! A full study of the alternatives should inform all and support the right choice... We may still decide to outsource when all the info is in. There are other opportunities to reduce expenses in the school system. This past year an effort to allow CCHS juniors participating in interscholastic sports (or other qualifying activities) to use these activities to substitute for the fitness portion of gym class was turned back/postponed. This would save PE \$\$ that could go toward bus transportation and other school priorities. And our active students would be able to get more work done or take another interesting class.

It is very important to maintain the integrity of this community. By outsourcing and not taking into consideration the long time employees who have made such a difference in our children's lives, we are disparaging the community.

Carlisle has a private bus company transport children to school. There is a substantial user fee for this. Concord transportation department does not. Why would we expect to pay user fees for something which we haven't had to in the past, and which works very well? Additionally, if you privatize the bus system you then add a line item to the budget called "profit" (for the company). This will increase costs (unless you decrease service). Moving the transportation department from it's present location will entail costs, however, this is not mentioned when you ask about "user fees". Concord residents have already suggested that a committee to address those costs be convened, and that, perhaps, users of the bus transport system might be canvassed to contribute to the initial outlay to move the present department. I would be in favor of this. I am not in favor of privatization of the school bus system.

We support using the local buses and drivers but would prefer if the very few bus drivers who have been aggressively campaigning with parents would stop doing so, they should not be using parents' presence at the schools to further their cause. Likewise, all courtesy should be paid by the School Committee and District Staff to the concerns and differing views of parents and even those among the School Admin who disagree with outsourcing. The recent exchanges are creating a toxic and mistrustful atmosphere that is filtering down to the students.

This is a hard situation, I would hope we could be fair to the drivers and to the schools. We do appreciate the service we receive, I remember one early dark winter morning when an icy mess covered everything making it impossible to get the car out of the driveway and down the private road where we live, we quickly shuffled and slipped our way in the dark down the road and were a couple minutes late because we had planned on driving to meet the bus, and when we turned the corner we saw the bus waiting for our daughter. She wouldn't have made it to school that day without a caring driver.

Could the fee be based on Morning or Afternoon. I can drive my child in the morning but since I work, I can't pick him up. I'm sure I'm not the only one that only needs the service in the afternoon. Thanks!

To lose our valued drivers would mean that I lose that safe feeling. We have known the bus staff for a very long time and feel very safe and comfortable with the crew. To outsource the drivers would mean getting drivers that we do not know and quite frankly what level of commitment would they have to the students/children of Concord-Carlisle. There is no cost that you can attach to the children of Concord-Carlisle for their safety.

The cost of school bus transportation may be reasonable to pay, but families with multiple children it is a burden. The number of cars driving to the high school currently is a huge waste of gas and energy. The early bus for the high school is a waste of time for a teenagers body clock.

The drivers who have driven our children for 9 years have been more than dependable; never leaving them alone in elementary school if I was not at the bus stop. They maintain control of the students while building a friendly relationship with them. I have enjoyed getting to know the drivers.

i would like to see more info on costs presently associated with this operation and what besides the parking and a repair facility is the issue, where is the present repair facility and why the buses can not be parked at some of the other schools or at the town yard or why the repair facility be moved in to one of the bays at the town yard.

Carlisle has had its bus service contracted for many years. It does not change the relationship of bus driver to the kids or the level of service. The main issue is the obligation, if any, that you have to your current drivers. Negotiating employment for them as part of a contract may be the most beneficial solution to all.

Unfortunately, I am already driving my daughter to and from school because the bus schedule is not serving our needs sufficiently. We are unhappy with the way it is run now. My daughter has to walk 1/3 of a mile to get to the bus stop for pickup at 6:40 in the morning. The late bus leaves CCHS at 5:15 in the evening and leaves her off more than one mile from our house. We would like to see perhaps 2 late buses. One that leaves at 3:30 or 4:00 to catch those kids who only have to stay at school from a few minutes to an hour after school. There are many Carlisle kids who are in the situation. We do not feel well served.

I would have to have more information about the alternatives and cost differentials before I could make that decision. I do support keeping the busing district owned.

This survey does not indicate the magnitude of a proposed fee so it will skew the results of the survey and not provide accurate data. Secondly, the main cost issue seems to be building a bus facility. Since the bus facility will be demolished as a result of high school construction the building of a new facility should be part of the high school funding budget. While in my opinion this is a more appropriate course it was not one of the options presented nor was that cost included in the construction budget. There are other ways to fund the buses other than user fees but these were not provided as options. Again this oversight will skew the data. This survey is fundamentally flawed as it does not present the options in a fair and balanced manner nor does it provide all of the relevant options. We all realize that there are budget constraints and busing is a cost. Please provide balanced information to the community.

I believe the fee, if imposed, will only apply to families k-8. Therefore, not applicable to my high schooler. I do not support the bus fee.

This question was specifically brought up and ignored at the town meeting where the new high school was voted in. It was obviously clear to the planners that something would have to be done with the transportation department when the new school got built. Shame on those responsible for trying to do an end around on this!

This survey asks the WRONG questions and seems designed to get the answers most likely to lead to the district selling the fleet and outsourcing the bussing. Shame on you! Our, Concord owned and operated transportation system is the safest and most economical choice for our district!

I feel that transportation needs to be provided to students for no additional charge so that they may attend school. I do not think students should pay a fee for access, whether it is the current system or using an outside transportation system. If the proposed system costs more, the school administration needs to increase school budget, and if needed, ask the voters to approve for additional funding from tax revenue. Whether we use current bus situation or decide to use an outside company is irrelevant to me, but I do not think we should pay a user fee for something that is a necessity for getting to school.

**Did not Answer**

**Response Text**

My daughter is in first grade, so she won't ride the bus until middle school. I met someone who was raped on a school bus (not in Concord) as a young teen by a boy she vaguely knew who held her down on a back seat and threatened her, and this makes me particularly serious about making sure we as parents know and trust our drivers.

typical concord storm in a teacup. if buses are safe, and is cheaper to outsource, why wouldn't the district? we pay for education, not in house drivers and buses.

The town ought to do what is most cost effective. If that means outsourcing, please do it! There is a huge amount of waste associated with how we handle bussing.

I think it is very important to keep the bus service local. It is very reliable and the bus drivers know the children as well as the routes. I think all parents feel safe with the transportation as it currently stands.

The fee charged to students who drive their own cars is excessive.

I am a reasonably alert parent, but I have not been presented with the basic pros and cons of this issue: reliability, safety, cost. As such, I don't think my answers can possibly be very well informed.

It's unfortunate, but we need to save where we can with such an expensive new school being built. Why is everyone so upset about outsourcing? Do they know Carlisle outsources and has really nice bus drivers that do a great job? Maybe those who are upset should come take a ride to the Carlisle school. They are really not scary!

Keep the buses in house if possible. It's the Concord way.

While my children will not be using the bus next year, I am troubled by a bus fee. My family would have no trouble affording the fee, but many families in Concord would. I am troubled about what appears to me to be a reaction that assumes that the current district owned service is by definition better than what would be outsourced. When my children have ridden the bus - one still does - there have been wonderful bus drivers and horrible ones. The driver for one of my children this year is horrible - he even swears at the children and starts the bus at school when the children haven't had a chance to sit down. Bus drivers will be a mixed group regardless who runs the service. We have many expenses for our schools and spending unneeded money is a large mistake. I trust the school committee to make a considered, prudent decision, but not one that is driven by the vehement opinions of a few. Thank you for doing this survey so the rest of us may express our opinion.

I appreciate the school committee reaching out to gather input from parents. I also appreciate their willingness to explore cost savings from non-educational issues so that the quality of education in classrooms stays as high as possible. I think outsourcing makes sense to examine in close detail and if parents want it badly enough then a bus fee is reasonable as many other districts charge for this service.

It is difficult to address this controversy without addressing the issue of why almost none of the highschool students ride the buses at present. I do not know what the level of ridership is in the elementary and middle schools because my children currently walk to elementary school, but I see the buses go to the high school in the morning and they are essentially empty. Is this issue also being factored into the discussion?

I'm a little perplexed by the emotional resistance the residents have had to outsourcing transportation. My kids are in High School so longer take the bus, but did so up through 8th grade. I know some parents had wonderful bus drivers, but honestly, with one exception, ours were not very caring toward the children. Things were so out of hand once that my son was punched and I had to go to court to support a complaint against another student. My daughter was so afraid of her bus driver in elementary school I had to drive her every day. I see no benefits to keeping the service in town.

I have had three kids on the buses for their school careers. I'm sure the new drivers will be nice too!

My child currently lives in walking distance of the school, but will need transportation to CCHS. I am in favor of a bus fee.

My last child is going to be a senior next year and will be driving most days to school. If I still had children in the school system that needed transportation I would be willing to pay to keep the transportation district owned.

We live so close to school, bus is not necessary.

I live on Fairhaven Road and my daughter will be in high school next year. Under the current transportation system she will not get bus service to the high school. I would LOVE her to have bus service to the high school and would be willing to pay for it . Thank you.

My kids both drive. The high school bus arrives too early for them to take it. they are not getting enough sleep as it is. Before they had their license we drove them.

My kids currently walk to elementary school, but they will be riding buses when they attend middle and high school. My family has had several dealings with the transportation department, and have been supremely impressed with it. It is my strong desire that the town keep the service owned by the district.

I drive my child to and fro school anyway so the questions here are not applicable to me.

Next year I will no longer have any children in the school system.

We live on Laurel Street, and walk to Alcott. We'll take the bus to middle school, and would be willing to pay. However we've been extremely disappointed with this year's bus routing - Laurel Street is very narrow (much more so than surrounding streets), and buses drive very fast up and down Laurel - we've seen a number of potentially dangerous encounters, esp. if there is even one car parked on the road. Last year there were no buses on Laurel - this year there is a much larger volume. We'd like to very strongly recommend that the bus company (district or outsourced) take one of the other roads - again, this is a dangerous situation that the bus dispatcher was unwilling to consider, and was actually rude when we called about it. We generally like to keep it local, but their response was inappropriate. And we are strongly against storing buses at Alcott - the volume of buses is too high already, and kids use the parking lot on weekends/after school for riding bikes and the like.

I don't see the benefit to having our own bus services. Might be good idea but either way we will pay.

I think that the school administration should recommend the plan that they think is most viable for the Concord school community. I support their recommendation.

I think it is far from proven that outsourcing will save funds over a 5 year time horizon. Please do NOT trade off short term budget savings for a long term sustainable solution. If we terminate all of the drivers and maintenance folk as town employees and sell the busses, we will be at the mercy of profit-based outsourcing firms. There is ample evidence that this will NOT save the Town money in the long run. Yours, Fred Martin.

I moved to Concord this past school year, and our elementary math curriculum is at least TWO years behind my children's previous school. I'm disappointed that the parents in this town are completely consumed with the busing issue, and no one seems to be concerned about the curriculum. Gifted learners are completely overlooked at our elementary school (the recent NCLB data confirm this -- 50% decline among the highest achievers at my children's grade level). In my children's previous school 5th graders were sent to the middle school for algebra -- maybe a decrease in transportation costs through outsourcing could assure that funds would be made available for such transportation....for an academic good. I was a teacher and have worked in schools these arrangements were also made for middle/upper school students. Perhaps I'm not adequately informed on the busing issues as I'm new to Concord; however, I believe your curricular issues (elementary math esp.) are a far greater concern.

This past October there were many downed power lines yet service was restored quickly. The reason: we own the light company - it's personal. Ask Lincoln-Sudbury how long it took for their power to be restored... This same scenario can be applied to our busses - it is personal when they are owned by the district, it becomes a number in a queue when it is outsourced. Further examples can be found in the outsourcing of customer service of various companies and products - frustrating isn't it? - bussing should stay part of the district. FYI - most high school students either drive to school or are driven ... \$200 fee is reasonable as it is \$100 per semester.

I drive my child as do all of my child's friends parents. I believe bussing should be outsourced and the money we save should be used for education.

As of this June we will no longer have children in the CPS system. However I would like to mention that for many years we have driven our children to school in the morning and then they would take the bus home. If a bus fee was imposed, I believe that I would pay the fee for the "one-way" ride home.

Whether or not we'd be willing to pay a bus fee would depend on how the fee is. If the fee is high, I would prefer to drive or carpool with neighbors to drop off my kids for school. Our taxes have been increased already with the significant costs of the new high school and it seems unfair to have to pay higher fees now for bussing as a trade off for having a new high school built.

Does not apply to us we are within walking distance to CCHS

Why send out a survey asking the community what they are willing to pay as a fee for local bus service in the abstract? Why not determine the fee required to maintain this service and ask if the community if they are willing to pay that specific amount?

My son doesn't ride the bus right now because he's in kindergarten and was a little nervous. Next year more kids from the neighborhood will be riding the bus and I hope to send him too. If the bus company was outsourced, I would find other ways to get him to school. I worked in a position that required frequent field trips with students to local museums, etc, and we used a private owned bus company and had numerous issues with drivers. I believe a town run operation is more effective and much more safe for students. I would be willing to pay a fee in order to keep this going.

Not sure why we need a fee. the way things have been done in the past seems to have worked just fine. You need to rent a place for the maintenance shed/parking for 2 years during construction and then you can relocate the busses on the new campus. roll the cost of a 2-year rental into the \$91m price of the new building...

Carlisle has always outsourced its bus service. We've had no problems. What's wrong with outsourcing the Concord service? Things change. People need to realize that outsourcing may be in the overall best interests of the school district.

I urge the district to do what it can- including bus fees if necessary- to apply education dollars to education not transportation.

Fees would make sense only if services could be reduced to accommodate the number of students willing to pay. If bussing is mandated for all students anyway, then fees would only drive down ridership and result in emptier buses.

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

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

May 3, 2012

TO: School Committee

FROM: Diana F. Rigby, Superintendent

RE: Projected enrollment and staffing for FY13

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School	FY 12 Enrollment	FY 13 projected Enrollment (May 2012)	Staffing - comments
Alcott	414	408	No additional staffing- Hiring for maternity leaves and LOA
Thoreau	448	447	TBD – Concord Mews
Willard	462	468	No additional staffing – Hiring for maternity leaves and LOA
CMS	633	659	TBD – Concord Mews
CCHS	1209	1213	Hiring for retirements in Administration, Math, FL, Music

# CONCORD PUBLIC SCHOOLS

## CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

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

TO: Diana F. Rigby, Superintendent of Schools  
FROM: John F. Flaherty, Deputy Superintendent of Finance & Operations  
DATE: May 3, 2012  
RE: Transportation Services

### Executive Summary

The location of the new CCHS building project requires that the current transportation facility be removed. The current transportation facility includes an administration building, a fueling depot and a bus maintenance garage, a parking lot for 36 school buses and transportation support vehicles, and a non-transportation storage building. The impact of the removal of this facility on the K – 12 school transportation system necessitates that alternative methods of delivering student transportation services and bus fleet maintenance costs be evaluated. Since December of 2011 we have compiled cost data from separate procurement efforts; the first set of bids provided data based on retention of fleet ownership and replacement being performed by the school system, with maintenance and operation of transportation service being performed by outside vendors. A second set of bid data giving up ownership, fleet maintenance and replacement of buses was also compiled this spring.

An interim solution of leasing a facility (option 3 – below) where buses and vehicles can be serviced by in-district staff has been implemented. The upcoming school year will offer insight to the viability of servicing vehicles in a leased facility. This still leaves the school system in a position where it is necessary to evaluate a long-term resolution as a reliable student transportation operation should not be subject to market availability of repair facilities.

While there are several options and variants that may exist, the transportation issue essentially distills down to two means of operations, continuation of an in-district operation, or transitioning to a vendor operation. In order to provide safe, reliable, and cost effective service in an owner operated model this report assumes that there would be a need to rebuild the infrastructure that will not exist after CCHS building project site work begins or there is a need to outsource those functions. Outsourcing remains under consideration as it is a demonstrated method for delivering students safely and reliably in a number of communities. It should be noted that all outsourcing Invitation for Bids (IFB) have required the same level of service that students and parents currently receive.

To understand the cost differences of the two operations methods a comparison of the needs for continuation of an owner-operated model to the needs for a contractor operated model has been

conducted. This report also contains data on the safety records of local bus vendors, and the vendors that have submitted bids for our transportation services contracts and the safety record of our own in-house operation.

While a significant amount of information has been obtained in regard to the outsourcing options, a key piece of information regarding retention of the owner operated model has not been obtained. It has not been determined whether or not there is an adequate level of support for funding the rebuilding of the infrastructure that will be lost this summer. Spring 2012 Town Meeting and Special Town Meetings have occurred in Concord without the question of appropriation for funding to replace the lost infrastructure being addressed. Without an answer to that question we remain in a speculative state.

**Retaining Transportation In House**

This report is based on the assumption that continuation of an owner operated model must have the ability to have the repair and maintenance of buses performed in a timely manner. Four potential repair and maintenance options and estimated cost impacts have been evaluated.

**Option (1) Short Term - After demolition of the current bus repair facility, a school system operated fleet would use commercial garages to maintain our bus fleet.** The cost of having this necessary service performed by commercial garages is estimated at \$400,000 per year. The \$400,000 estimated cost of repairs is then reduced by \$185,000 to \$215,000 to reflect the existing \$185,000 costs for mechanics and parts/ materials that would not be required for this option. The cost of bus fleet maintenance and repair is included in the contractor bus bid. Net option 1 additional cost is estimated at \$215,000.

	FY2013		FY2014
<b>Additional Repair Cost</b>			
Outsourced Bus Repair & Maintenance (1-1/2 years)	\$ 400,000	\$	200,000
-In District Bus Repair (1-1/2 years)	\$ (184,515)	\$	(92,258)
<b>Net Repair Increase</b>	<b>\$ 215,485</b>	<b>\$</b>	<b>107,742</b>

Costs for option 1 are shown for 1 ½ years as this is viewed as an interim solution. Securing a leased repair facility where the district is in control of the repairs has negated this option.

**Option (2) Short Term - An alternative to use of commercial garages could be achieved through authorized use of an existing facility controlled by the Town of Concord.** An authorized one year use of a facility sited at the Town landfill has been evaluated. The current 3,900 square foot repair facility with three bays located on Regional land provides 50% greater repair capacity than the approximate 1,050 square foot building at the landfill would provide after modification. The 1,050 square foot building would require 1,250 square feet of expansion, including installation of toilet facilities, and also rental of a storage facility. Site limitations restrict expansion beyond two repair bays, an expansion of mechanic shifts could be considered to increase repair capacity. Based on a quotation (Attachment A) received from a local construction company the estimated cost is \$217,386 to modify the building to the point where two buses could be worked on. In option 2, the existing \$185,000 costs for mechanics and parts/ materials would remain. Net option 2 first year additional cost is estimated at \$222,561. For option 2, it should be noted there is no authorized additional parking capacity beyond the buses being worked on at

the landfill site. Securing a leased repair facility at a lower cost than retrofitting the landfill building has negated this option.

**Option (3) – Interim Term - Leasing a suitable facility to recreate existing repair capacity.**

Proposals for a transportation vehicle repair facility were due on March 30, 2012 and five proposals for properties located at three sites were received. All proposals received were done in a professional manner and contained all required documentation. An evaluation team consisting of Transportation Manager Wayne Busa, Business Analyst Matthew Wells, myself, and Facilities Manager David Anderson visited all three sites. Mr. Gary Reed, lead mechanic, also assisted the team in evaluating the three properties which are located in Acton, Billerica, and Concord. The team’s collective numerical ratings for the three properties range from 72 to 120, with the Billerica facility receiving the highest rating. The proposal price range for the first year is \$28,800 to \$72,000. For three years the total range is \$90,000 to \$216,000. The following table contains the pricing and ratings for all proposals.

Proposer:	Black Cove LLC	RRM	Lewis Reese Trustee	Lewis Reese Trustee	Lewis Reese Trustee
Location:	241 Treble Cove Rd., Billerica, MA	864 Main St., Acton, MA	36 Water Street, Concord, MA 0.115 acres external, 2,000 sf internal	36 Water Street, Concord, MA 0.115 acres external, 4,000 sf internal	36 Water Street, Concord, MA 0.6 acres external, 4,000 sf internal
Variant:					
Year 1:	42,000	28,800	36,000	54,000	72,000
Year 2:	45,000	30,000	39,600	60,000	72,000
Year 3:	48,000	31,200	43,200	66,000	72,000
Total:	135,000	90,000	118,800	180,000	216,000
Location:	Advantageous	Highly Advantageous	Highly Advantageous	Highly Advantageous	Highly Advantageous
Square Feet:	3,000	2,840	2,400	4,600	4,600
\$\$ Monthly:	\$ 3,500	\$ 2,400	\$ 3,000	\$ 4,500	\$ 6,000
\$\$/Square Feet:	\$ 1.17	\$ 0.85	\$ 1.25	\$ 0.98	\$ 1.30

1/2 Building use does not allow for repair for a 81 passenger bus

A property in Acton was proposed that would allow indoor repair of two buses; the parking lot configuration was perceived as challenging when a bus needs to be towed and maneuvered into a repair bay. Pictures of the proposed properties and their locations follow:

Acton Property 864 Main Street, Acton, MA



The Acton property is approximately a 7 mile drive to Concord center.

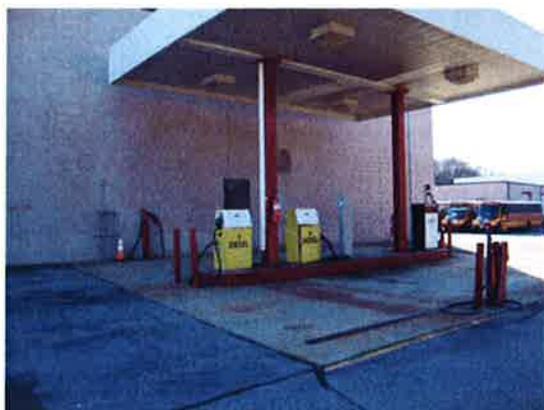
The owner of the property located at 36 Water St. in Concord submitted three different proposals; one of the three proposals was disqualified due to the restriction to use of ½ of the building. Limiting use to ½ of the building does not allow indoor repair of an 81 passenger bus. The physical size of the full building limits the indoor repair capacity to a single 81 passenger bus. The third proposal was for full use of the building and full use of the property. The property is located approximately 3.3 miles from Concord center.



The Billerica property is located approximately 9.3 miles from Concord center at 241 Treble Cove Road, Billerica. This proposal contains two drive-through entrances and 1.) interior space that would support repair of three vehicles within the building, 2.) allows use of 12,500 gallon diesel fuel tank. This facility also contains an emergency generator, steam cleaner for buses, and a fuel additive tank necessary for our newer buses. The Billerica property is below our projected price range and is unanimously recommended by the evaluation team. The Billerica property was also endorsed by our Lead Mechanic, Mr. Gary Reed.

Billerica Property

241 Treble Cove Road, Billerica, MA





Based on the attributes of the Billerica property, I have recommended that the School Committees authorize negotiation and execution of a lease to secure the offered facility at 241 Treble Cove Road, Billerica, MA. Motions were prepared for the Joint School Committee Meeting held on April 10, 2012. The motions were not approved at the April 10, 2012 meeting and were anticipated to be revisited on May 8, 2012. At the April 23, 2012 Joint School Committee authorization to execute the lease was approved. Arrangements to sign the lease for an effective rental period of July 1, 2012 to June 30, 2013 are underway, and there are two one year renewal options available under the Request for Proposals used to find this property.

**Option (4) – Long Term - Replace existing capacity at another location.** One, or possibly a combination of the above scenarios would be required during the process where, consensus on siting, appropriation, designing, permitting, neighborhood and abutters, and building, and other issues are resolved would be required. It is assumed that purchased buildable industrial land acquisition costs for two acres could range from \$0 to \$800,000, or more. This assumption is based on information from the Town of Concord Assessors Office indicating they are currently assessing buildable industrial land at \$374,500 to \$393,000 per acre. The Assessors Office noted that a bus parking area does not have to be located on buildable land; such unbuildable land is valued at \$30,000 per acre. For analysis purposes, two land cost scenarios are used to develop a range of costs. Scenario 1 assumes 2 acres of buildable industrial land sale cost would be \$800,000. Scenario 2 assumes 1.5 acres of unbuildable land for parking would cost approximately \$50,000, and that a .5 acre buildable lot could be used for a fuel depot and repair and administration facilities could be found for \$200,000. These scenarios generate a cost range of \$250,000 to \$800,000 if land needs to be purchased. If suitable Town land were offered for use at no cost, or suitable School Department owned land is approved for use, these costs would not be incurred. Securing a leased repair facility has not negated this option.

## **Basis of Estimate for Infrastructure Replacement Cost**

The cost of facility replacement has been estimated at \$1,050,915 to \$1,166,211. There are four major elements and projected cost components to replacing the current level of bus yard infrastructure, they are:

- Administrative Building \$182,500 to \$297,776
- Fuel Depot \$91,977
- Bus Parking & Infrastructure \$375,000
- Bus Repair Building \$401,438

### **Component 1 - Administrative Building**

The estimated cost of the Administrative building range is based on two scenarios. The first scenario is relocating and reusing the current building, the cost projection is based on information from the vendor who provided the building, ModSpace. ModSpace provided a quotation (Attachment B) of \$102,500 for disassembling and reassembling the building at a location no greater than five miles from the current site. In addition to the \$102.5K, our Facilities Manager estimated the following additional costs:

- Site Utilities \$20,000
- Septic Install & Design \$25,000
- Miscellaneous Costs and Contingency \$15,000
- Site Work and Automobile Parking for Staff \$20,000

The total of the additional costs is \$80,000, and when added to the ModSpace quote to reuse the current building total \$182,500. The additional costs are also present if the current building were replaced with a new equivalent building. The actual ModSpace costs for the current building totaled \$199,794.21; escalating by 9% brings the estimated cost of a new equivalent building to \$217,776. The attached 2009 schedules of values (Attachment C) provides the details of the \$199,794.21 expenditures.

### **Component 2 – Fuel Depot**

In earlier reports the projected cost of removing the existing fuel tanks and pumps was estimated at \$225,000. A quotation received from Northeastern Petroleum (Attachment D) allows us to reduce the projected costs for replacing the fuel depots, pumps and associated fueling equipment needs to \$91,977. Supporting detail is attached at the rear of this report.

### **Component 3 – Bus Parking & Infrastructure**

The breakout of the \$375,000 is as follows:

\$200,000 (2 acres @ \$100K per acre) for top and finish coats of paving was used.

The remaining \$175K is for bus parking area lighting, drainage, security fencing, and electrical wiring for heater blocks. Since a specific location for the actual project is not known, it is not possible to accurately estimate what the subsoil preparation costs will be for the assumed two acre facility. The \$175K also contains the estimated worse-case cost for subsoil preparation for a two acre paved site.

#### Component 4 – Bus Repair Building

The cost estimate of \$401,438 is based on a 2008 quote (Attachment E) for a building of the exact same dimensions. The 2008 quote was obtained when there was discussion of renovating “I” building vocational rooms for classroom purposes to address CCHS overcrowding issues. That discussion involved the possibility of taking the building maintenance department out of the “I” building spaces and putting them into a building similar to the current existing bus repair building. This discussion was short lived and the MSBA’s interest in our Statement of Interest for a CCHS building project negated the need. The 2008 quote was escalated from its 2008 value of \$310,398 by 10% to \$341,438 and an estimated \$25,000 for site utility costs and \$35,000 for construction contingency are also included in the \$401,438 estimate.

The estimated cost range for the four components described above is \$1,086,191 to \$1,166,211. For modeling annual debt service requirements associated with a debt exclusion article, an illustrative amount of \$1,200,000 is used to estimate annual payments.

The \$1,200,000 does not include land costs. Table 1 below depicts the annual debt service that would be associated with a ten year bond, with an assumed interest rate of 3.25% for a project without land acquisition costs, and the far right hand column shows the additional debt service if land were purchased in the amount of \$800,000.

<b>Table 1</b>						
<b>NO LAND \$0.00</b>	<b>REPAY YEAR</b>	<b>BONDED PRINCIPAL OUTSTANDING</b>	<b>PRINCIPAL PAYMENT</b>	<b>ESTIMATED INTEREST 3.25%</b>	<b>ANNUAL DEBT SERVICE</b>	<b>WITH LAND \$800,000</b>
		\$1,200,000				\$2,000,000
FY13	0		\$0	\$0	\$0	\$0
FY14	1	\$1,080,000	\$120,000	\$39,000	\$159,000	\$265,000
FY15	2	\$960,000	\$120,000	\$35,100	\$155,100	\$258,500
FY16	3	\$840,000	\$120,000	\$31,200	\$151,200	\$252,000
FY17	4	\$720,000	\$120,000	\$27,300	\$147,300	\$245,500
FY18	5	\$600,000	\$120,000	\$23,400	\$143,400	\$239,000
FY19	6	\$480,000	\$120,000	\$19,500	\$139,500	\$232,500
FY20	7	\$360,000	\$120,000	\$15,600	\$135,600	\$226,000
FY21	8	\$240,000	\$120,000	\$11,700	\$131,700	\$219,500
FY22	9	\$120,000	\$120,000	\$7,800	\$127,800	\$213,000
FY23	10	\$0	\$120,000	\$3,900	\$123,900	\$206,500
			<b>\$1,200,000</b>	<b>\$214,500</b>	<b>\$1,414,500</b>	<b>\$2,357,500</b>

It should be noted that this project would create costs for both the Concord Public Schools and the Concord-Carlisle Regional School District. Historically, shared project costs are paid 60% by Concord Public Schools and 40% by the Concord-Carlisle Regional School District, based on a typical and illustrative 72/28 historical assessment ratios, this equates to an approximate expense allocation of 90%

to Concord residents and 10% Carlisle residents. As a debt exclusion and a shared project, two-third's Town Meeting and a ballot approval in both towns would be required.

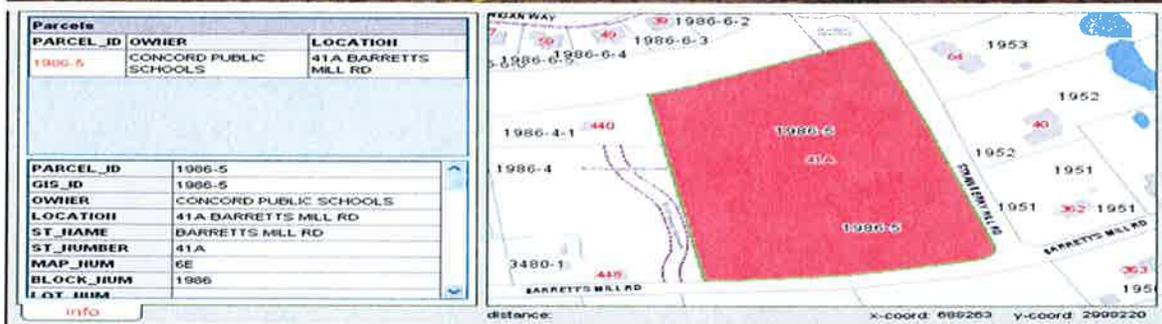
**Option (4) – Long Term - Replace existing capacity at another location – Cost Summary**

The estimated total cost to replace the existing infrastructure is \$1.086M to \$1.166M without land cost, or a first year annual estimated debt service amount of \$159,000, with additional land costs of \$800,000 the first year debt service would increase to \$265,000. Potential sites are described below.

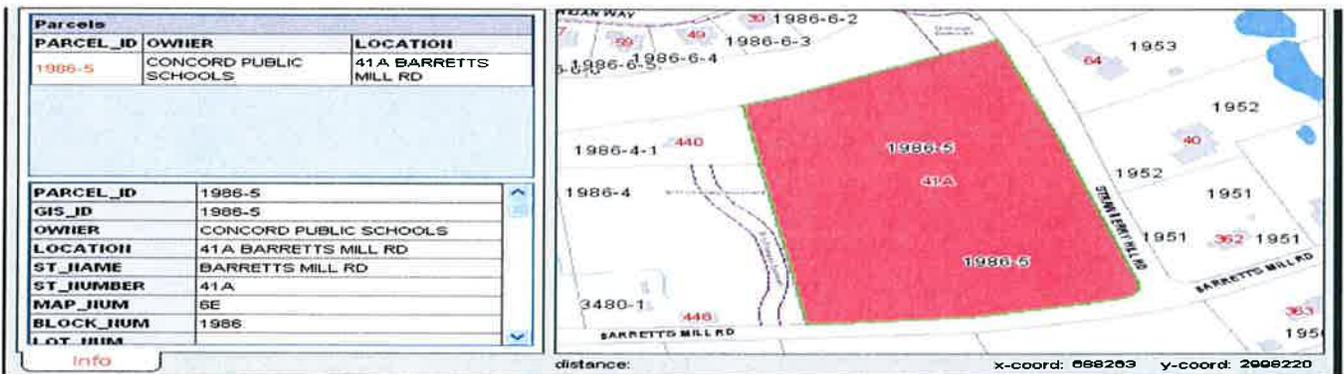
**Land**

There are two undeveloped school department controlled parcels that contain acreage sufficient to support a transportation depot. The parcels are located on Old Bedford Road, this 14 acre parcel is referred to as the Burke/Meriam Farm Land, and the other parcel is located on Barrett’s Mill Road and is in the Strawberry Hill neighborhood of Concord.

# Burke Land on Old Bedford Road 14 Acres



# Strawberry Hill Land on Barrett's Mill Road – 7.5 Acres



# Sanborn Land – 31.3 Acres



Parcels		
PARCEL_ID	OWNER	LOCATION
3010-2-1	CONCORD PUBLIC SCHOOLS	835 OLD MARLBORO RD

PARCEL_ID	3010-2-1
GIS_ID	3010-2-1
OWNER	CONCORD PUBLIC SCHOOLS
LOCATION	835 OLD MARLBORO RD
ST_NAME	OLD MARLBORO RD
ST_NUMBER	835
MAP_NUM	12D
BLOCK_NUM	3010
LOT_NUM	

In addition to the 2 undeveloped sites, there is a potential area of the Sanborn site that may be able to support a transportation depot. As an interim measure a parking reconfiguration of the Sanborn lots is being assessed to determine if the school bus fleet can be parked at Sanborn instead of the CCHS student parking area. In regard to Town owned lands, the Town Manager and Board of Selectmen would need to authorize the use of 1-½ to 2 acres of Town owned land that would be suitable for housing a transportation facility.

## Other Owner Operated Issues

### Bus Replacement

Due to the restrictive fiscal environment associated with the economic contraction that began in FY2008, the school system has been unable to adhere to the 10 year bus replacement schedule. This has

not created a reliability issue as we have imposed a revised use of buses purchased through the METCO program that has essentially allowed us to achieve longer useful bus life than previously experienced. However, we are now at a point where several vehicles will be approaching 200,000 miles within the next year or two. Our normal annual replacement schedule typically entails replacement of three vehicles, for planning purposes a value of \$95,000 per bus is used, or \$285,000 per year. Deferred bus replacement costs should be included in FY2014, 2015 and 2016 budgetary requests. Based on either age exceeding 10 years or mileage projected to approach 200,000 miles the following replacement costs should be reflected in the upcoming budget cycles.

	FY13	FY14	FY15	FY16	Total
CPS Buses	4	1	6	2	13
CCRSB Buses	4	1	3	3	11
Assumes \$95K Average Cost	\$760,000	\$190,000	\$855,000	\$475,000	\$2,280,000

It should be noted that the actual adopted FY2013 operating budgets for each district do not contain funding for FY2013 bus replacement needs. As stated in earlier reports, cost comparison of owner operated models to vendor operated models should reflect the ongoing bus replacement budgetary needs. Upcoming budget development cycles should reflect the deferred FY2013 needs in an owner operated model. The \$2,280,000 of vehicle replacement needs depicted above would require \$760,000 be added into the K-12 budget requests for FY2014-FY2016.

### Employee Benefits

The estimated FY2013 cost of transportation employee benefits for the Town of Concord and the Concord-Carlisle Regional School District is \$62,185 for retirement and \$217,034 for health and dental insurance, for a total of \$279,219.

### Safety

The Transportation Department manager has estimated the average annual total fleet mileage at 300,000 miles. In order to compare our internal safety record to private contractors, our accident to miles driven ratio has been expressed in terms of millions of miles driven. This is consistent with the reporting methodology of the U. S Department of Transportation Federal Motor Carrier Safety Administration (FMCSA). Based on the accidents that have been reported to our insurers, the Mass Department of Transportation and accidents reports and data supplied by our Transportation Department the following table has been compiled:

CPS & CCRSD Annual Detail <sup>1</sup>									
	Total Annual Accidents	Total Annual Miles	Total Buses	Total Drivers	Accidents per Million Miles Driven	Accidents/ Bus	Accidents/ Driver	Miles Driven Between Accidents	
FY06	9	300,000	36	36	30.00	0.25	0.25	33,333	
FY07	7	300,000	36	36	23.33	0.19	0.19	42,857	
FY08	13	300,000	36	36	43.33	0.36	0.36	23,077	
FY09	14	300,000	36	36	46.67	0.39	0.39	21,429	
FY10	7	300,000	36	36	23.33	0.19	0.19	42,857	
FY11	14	300,000	36	36	46.67	0.39	0.39	21,429	
FY12	10	300,000	36	36	33.33	0.28	0.28	30,000	
<b>TOTAL</b>	<b>74</b>	<b>2,100,000</b>	<b>252</b>	<b>252</b>	<b>35.24</b>	<b>0.29</b>	<b>0.29</b>	<b>28,378</b>	

<sup>1</sup> Source: CPS/CCRSB Transportation Manager Wayne Busa and MIIA Insurance for 24 month period March 2010 to March 2012.

A table comparing our internal safety statistics to those of private vendors who have submitted bids in our two IFB cycles, and some local private carriers follows for the School Committees consideration:

**Concord Public Schools & Concord-Carlisle Regional School District**  
**April 30, 2012**

2-Year Continuous Data								
	Previous 2-Year Accident Record	Previous 2-Year Recorded Miles Driven	Total 2-Year Buses per Entity	Total 2-Year Drivers per Entity	Accidents per Million Miles Driven	Accidents/ Bus	Accidents/ Driver	Miles Driven Between Accidents
Illinois Central School Bus <sup>2</sup>	26	62,396,790	6,772	6,796	0.4167	0.0038	0.0038	2,399,877
First Student <sup>2</sup>	636	1,324,000,000	94,526	86,000	0.4804	0.0067	0.0074	2,081,761
Durham School Services <sup>2</sup>	249	381,338,728	23,962	25,042	0.6530	0.0104	0.0099	1,531,481
Local Motion <sup>2</sup>	7	8,448,000	264	288	0.8286	0.0265	0.0243	1,206,857
C & W Transportation <sup>2</sup>	5	1,280,000	86	100	3.9063	0.0581	0.0500	256,000
<b>CPS &amp; CCRSD <sup>1</sup></b>	<b>28</b>	<b>600,000</b>	<b>72</b>	<b>72</b>	<b>46.6667</b>	<b>0.3889</b>	<b>0.3889</b>	<b>28,571</b>
Dee Bus Service <sup>2</sup>	10	N/A	326	328	N/A	0.0307	0.0305	-

<sup>1</sup> Source: CPS/CCRSD Transportation Manager Wayne Busa and MIA Insurance for 24 month period March 2010 to March 2012.

<sup>2</sup> Source: U.S. Department of Transportation, Federal Motor Carrier Safety Administration; previous 24 month data March 2010 to March 2012.

The range of miles driven between accidents for the carriers above is 28,571 miles to 2,399,877 miles. The data indicates that private carriers who submitted bids and local private bus vendors experience a significantly lower rate of accidents per million miles driven than our CPS-CCRSD transportation department.

**Results of IFB for student transportation services retaining fleet ownership, without fleet ownership and disposition of bus fleets:**

In regard to the concern that significant escalation may occur after a multi-year contract expires and a successor contract is issued, responses from the communities of Sudbury, Lexington and Carlisle indicate this has not been their experience. Sudbury had a three year contract expire and the successor contract was less than the option year contained in the contract expired. Lexington experienced a 3% drop in their most recent contract award, but indicated they had seen approximately 5% increases between contracts in past years. Carlisle saw a 3% escalation between contracts. Bedford had a scope change in their number of runs and start times so it is not clear what percentage of increase is due to simple contract escalation.

The results and cost comparison of the first bid, which retained ownership of the fleet, and with the vendor supplying 3 buses in the first year of the contract are contained in the table on the following page:

**Transportation Summary**  
**FY2013 - FY2015 Cost Analysis**  
**Total of School System**

<p><b>Transportation Expenses</b>  FY2013 - FY2015 Owner Operated Projections</p>
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**1st Bid -Retained Fleet Ownership**

**Operating Costs**

**In-House Operation**

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Projected In-House Expenses (within School Budgets)	\$ 2,343,790	\$ 2,399,854	\$ 2,457,599
Annual Fleet Replacement (3 buses per year) + Deferred*	\$ -	\$ 760,000	\$ 760,000
	<b>\$ 2,343,790</b>	<b>\$ 3,159,854</b>	<b>\$ 3,217,599</b>

**Repair Facility Rental Cost\*\***

Rent & Outfit Repair Building - retain mechanics	\$ 42,000	\$ 45,000	\$ 48,000
<b>Net Repair Increase</b>	<b>\$ 42,000</b>	<b>\$ 45,000</b>	<b>\$ 48,000</b>

**In House Operating Costs**

	<b>\$ 2,385,790</b>	<b>\$ 3,204,854</b>	<b>\$ 3,265,599</b>
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**Transportation Department Benefits Cost**

Retirements	\$ 62,185	\$ 64,050	\$ 65,972
Health Benefits	\$ 217,034	\$ 223,545	\$ 230,252
<b>Total Benefits Costs</b>	<b>\$ 279,219</b>	<b>\$ 287,595</b>	<b>\$ 296,223</b>

**Total Owner Operated System Costs (includes benefits)**

	<b>\$ 2,665,009</b>	<b>\$ 3,492,449</b>	<b>\$ 3,561,822</b>
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**Vendor Option Fleet Ownership**

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>
Bid Results - Rejected	\$ 1,811,829	\$ 1,836,189	\$ 1,860,870
+ adjustment for understated hours and miles	\$ 166,398	\$ 168,554	\$ 170,690
Vendor Supplied Buses ( 1 Time)	\$ (285,000)		

**Total Annual Vendor Costs (Net)**

	<b>\$ 1,693,227</b>	<b>\$ 2,004,743</b>	<b>\$ 2,031,560</b>
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**Operating Cost Avoidance with Vendor Option**

	<b>\$ 971,782</b>	<b>\$ 1,487,706</b>	<b>\$ 1,530,263</b>
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**Capital Costs**

-- Debt Service for Depot Replacement (\$1,200,000)		\$ 159,000	\$ 155,000
-- Debt Service for Land Acquisition (\$800,000)		\$ 106,000	\$ 103,500

**Capital Total**

	<b>\$ -</b>	<b>\$ 265,000</b>	<b>\$ 258,500</b>
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**Total Cost Avoidance with Vendor Option**

	<b>\$ 971,782</b>	<b>\$ 1,752,706</b>	<b>\$ 1,788,763</b>
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\* Adhering to 10 year bus replacement schedule + making up for deferred buses

\*\* Risk - rental facility may not always be available

The results of the second rounds of bids where ownership of the fleet would be relinquished and the fleet would be sold follow on the next page.

Transportation Summary  
 FY2013 - FY2015 Cost Analysis  
 Total of School System

<b>Transportation Expenses</b> FY2013 - FY2015 Owner Operated Projections
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**2nd Bid - Without Fleet Ownership**

**Operating Costs**

**In-House Operation**

	FY2013	FY2014	FY2015
Projected In-House Expenses (within School Budgets)	\$ 1,868,790	\$ 1,924,854	\$ 1,982,599
Annual Fleet Replacement (3 buses per year) + Deferred		\$ 760,000	\$ 760,000
	\$ 1,868,790	\$ 2,684,854	\$ 2,742,599

**Repair Facility Rental Cost**

Rent & Outfit Repair Building - retain mechanics	\$ 42,000	\$ 45,000	\$ 48,000
<b>Net Repair Increase</b>	<b>\$ 42,000</b>	<b>\$ 45,000</b>	<b>\$ 48,000</b>

**In House Operating Costs**

	\$ 1,910,790	\$ 2,729,854	\$ 2,790,599
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**Transportation Department Benefits Cost**

Retirements	\$ 62,185	\$ 64,050	\$ 65,972
Health Benefits	\$ 217,034	\$ 223,545	\$ 230,252
<b>Total Benefits Costs</b>	<b>\$ 279,219</b>	<b>\$ 287,595</b>	<b>\$ 296,224</b>

**Total Owner Operated System Costs (includes benefits)**

	\$ 2,190,009	\$ 3,017,449	\$ 3,086,823
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**Vendor Option Without Fleet Ownership**

	FY2013	FY2014	FY2015
Bid Results - Rejected	\$ 2,446,892	\$ 2,479,771	\$ 2,513,125

**Total Annual Vendor Costs**

	\$ 2,446,892	\$ 2,479,771	\$ 2,513,125
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**Fleet Sale Proceeds \*\*\***

	\$ 531,900	\$ 531,900	\$ 531,900
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**Total Annual Vendor Costs (Net)**

	\$ 1,914,992	\$ 1,947,871	\$ 1,981,225
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**Operating Cost Avoidance with Vendor Option**

	\$ 275,017	\$ 1,069,578	\$ 1,105,598
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**Capital Costs**

-- Debt Service for Depot Replacement (\$1,200,000)		\$ 159,000	\$ 155,000
-- Debt Service for Land Acquisition (\$800,000)		\$ 106,000	\$ 103,500

**Capital Total**

	\$ -	\$ 265,000	\$ 258,500
--	------	------------	------------

**Total Cost Avoidance with Vendor Option**

	\$ 275,017	\$ 1,334,578	\$ 1,364,098
--	------------	--------------	--------------

\* Adhering to 10 year bus replacement schedule + making up for deferred buses

\*\* Risk - rental facility may not always be available

\*\*\* Assumes school department is allowed use of CPS fleet proceeds towards vendor costs

**ATTACHMENT**

**A**

# Classic Construction & Development Corporation

129 Commonwealth Ave.

Concord, MA 01742

Phone: (978) 369-2292 \* Fax: (978) 369-3225

Email: classicgc@charter.net

Website: www.classicconstructioncorp.com

Date: 03/27/2012

**Submitted To:**

Concord Public Schools  
120 Meriam Road  
Concord, MA MA 01742  
Attn: David Anderson

**Proposal Expires On:**

04/10/2012

**Project ID:** Concord Bus Building

**Project Description:** Concord bus building addition

We propose hereby to furnish all materials, labor, and equipment for the completion of the following job: Installation of a 24'x50' Morton building attached to the existing 33'x38' building at the Yard Waste Recycling Center on Walden Street.

Septic System - Allowance of 18000.00 for installation of a septic system engineering not included.

Morton Building – Provide and install a 24'x50' insulated Wood frame metal exterior Morton Building on piers. (Plans Attached) R-38 in the ceiling and R-19 in the walls.

Waste – Provide two 30 yard dumpster.

Project Coordination – Provide all project coordination between trades.

Carpentry – Provide carpentry services for tie into existing building.

Plumbing – Install and provide one Niagra N2225EB white toilet, one Kohler K1722 wall mounted sink white, one Sterling 72100100-0 white shower stall and one Symmons S-60-H faucet.

HVAC – Provide and install two 60k BTU low profile Modine gas heaters. (Gas piping by others)

Electrical – Provide and install

- 1 – 400 amp service with a 200 amp sub panel
- 1- lighting contactor
- 20 – metal halide wall packs
- 20 – 20amp outlets
- 1- fan/light
- 4- commercial ceiling fans
- 2 – heater disconnects
- 2- 50amp circuits and outlets
- Fire Alarm addressable panel with heats and pull stations

Site – Grade and level a 26'x52' area. Install a 26'x52' area of 6" of dense grade and 3" of pavement.

(Pricing is subject to change after final layout and engineering is provided by the Town of Concord)

CSI	Code	Item Description	Price
(none)		Septic System Allowance	20,700.00
(none)		Morton Building Wood Frame metal exterior	59,800.00
(none)		Project Coordination	7,624.00
(none)		Dumpster 5ton/30 yard	1,346.00

(none)	Carpentry for tie into existing building	9,811.00
(none)	Plumbing one sink and toilet	8,280.00
(none)	HVAC Gas space heaters	9,200.00
(none)	Electrical Lighting and F/A	59,800.00
(none)	Site Level/ rough grade 26x52	34,500.00
(none)	Paving 26x52	6,325.00
<b>Total Price</b>		<b>\$217,386.00</b>

All work is guaranteed to be as specified. All work to be done in a workmanlike manner according to specifications submitted and per standard building practices. Any alteration or deviation from above specifications involving extra costs or cost reductions will be executed only upon written orders and will be an extra charge over and above the estimate. All delays contingent upon strikes, accidents and weather are beyond our control. Owner to carry fire and other necessary insurance. Our workers are fully covered by Workman's Compensation Insurance. If either party commences legal actions to enforce its rights pursuant to this agreement, the prevailing party in said legal action shall be entitled to recover its reasonable attorney's fees and costs of litigation relating to said legal action, as determined by a court of competent jurisdiction. All warranties are the owner's rights under the provisions of MGL c.142A. The home owner has three day right of cancellation under MGL c 93 s 48; MGL c 140D s or MGL c 255D s 14 as may be applicable

Work Beginning by: \_\_\_\_\_ Work Completed by: \_\_\_\_\_

**Do not sign this contract if any spaces are blank.**

**Offered By:**

**Accepted By:**

**Signature:** \_\_\_\_\_  
**Name (print):** Michael Abraham  
**Title:** Treasurer  
**Company:** Classic Construction & Development Corp.  
**Date:** \_\_\_\_\_

**Signature:** \_\_\_\_\_  
**Name (print):** \_\_\_\_\_  
**Title:** \_\_\_\_\_  
**Company:** \_\_\_\_\_  
**Date:** \_\_\_\_\_

**ATTACHMENT**

**B**



Concord Transportation  
Concord, MA.

Jan. 9, 2012

Scope:

Remove (2) 14'x 66' modules and re set approximately 5 miles

- Remove and dispose all roofing, plywood and wood truss
- Remove skirting and decks
- Supply dumpsters
- Disconnect electrical and plumbing
- Remove gutters and canopies
- Separate buildings
- Install axle, tires and hitches (this should be with building)
- Install shipping walls and tie down

Set Up at new site

- Install footings and piers
- Set buildings
- Supply and install trusses, plywood and roofing materials
- Skirt building
- Reinstall decks
- Install gutters
- Reinstall canopies
- Connect plumbing and electrical to customer supplied services

Notes:

- No interior or exterior repairs and/or modifications are included
- Existing materials will be utilized unless noted
- If new materials are needed, the color and style to match as close as possible.

**Total Budget Price \$102,500.00**

**ATTACHMENT**

**C**

# Schedule of Values Breakdown

Application Date : 3/3/2009  
 Period To :

Application # : 166121-0002  
 Contractor's Project # : 166121  
 Architect's Project # :

A	B	C	D	E	F	G	H	I	
#	Description of Work	Scheduled Value	Previous Work Complete	Work Completed from This Period	Presently Stored	Total Completed & Stored to Date	%	Balance to Finish	Total Retainage
Schedule of Values									
1	General Conditions	\$15,500.00	\$13,950.00	\$1,550.00	\$0.00	\$15,500.00	100.00%	\$0.00	\$0.00
2	Sitework	\$21,000.00	\$21,000.00	\$0.00	\$0.00	\$21,000.00	100.00%	\$0.00	\$0.00
3	Rake & Seed	\$510.00	\$0.00	\$510.00	\$0.00	\$510.00	100.00%	\$0.00	\$0.00
4	Building MFG	\$90,000.00	\$90,000.00	\$0.00	\$0.00	\$90,000.00	100.00%	\$0.00	\$0.00
5	Building Delivery	\$12,000.00	\$12,000.00	\$0.00	\$0.00	\$12,000.00	100.00%	\$0.00	\$0.00
6	Building Set	\$10,000.00	\$10,000.00	\$0.00	\$0.00	\$10,000.00	100.00%	\$0.00	\$0.00
7	Ramps	\$11,000.00	\$0.00	\$11,000.00	\$0.00	\$11,000.00	100.00%	\$0.00	\$0.00
8	Roofing	\$19,000.00	\$7,600.00	\$11,400.00	\$0.00	\$19,000.00	100.00%	\$0.00	\$0.00
9	HVAC/Plumbing	\$3,300.00	\$0.00	\$3,300.00	\$0.00	\$3,300.00	100.00%	\$0.00	\$0.00
10	Electrical	\$2,000.00	\$1,800.00	\$200.00	\$0.00	\$2,000.00	100.00%	\$0.00	\$0.00
11	Bond	\$2,807.00	\$2,807.00	\$0.00	\$0.00	\$2,807.00	100.00%	\$0.00	\$0.00
Schedule of Values	Subtotal:	\$187,117.00	\$159,157.00	\$27,960.00	\$0.00	\$187,117.00	100.00%	\$0.00	\$0.00
Change Orders									
001	Misc Owner Requested Adds	\$14,967.00	\$2,245.05	\$12,721.95	\$0.00	\$14,967.00	100.00%	\$0.00	\$0.00
121	Owner furnished materials	(\$1,289.79)	\$0.00	(\$1,289.79)	\$0.00	(\$1,289.79)	100.00%	\$0.00	\$0.00
122	Misc Painting	(\$200.00)	\$0.00	(\$200.00)	\$0.00	(\$200.00)	100.00%	\$0.00	\$0.00
123	Stairs and landing	(\$800.00)	\$0.00	(\$800.00)	\$0.00	(\$800.00)	100.00%	\$0.00	\$0.00
Change Orders	Subtotal:	\$12,677.21	\$2,245.05	\$10,432.16	\$0.00	\$12,677.21	100.00%	\$0.00	\$0.00
	GRAND TOTAL	\$199,794.21	\$161,402.05	\$38,392.16	\$0.00	\$199,794.21	100.00%	\$0.00	\$0.00

**ATTACHMENT**

**D**



**Northeastern Petroleum Service and Supply Inc.**  
 37 Brookley Road • Jamaica Plain, MA 02130  
 617-522-8390-8391-8392  
 Industrial Measurement and Control Division  
 617-522-6060-6061



Page \_\_\_\_\_ of \_\_\_\_\_

**QUOTATION & CONTRACT FORM**

To: **Concord Carlisle School**  
 500 w  
 Walden Street  
 Concord, MA

No. **011011**  
 In reply, refer to this number

Attention Of: **Dave Anderson**  
 Your Inquiry: **Storage Tank & Accessories**

Date: **01-10-11**

Gentlemen:

We are pleased to submit quotation on our interpretation of your requirements, subject to terms and conditions printed on reverse side of this proposal.

***DIESEL STORAGE TANK***

<b>QTY. DESCRIPTION</b>	<b>NET TOTAL</b>
1 Highland 10,000 gallon, above ground, horizontal, double wall, UL142, storage tank. The tank will be mild steel, the diameter 8'0", and the length will be 26'8". The exterior will include a SP 6 blast, and a urethane white topcoat. . The tank will include (6) 4", (2) 8" flanges for the emergency vents, (1) 2" monitoring pipe and (1) 24" manway and (2) tack welded 96" UL style saddles.	\$25,894.00

***DIESEL TANK TOP ACCESSORIES***

<b>QTY. DESCRIPTION</b>	<b>NET TOTAL</b>
1 Morrison remote spill container with 3" ball valve, 3" check Valve, 3" adapter and cap.	\$1,404.98
1 Morrison clock gauge with 2" drop tube.	\$500.88
1 OPW 3" vent cap	\$56.00

*Continued On Next Page*

- Northeastern Petroleum Service and Supply Inc.
- Industrial Measurement and Control Div.

\_\_\_\_\_  
 PURCHASER

\_\_\_\_\_  
 DULY AUTHORIZED AGENT

By Paul McMahon

Date \_\_\_\_\_

Paul McMahon Sales Mgr.  
 TITLE



**Northeastern Petroleum Service and Supply Inc.**

37 Brookley Road • Jamaica Plain, MA 02130

617-522-8390-8391-8392

Industrial Measurement and Control Division

617-522-6060-6061



Page of

**QUOTATION & CONTRACT CONTINUATION SHEET**

QTY.	DESCRIPTION	NET TOTAL
1	Red Jacket 1 1/2 HP submersible pump and control box	\$1887.00
1	Morrison tank top 2" ball valve	\$87.63
1	Morrison external emergency shut off valve	\$266.61
1	Morrison 2" solenoid valve ( To prevent siphon of tank )	\$959.25
1	Morrison 8" emergency primary vent with gasket & bolt kit.	\$296.93
1	Morrison 8" emergency secondary vent.	\$296.93

*Tank Top Accessories Total.....\$5,756.21*

***VEEDER ROOT IN TANK LEVEL MONITORING SYSTEM***

1	Veeder Root TLS300C in tank level monitoring system. The system will include the flowing: 1 – TLS300C console with built in printer 1 – Mag Plus level probe with probe kit & 4" cap & ring kit 1 – Interstitial leak sensor with 2" cap & ring kit 1 – Remote hi level alarm with acknowledgement switch 1- Start up & training	\$5,439.00
---	---	------------

***DIESEL DISPENSERS WITH ACCESSORIES***

1	Dresser Wayne, single product single hose dispenser. The dispenser will include a mechanical gallons only register. The following diesel dispenser accessories will be provide: 1- Pulse transmitter 10-1 1-Universal hi hose retriever with hose bun 1-1" X 25' hose 1-OPW hi speed nozzle 1-Breakaway with whip hose 1-Swivel 1-Emergency crash shutoff valve	\$4,985.00
1	Fairfield stainless steel dispenser containment base with flex entry boot for product line and three 3/4 couplings for the conduit	\$1751.00

*Continued On Next Page*



**Northeastern Petroleum Service and Supply Inc.**

37 Brookley Road • Jamaica Plain, MA 02130

617-522-8390-8391-8392

Industrial Measurement and Control Division

617-522-6060-6061



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**QUOTATION & CONTRACT CONTINUATION SHEET**

***DIESEL TANK ACCESSORIES INSTALLATION***

Northeastern Petroleum will perform an air test of the tank before installing any accessories. We will contact the local fire department to monitor the test. We will install the remote fill container, 3" locking ball and check valve, and connect with 3" piping to the tank top. We will install the clock gauge. The gauge float will be installed inside a 2" tube. We will install the Veeder Root level probe and interstitial leak sensor. We will install the submersible pump, 2" tank top ball valve, external emergency valve and solenoid valve. We will connect with 2" pipe from the submersible pump to the remote dispenser. We will install the dispenser base and dispenser. We will install all the dispenser accessories. We will lag down the FuelMaster pedestal. The cost for the above work including labor and materials is **\$23,152.50**

***ASSUMPTIONS***

We assume that a concrete pad with protective bollards for the storage tank will be provided.

We assume that a 2" pipe stub with female threads will be installed into the cement pad near where the dispenser will be installed. This is needed for the high hose retriever. We need to install a 2" X 15' pipe into the 2" pipe stub.

We assume that all storage tank permits will be provided.

We assume that the tank will be off lifted from the delivery truck by others.

We assume that the storage tank will be set on the concrete pad.

We assume that a cherry picker or fork lift truck or some type of crane will be provided to assist us in installing the submersible pump.

We assume that all electrical work including providing conduits, fittings, communication cable and wiring will be provided by others. Electrical is not included in this quote. We are available to work with the electrician to assist in making the final connections and to consult on the type of communication cable to be used and how to wire the systems. Our normal labor rates of \$79.00 per hour per man, portal to portal with a truck and travel charge of \$95.00 per day will apply. Any labor over eight hours will be billed at time and a half. We strongly recommend you use us for at least two days to assist the electrician.

***See Next page For Notes***



**Northeastern Petroleum Service and Supply Inc.**

37 Brookley Road • Jamaica Plain, MA 02130

617-522-8390-8391-8392

Industrial Measurement and Control Division

617-522-6060-6061



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**QUOTATION & CONTRACT CONTINUATION SHEET**

*NOTES*

- 1) Our payment terms are 30 days net from time of invoice.
- 2) Delivery is 4-5 weeks
- 3) Taxes are not included.
- 4) Freight is F.O.B. factory.
- 5) Pricing is protected for 30 days.

*PRICING SUMMARY*

<b>DIESEL TANK .....</b>	<b>\$25,894.00</b>
<b>DIESEL TANK TOP ACCESSORIES.....</b>	<b>\$5,756.21</b>
<b>VEEDER ROOR IN TANK LEVEL MONITORING SYSTEM.....</b>	<b>\$5,438.00</b>
<b>DIESEL DISPENSER WITH ACCESSORIES.....</b>	<b>\$6,736.00</b>
<b>DIESEL TANK &amp; ACCESSORIES INSTALLATION.....</b>	<b>\$23,152.50</b>
<b>( Less electrical )</b>	
 <b>GRAND TOTAL.....</b>	 <b>\$66,976.71</b>

January 10, 2012

Concord/Carlisle Scholl District  
Attn: Dave Anderson

Dear Dave,

This amount is for "Budget Purposes Only"

\$7,200.00.

If you have any questions, please call me.

Thank you,

Ronald Nunes  
James G. Grant Co., Inc.



**Northeastern Petroleum Service and Supply Inc.**  
 37 Brookley Road • Jamaica Plain, MA 02130  
 617-522-8390-8391-8392  
 Industrial Measurement and Control Division  
 617-522-6060-6061



Page \_\_\_\_\_ of \_\_\_\_\_

**QUOTATION & CONTRACT FORM**

To: Concord Carlisle School  
 500 w  
 Walden Street  
 Concord, MA

No. 011011  
 In reply, refer to this number

Attention Of: Dave Anderson  
 Your Inquiry: Storage Tank & Accessories

Date: 01-10-11

Gentlemen:

We are pleased to submit quotation on our interpretation of your requirements, subject to terms and conditions printed on reverse side of this proposal.

The following FuelMaster fuel management system is a key operated system. Generally each vehicle is assigned a key. The vehicle will not be able fuel without a key. Each transaction is recorded noting the time, date, vehicle number, employee number, department and amount of fuel pumped. The key can also control the amount of fuel that is allowed for any one transaction. Normally we set the limit amount to match the capacity of the vehicles fuel tank.

QTY. DESCRIPTION	NET TOTAL
1 FuelMaster fuel management system. The system will include the following:	\$11,984.00
1 - FMU2500Plus master reader with pedestal	
1 - Network card	
1 - Windows software package	
1 - Key Encoder	
1 - Start up & training	

*5,000*  
~~11,984~~  
*6,984*

*See Next Page For Notes*

\_\_\_\_\_  
 PURCHASER

F \_\_\_\_\_  
 DULY AUTHORIZED AGENT

Date \_\_\_\_\_

- Northeastern Petroleum Service and Supply Inc.
- Industrial Measurement and Control Div.

By *Paul McMahon*

Paul McMahon, Sales Manager  
 \_\_\_\_\_  
 TITLE



**Northeastern Petroleum Service and Supply Inc.**

37 Brookley Road • Jamaica Plain, MA 02130

617-522-8390-8391-8392

Industrial Measurement and Control Division

617-522-6060-6061



Page            of

**QUOTATION & CONTRACT CONTINUATION SHEET**

**NOTES**

- 1) The keys for the above system are referred to as Prokees. The price for the Prokees are \$4.20 each. Please determine how many keys are required and add that amount to above total.
- 2) Above price does not include any electrical work including conduits, communication cable, wiring, and fittings. We are available to assist your electrician with the wiring and making the final connections. I would recommend using us for at least 1-2 days. Our normal rates are \$79.00 per hour per man with a \$95.00 truck and travel charge. Any labor over eight hours will be billed at time and a half.
- 3) I quoted a network card. This will allow you to connect the FMU2500Plus reader to your network. You can then install the software package into any computer on the network. The CAT 5 or 6 cable required to connect the FuelMaster reader to your nearest network hub cannot exceed 300'. If it does other modes of communication is available, and can be quoted later.
- 4) Delivery is 3-4 weeks.
- 5) Freight is included.

Thank you for this opportunity to be of service. I look forward to meeting your needs.

**ATTACHMENT**

**E**



P.O. Box 742, Boylston, MA 01505  
Ph. 508-869-6501 Fax 508-869-6629

**Construction Managers**  
**Design - Build**  
**General Contractors**

### FAX MEMO

DATE: 11-17-08

TO: David Anderson

COMPANY: Concord Public Schools

FROM: Grant Angelo

FAX #: 1-978-318-1530

MESSAGE:	\$ 310,398.00 - 2008	
	\$ 31,039.80	10% INFLATION TO 2012
	\$ 25,000.00	SITE UTILITY COSTS
	<u>35,000.00</u>	CONSTRUCTION CONTINGENCY
	\$ 401,437.80	

COPY TO:

12 # OF PAGES:  
(INCLUDING THIS PAGE)



P.O. BOX 742 • 38 MAIN STREET, BOYLSTON, MA 01505  
TEL. (508) 869-6501 • FAX 869-6629

November 17, 2008

Mr. David Anderson  
Concord Public Schools  
120 Meriam Road  
Concord, MA 01742

Dear David;

We are pleased to present our budget bid for your proposed Mechanics Shop Building. Our bid does not include any site work, paving, utility extensions, etc. We are only including everything from the foundation up with utilities stubbed 10'-0" outside the building. Our Budget Bid consists of the following work:

#### **DIVISION 1 - GENERAL CONDITIONS**

1. We will provide architectural and structural engineer stamped plans as required for a building permit.
2. We will secure and pay for the building permit.
3. We will provide full time supervision by a licensed construction supervisor, as required by code.
4. We will provide dumpsters to place construction related trash and debris into and will leave the building broom clean at the completion of construction.
5. We will provide temporary toilet facilities for all construction workers.
6. We will provide telephone service for our supervisor.

#### **DIVISION 2 - SITEWORK**

1. We will excavate for the foundation and backfill and compact, with excavated materials, after concrete is poured.
2. We will excavate trenches for plumbing and electrical and backfill and compact.
3. We will furnish & install 8" of compacted gravel fill under the floor slab.

**Proposal****DIVISION 3 - CONCRETE****Footings & Foundation:**

1. We will form and pour a reinforced concrete foundation system per the design by our structural engineer. All concrete will be 3,000 p.s.i. at 28 days and all reinforcing bars will be grade 60.
2. We will install 2" thick rigid insulation from the footings up to the underside of the floor slab, the full perimeter of the foundation, for code.
3. We will furnish & install ¼" thick steel setting plates at all column locations with anchor bolts.

**Slab:**

1. We will pour, finish and saw cut control joints in a 5" thick concrete slab using fibermesh reinforcing and 3,500 p.s.i., at 28 days, concrete.
2. We will install ½" thick expansion joint the perimeter of the foundation.
3. We will install (1) coat of cure-n-seal compound.

**DIVISION 6 - WOODS AND PLASTICS**

1. We will furnish & install all required wood blocking.
2. We will furnish & install a plastic laminate vanity cabinet with plastic laminate top in the restroom.

**DIVISION 7 - THERMAL AND MOISTURE PROTECTION**

1. We will furnish & install 4" thick reinforced vinyl faced insulation in the roof and 3" thick reinforced vinyl faced insulation in the walls.

## Proposal

**DIVISION 8 - DOORS AND WINDOWS**

1. We will furnish & install (3) 14' x 14' series 426 steel insulated sectional doors, manufactured by Overhead Door Corp.. Door standard features include, 24 ga. roof-formed ribbed galvanized steel sections with expanded polystyrene insulation and 26 gauge steel back covers, insulation value: R=7.35. Sections are to be constructed with rabbetted meeting rails to form weather tight joints, and 16 ga. center and end stiles. Section thickness is to be 2" (nominal). Product design will meet or exceed industry standards for wind loading. Hinges, tracks, and fixtures will be galvanized. Options Include: High Lift Track, (4) insulated Windows 24" x 7", Solid Shaft, ½ HP Electric Operators.
2. We will furnish & install (1) 3' x 7' hollow metal door and frame in the restroom. Hardware will consist of 1 ½ pr. hinges, privacy lockset.

**DIVISION 9 - FINISHES**

1. We will furnish & install 3 ½", 20 ga. steel studs for restroom walls and roof, with 5/8" thick gypsum wallboard taped and finished.
2. We will paint all gypsum board walls (1) primer coat and (2) finish coats of eggshell sheen. The (2) 3' x 7' walk doors and the exterior side of the overhead doors will be painted with (2) coats semigloss sheen.
3. We will furnish and install 4" vinyl base on all gypsum board walls.

**DIVISION 10 - SPECIALTIES**

1. We will furnish & install a unisex H/C sign on the restroom door.
2. We will furnish & install (2) H/C grab bars, (1) toilet paper holder, (1) paper towel dispenser, (1) 16" x 30" H/C tilt mirror in a stainless steel frame.

**DIVISION 13 - SPECIAL CONSTRUCTION**

1. We will furnish and erect a 60' x 65' x 22' eave height pre-engineered metal building. Live load and wind load to meet Massachusetts code. Roof pitch to be 1:12. Bay spacing to be (2)

**Proposal**

at 20'-0" and (1) at 25'-0". Wall panels will be screw down "R" panels and the roof will be screwed down "R" panels. There will be (3) 14' x 14' framed openings for O.H. Doors in one endwall and (2) 3' x 7' walk doors with panic bars, keyed exterior locks, door closers and 6" x 30" lites. Building to be clear span. Color of wall panels to be owners choice of standard color, roof to be galvalume.

**DIVISION 15 - MECHANICAL**

1. We will furnish & install a wet sprinkler system in the building with upright heads and backflow preventer and stamped engineered drawings.
2. We will furnish & install (4) floor drains with piping stubbed 10'-0" outside building, sanitary and water lines in restroom for (1) floor mounted toilet and (1) drop sink, (1) 10 gallon electric hot water heater. Sanitary lines to be stubbed 10'-0" outside the building.
3. H.V.A.C. shall consist of the following:
  - Provide (2) 200,000 btu gas fired unit heaters hung and flued through the roof.
  - Provide electric baseboard to heat shop bathroom.
  - Provide bath exhaust fan and duct for shop bathroom.
  - Provide (1) 6000 cfm wall mount exhaust fan interlocked with motorized intake damper.
  - Provide gas piping for all HVAC equipment.
  - Provide necessary control wiring.
  - Provide engineer stamped drawings.

**DIVISION 16 - ELECTRICAL**

1. **Service - Furnish & install:**
  - One (1) 200 amp, 120/208, 3-phase 4-wire service either as overhead or with 10 feet of underground pipe and wire.
  - One (1) 200 amp, 120/208, 3P 4W, 42-circuit panel
  - One (1) ground to water main.
  - One (1) ground to foundation and building steel
  - One (1) driven ground rod.
2. **Lighting - Furnish & Install:**
  - Twelve (12) high output fluorescent lights
  - One (1) bathroom fan/light combination
  - Two (2) PL wall lights at man doors
  - Three (3) metal halide wall packs
  - Six (6) switches
  - Two (2) combination exit and emergency lights
  - Two (2) W.P. emergency heads
3. **Branch Power - Furnish & install:**
  - Two (2) 220 volt 60 amp welder outlets
  - Ten (10) duplex receptacles (GFCI)

**Proposal**

- One (1) power feed for 1.5 KW water heater
  - Two (2) power feeds for gas-fired unit heaters
  - Two (2) power feeds for shop exhaust fans
  - Two (2) power feeds for motorized louvers
  - Three (3) power feeds for overhead door openers
4. **Miscellaneous:**
- Wiring permit
  - Designed and stamped drawings
  - Temp wiring for construction
5. **Fire Alarm – Furnish & install:**
- One (1) control panel.
  - One (1) exterior W.P. strobe
  - Two (2) pull stations
  - One (1) connection to sprinkler flow and tamper
  - One (1) digital block for connection to monitor company
  - Two (2) audio / visual units
  - One (1) visual only unit

<b>WORK NOT INCLUDED – QUALIFICATIONS</b>
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1. Changes requested by local, state, federal, environmental, or insurance authorities having jurisdiction.
2. Winter conditions unless provided for in our General Conditions section of the bid.
3. Excavation, removal, or containment of hazardous or contaminated substances, soils, or materials. Excavation and or removal of ledge or boulders in excess of 1 cubic yard in size. Excessive dewatering of site or trenches, except for normal or routine removal. Removal and/or replacement of unsuitable soils below footings, foundations, slabs, parking lots; and or any unsuitable materials encountered in general excavation. It is assumed, unless spelled out specifically, that all excavations, backfills, and fills can be accomplished with suitable building soils.
4. Borings or soils tests are not included. It is assumed that at 4' -0" below our proposed finish slab, we will encounter a soils bearing capacity of 4,000 lbs. per square feet or greater, and that the existing subsoil's below proposed slab and parking areas can withstand the proposed imposed on it by the addition and its contents. Backfill operations are based upon using existing on site material from the building area.
5. Performance bond is not included.
6. Contractor will maintain all necessary liability and workmen's compensation insurances, and will submit a certificate of insurance to the owner. Owner is to carry property insurance naming R. P. Masiello, Inc., as a co-insured as our interests may apply. Owner is to provide certificate of said insurance to R. P. Masiello, Inc.
7. Back charges by any utility or city department, if any.
8. Owner to provide electricity and water, unless otherwise provide for in our General Condition section.
9. Price is good for 30 days and thereafter subject to re-pricing.

**Proposal**

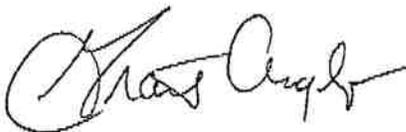
- 10. Site engineering or surveying fees or costs, unless otherwise provided for in General Conditions.
- 11. Any work or items not specified in our bid proposal.
- 12. Any design, plans or engineering services unless spelled out in our General Condition section.
- 13. If required, independent structural engineering review as per the Mass. State Building Code section 780 CMR 110.11.
- 14. Correction or replacements, of any defective, substandard, or non code compliant items, which are hidden or were unable to be identified prior to this proposal, are not included.
- 15. Removal or replacement of any item, i.e. pipes, electric lines, fire alarm lines, phone and data lines, HVAC ductwork, etc., encountered or damaged during demolition work, when such items are not visible or are unknown to R.P. Masiello, Inc.
- 16. Site work of any kind outside of foundation.
- 17. Interior finishes other than those identified in the bid.

<b>PRICE</b>
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We will perform the above mentioned work for the sum of: (\$ 310,398.00)  
 Three Hundred Ten Thousand, Three Hundred Ninety Eight Dollars. This includes all  
 Massachusetts Sales Tax.

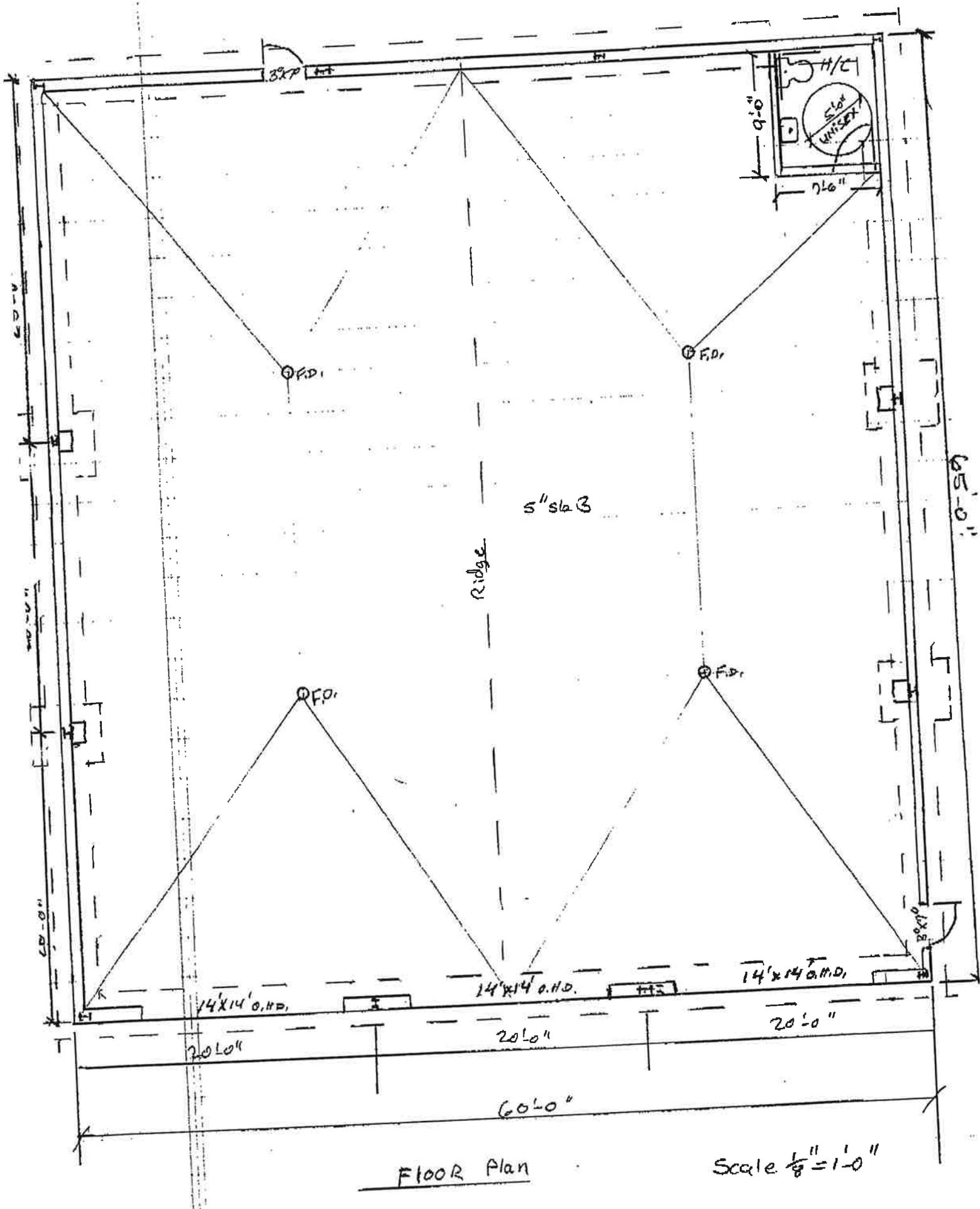
We thank you for the opportunity to provide this budget bid for your proposed building and are  
 looking forward to the prospect of working with you on it.

Sincerely,



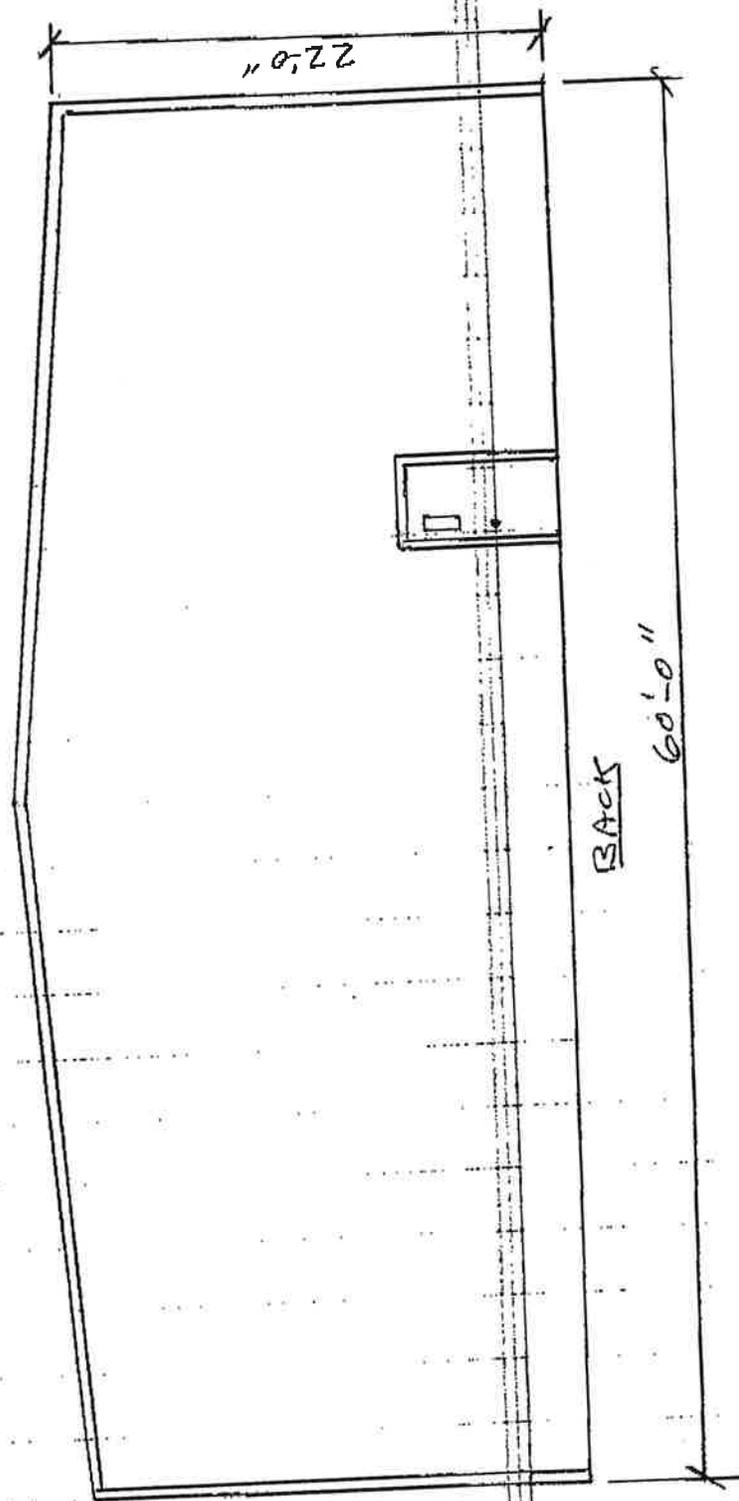
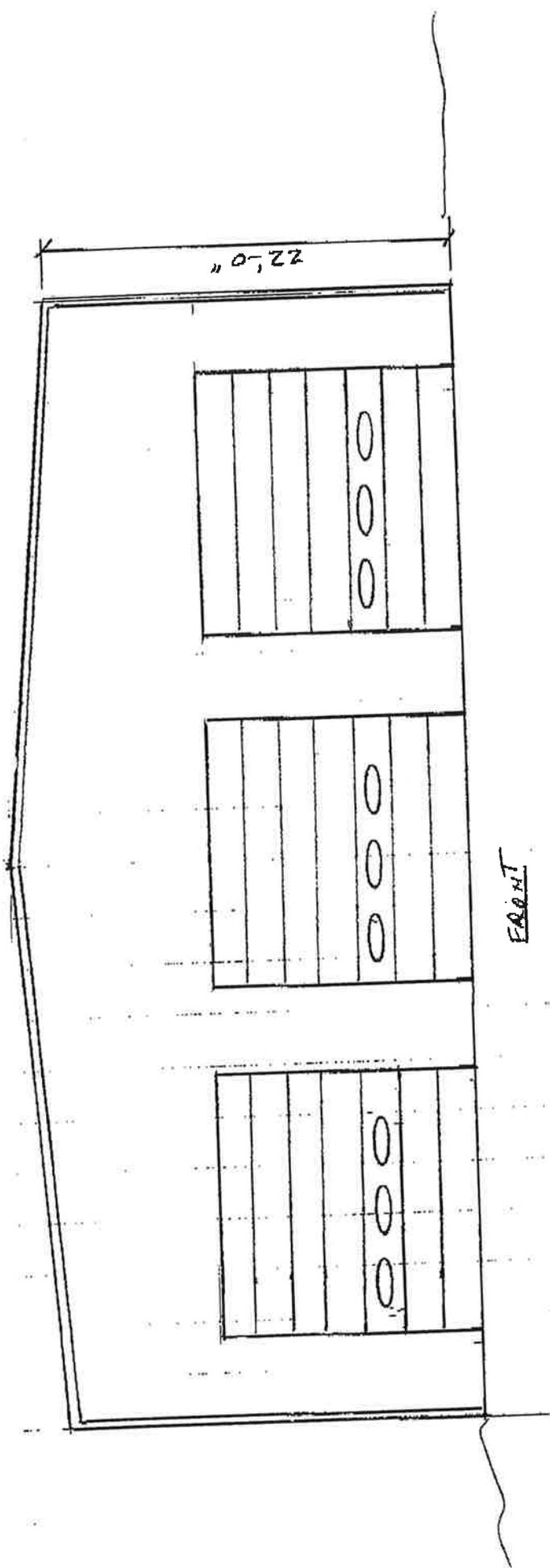
Grant Angelo, Vice President  
 R.P. Masiello, Inc.

NOV-17-2008 16:49

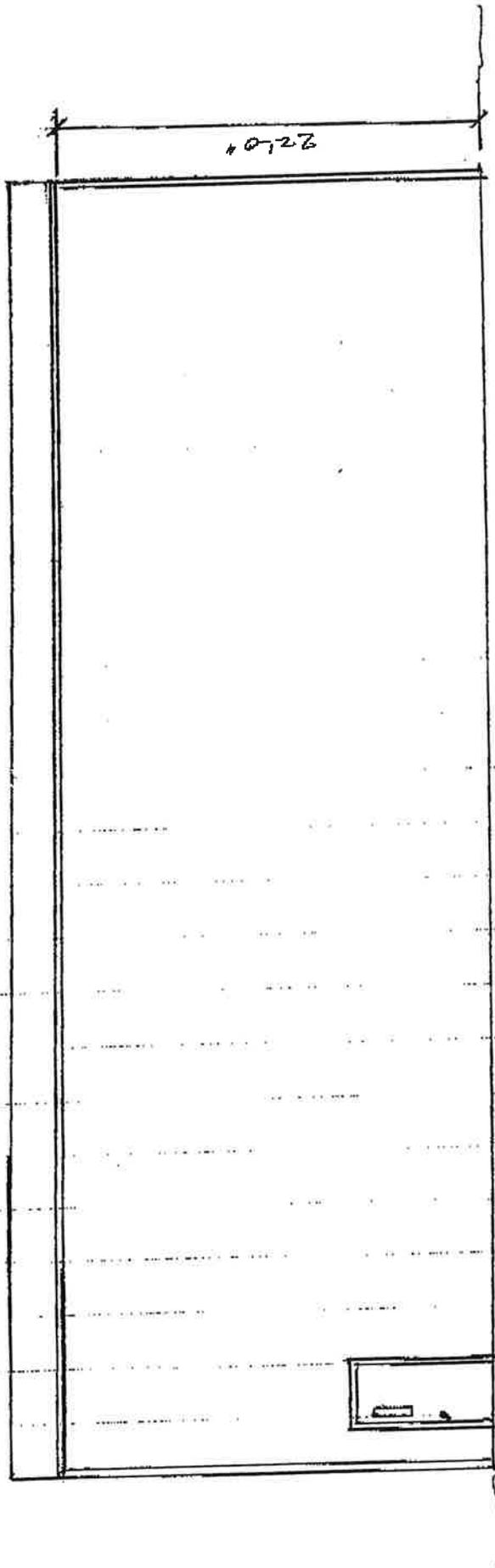


Floor Plan

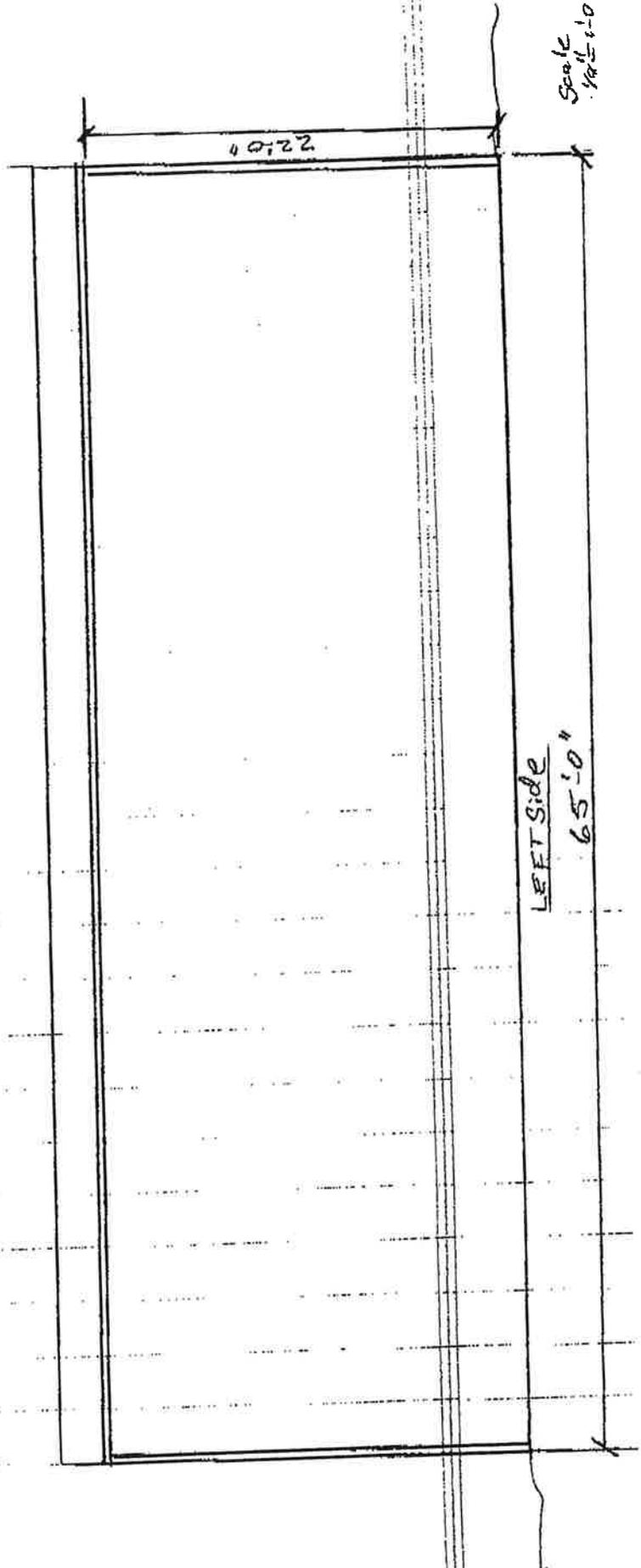
Scale 1/8" = 1'-0"



Scale  
1/8" = 1'-0"

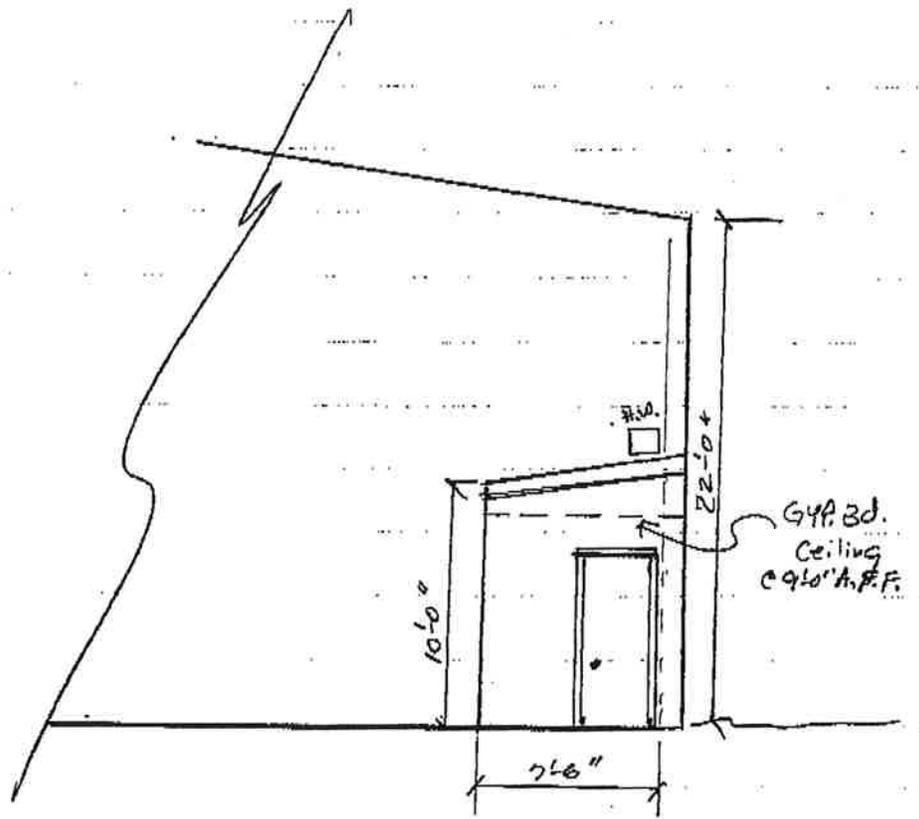


Right side



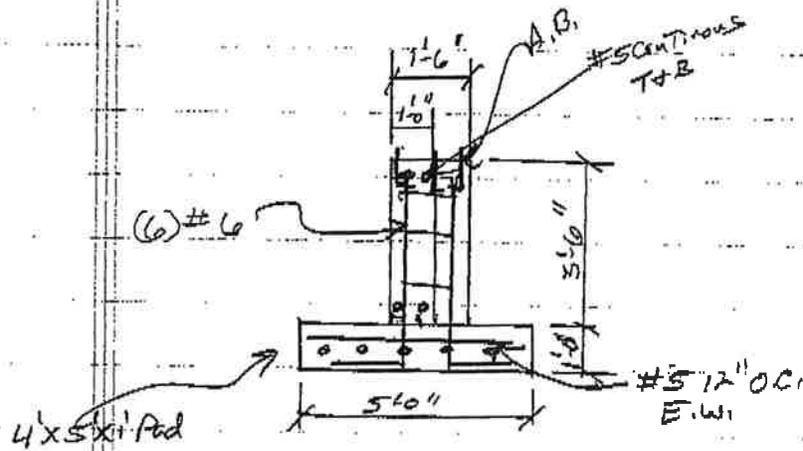
Left side  
65.10"

Scale  
1/4" = 1'-0"

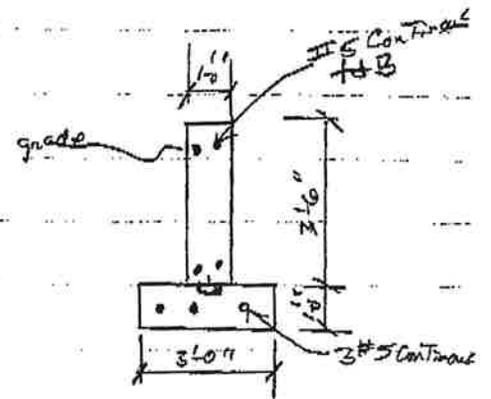


RESTROOM Elevation

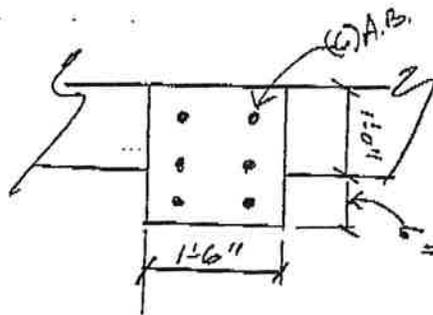
scale  $\frac{1}{8}'' = 1'-0''$



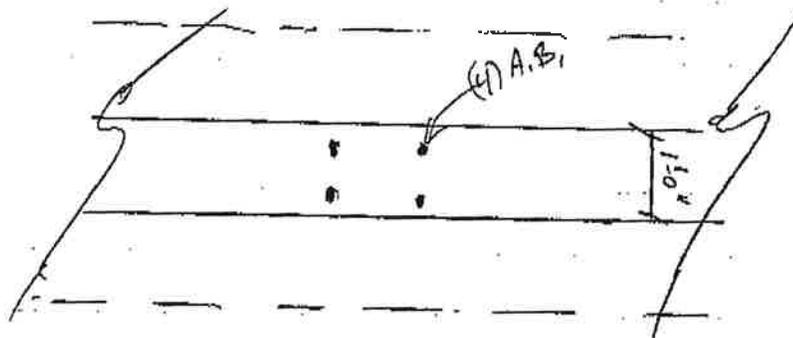
TYP. Pier (4) COLUMN  $\frac{1}{4}'' = 1'-0''$



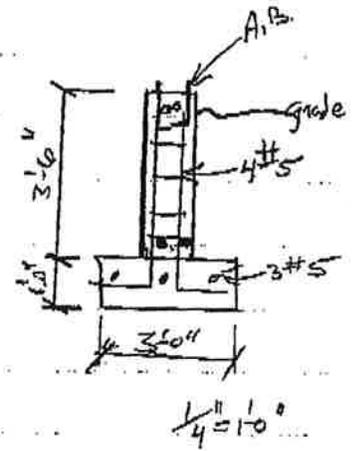
TYP. Wall Section  $\frac{1}{4}'' = 1'-0''$



TYP. Pier (4) COLUMN  $\frac{1}{2}'' = 1'-0''$



TYP. ENWall Piers, (8)  $\frac{1}{2}'' = 1'-0''$



$\frac{1}{4}'' = 1'-0''$

# Concord-Carlisle Transportation Survey

April 2012  
Results & Analysis



# Overview

The Concord Public Schools (CPS) and Concord-Carlisle Regional School District (CCRS) currently maintain and operate their school buses at a facility located on 500 Walden Street, behind the High School. Plans for the new high school building require use of the land where the bus facility is currently located. In order to accommodate this change, the school committees are researching and discussing a variety of options for student transportation services for next year.

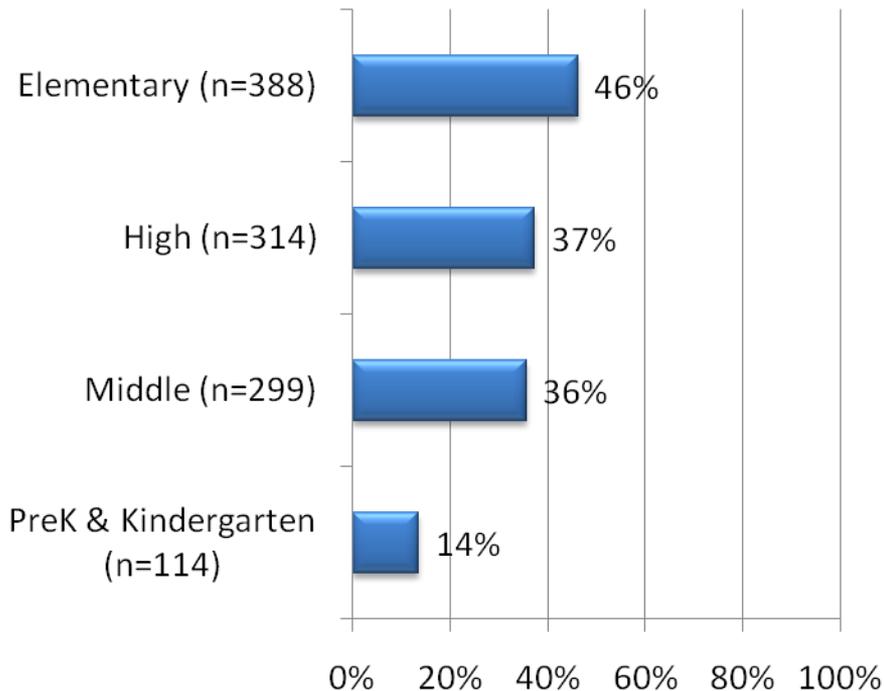
From April 2 to April 16, 2012, Concord-Carlisle Regional School District launched a Transportation Survey to ask parents how they would like to see student transportation services next year.

The following report details the findings of that survey.

# Participation

Out of 3,085 delivered invitations, 840 parents responded to the survey resulting in an overall participation rate of 27%. Elementary parents made up the majority of respondents as they are more likely to be affected by potential changes in the transportation services.

## Parents



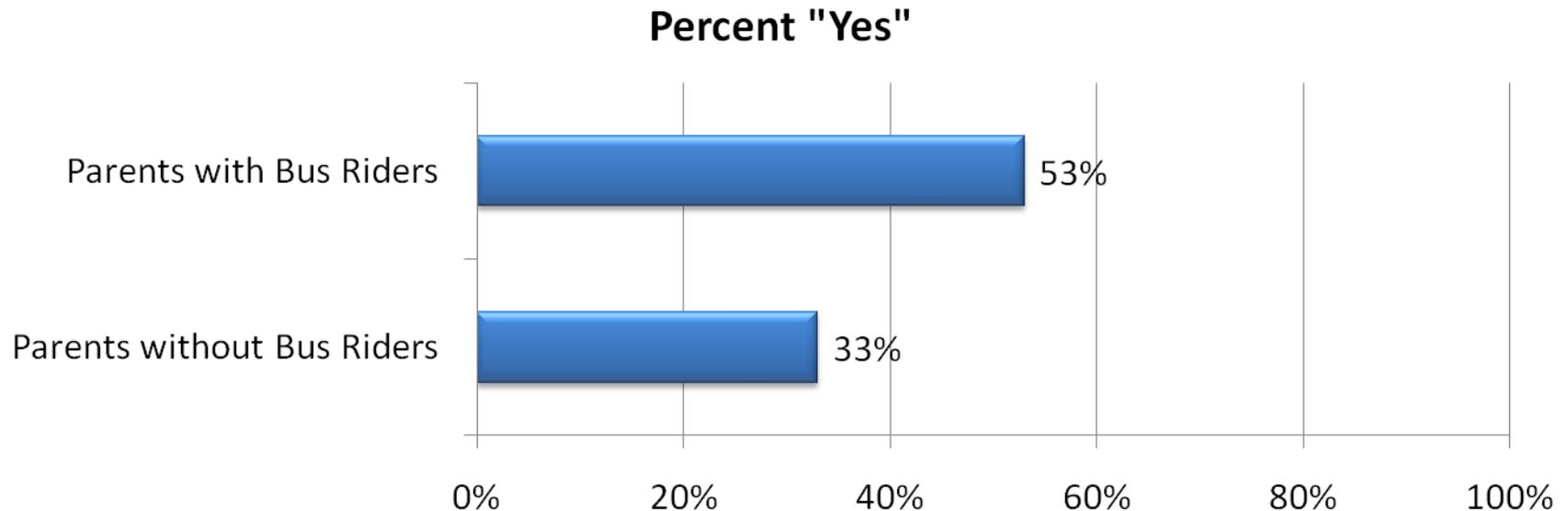
## Schools (n)

School	Count (n)
Concord Public Preschool	6
Alcott School	123
Thoreau School	153
Willard School	161
Concord Middle School	287
Concord-Carlisle Regional High School	313

# Maintain District-Owned Transportation Services?

Respondents were informed that:

Maintaining district-owned transportation services may be more costly than outsourcing. Some citizens have recommended charging a bus fee to pay for maintaining district-owned transportation services. Are you willing to pay a bus fee to keep transportation services district-owned?



# Costs to Maintain District-Owned Transportation

Respondents were informed that:

Maintaining district-owned transportation services may be more costly than outsourcing. Some citizens have recommended charging a bus fee to pay for maintaining district-owned transportation services.

What is the highest amount you are willing to pay per student to keep transportation services district-owned?

	Parents with Bus Riders	Parents without Bus Riders
\$100	41%	32%
\$200	33%	32%
\$300	11%	16%
\$400	5%	0%
\$500	7%	21%
\$600	1%	0%
\$700	0%	0%
\$700+	3%	0%

# Other Methods of Transportation?

**If a fee is imposed to keep transportation services district-owned, would you seek other ways to transport your child to school?**

