

JOINT SCHOOL COMMITTEE

Concord – Carlisle School Committee  
Concord School Committee  
Ripley Building  
June 30, 2015

Present: Johanna Boynton, Chair Pro Tem, CCSC; CSC  
Wallace Johnston, Chair, CSC; CCSC  
Heather Bout, Vice Chair; CSC; CCSC  
Kathleen Snook, CSC; CCSC  
Dan Conti, CSC; CCSC  
Mary Storrs, CCSC  
William Fink, CCSC

Present from Administration: Diana Rigby, Superintendent of Schools, CPS & CCRSD  
John Flaherty, Deputy Superintendent of Finance & Operations, CPS & CCRSD

**I. CALL TO ORDER**

The session was called to order by Mr. Johnston for CSC at 5:35 PM. Mr. Johnston noted that the meeting is being recorded.

Ms. Johnston stated that the CSC would enter into Executive Session to discuss under Purpose 3 of the Open Meeting Law: To discuss strategy with respect to collective bargaining as the open meeting may have a detrimental effect on the bargaining position of the public body and the chair so declares. The motion passed by roll call: Snook, aye; Conti, aye; Boynton, aye; Johnston, aye; Bout, aye.

At 6:12 PM, Ms. Boynton stated that the CSC and the CCSC would enter into Executive Session under Purpose 2 of the Open Meeting Law: To conduct contract negotiations with nonunion personnel. The motion passed by roll call: Boynton, aye; Johnston, aye; Bout, aye; Fink, aye; Storrs, aye; Snook, aye; Conti, aye.

At 6:44 PM, Mr. Johnston called the CSC meeting back into session and noted that it was being recorded. Ms. Boynton called the CCSC meeting into session.

**II. PUBLIC COMMENTS**

1. Ken Freeman, 85 Walden Terrace, Concord, MA. Mr. Freeman stated that he had forwarded an email to the SC from the President of Geoturf regarding organic infill and answers to several questions which have come up. Mr. Freeman reviewed the questions and answers. Mr. Freeman stated that after the info sessions last week, he felt that many parents are going to be concerned about the infill, justified or not. He stated that it is something to be very concerned about.

2. Valerie Tratnyek, 43 Hill Street, Concord, MA. Ms. Tratnyek stated that she sent an email to the SC regarding crumb rubber and CC at Play. She stated that her questions had to do with how the children, custodians and staff will be informed of precautions they can take when using the fields. She noted that there would be some parents who will not want their children playing on the artificial turf, even in gym class. She questioned how the project had come this far with so many concerned citizens. She also questioned public/private partnerships and communications with the public. Ms. Tratnyek also questioned the fact that the budget is over in several areas and also the pay raises for non-bargaining staff.

3. Susanna Kamon, 189 Hawthorne Lane, Concord, MA. Ms. Kamon stated that she called the CPSC and the Washington Board of Health. She stated that she spoke with a representative from the Washington Board of Health about Amy Griffin's group, which appeared to have an unusual amount of cancer. She noted that, based on this information, that the SC should reconsider an alternative to crumb rubber.

4. Robert Grom, Mildred Circle, Concord, MA. Mr. Grom stated that risk is different to every individual. He stated that CC at Play and the SC is deciding what risk level to take. He stated that this is very wrong.

5. Dean Banfield, 73 Walden Terrace, Concord, MA. Mr. Banfield stated that he has been attending CC at Play forums and public meetings since November of 2013. He stated that he sent an email to the SC and that the basics of his email are that there is a story being promoted in the public and another reality going on. He stated that the story going around is that the plan is locked in, but yet there have been numerous changes that have taken place. He noted that the varsity baseball diamond was changed, drainage design was changed and other modifications continue to happen. He noted that when the community wants 1 item changed, that they are told it can't be changed. He stated the permit allows for the infill material to change. He asked the SC to take the responsibility seriously.

6. Lori Gill-Pazaris, 1376 Old Marlboro Road, Concord, MA. Ms. Gill-Pazaris thanked the Committee for letting her speak. She stated she was concerned about the use of crumb rubber and that it would be peace of mind to many in the community to see a different infill used. She noted that many things have changed over the last year and positions that state agencies are taking. She noted that there are too many unknowns. She asked the rest of the public in attendance to stand up in support of changing the crumb rubber. She noted that approximately 35 people stood up.

Ms. Boynton noted that since most comments were regarding CC at Play, that the CC at Play update should be moved to this portion of the meeting. A motion was made by Mr. Johnston, seconded by Ms. Bout, to move the CC at Play update to this portion of the meeting. The motion was unanimously approved.

CC at Play Update. Ms. Snook stated that CC at Play fundraising for the Buy a Brick program is underway on their website. She stated that CC at Play had a safety information session on June 24, 2015, which approximately 45 people attended and that the commencement of Phase II was approved. She stated that the as-built drainage system would comply with the current design since the extras will be dis-connected. She noted that collaboration with CC at Play and the CPW continues to be productive. She stated that at the CPW's request, CC at Play has engaged GPR Inc., an engineering firm out of Acton, to provide a peer review of the Gale drainage designs. She stated that Phase II has begun.

Mr. Fink spoke regarding the letter from John Boynton, from CC at Play, addressed to he and Ms. Snook. Mr. Fink recited a portion of the letter, which stated that CC at Play has relied on the expertise of independent consultants who have advised them that crumb rubber is the best infill for CCHS. He also read a portion of the letter regarding why crumb rubber is better than organic infill and also practical reasons against a change of course. Mr. Fink noted that the approval phase began in December of 2013. He stated that the forum the prior week that CC at Play held was an opportunity for questions and the intent was not to open a debate about a vote. He noted there is no vote on the agenda for changing the infill. Mr. Fink stated that he has children that will be playing on the fields and if he felt that there was a legitimate concern, he would not have his children playing on the Doug White fields or the new fields. He questioned why the community isn't concerned with the existing Doug White fields. He stated if there was evidence that it was dangerous to children, CC at Play would not have moved forward with this project.

Ms. Bout stated that 3 weeks ago, she was questioning switching to organic infill due to citizens' concern. She noted that she has learned a lot about organic infill over the last 3 weeks, but appreciates that the approved plans need to move forward and it's not realistic to change mid-stream. She apologized for creating false hope with her questioning. She stated her goal was to create a discussion and that the conversations that have taken place are important. She noted the great base of knowledge gained that will help inform other decisions in the future. She also stated they need to continue to track any trends that occur and that the SC values the input from the community. She thanked and expressed her appreciation for everyone who has spoken, emailed and attended the meetings. She also expressed her gratitude for John Boynton for all of his passion, time and energy put into the project as well as all of the forums they held. She also thanked her fellow SC members for all of their hard work on this project.

Mr. Conti acknowledged everyone who spoke regarding his or her concerns and noted that they were all heard. He stated that his perspective on this issue has evolved. He stated that the project is too far along at this point and any

change would jeopardize the whole project. He noted that he hoped future projects included looking into organic fill options. He thanked everyone again for reaching out.

Ms. Snook stated that she has watched the remarkable work of CC at Play over the last 2 years and the responsibility that comes along with being a 501C3. She stated that she reviewed the lease and reviewed the legal options. She noted that she would not hesitate to accept all of the fees required to delay or reschedule this if she truly thought the children and community were at risk. Ms. Snook gave Mr. Grom credit for raising concerns of crumb rubber. She noted that no one had mentioned issues with crumb rubber until he spoke up about it. She thanked the organizers of the CC at Play question and answer forum. Ms. Snook noted the emotional part of risks. She stated that after reviewing everything, she continues to maintain her support for Phase II and isn't in favor of any modification to the crumb rubber.

Mr. Johnston thanked Ms. Bout for having the conversation she had and noted that it was not an easy thing to do. He noted that if she hadn't questioned and shown concern, the info session may not have happened. Mr. Johnston stated that every email has been read. He noted that if they were to change at this point, there would be consequences. He stated that he looks differently at the HS fields versus the K-8 fields. He said that they would be paying very close attention to developments as they come along in crumb rubber and plastics used in carpet and will be judicious in the process. He noted that many people are disappointed in the decision, but asked everyone to join them moving forward. Mr. Johnston thanked everyone for being there and for their input. He stated that if he truly thought there was an issue, he'd be taking a different stance.

Mr. Fink noted the emails from people who were concerned that the project was being delayed. He stated that the project is still on schedule and is moving along.

Ms. Boynton thanked everyone for their time on this.

### **III. READING OF THE MINUTES**

None.

### **IV. CHAIRS REPORT**

A. Observers for FinCom, Select Board. Mr. Conti stated that he has attended 3 FinCom meetings since being appointed Observer. He stated there were 3 emergent themes: communication, transparency and collaboration. He stated that there were a lot of discussions about messaging before and during meetings. He noted the frustration regarding messages not getting out. He also stated that there was a request to have more airtime at Town Meeting. Mr. Conti stated that the SC intends to be transparent but there seemed to be frustration for the budget to be more transparent and clearer. He noted that our business model does not reflect how they feel a business model should be. He stated that FinCom would like to partner with us to understand how one another does business.

Mr. Fink questioned if there was a specific format that they are looking for. Mr. Conti felt they should discuss this over the summer and review what FinCom needs to see and how the SC could be more transparent. Mr. Flaherty stated they make every effort possible to give them all of the information they need to promote transparency. Ms. Rigby noted that it might be helpful to receive feedback on the budget book and what is missing. Ms. Snook noted the different roles and processes of the different committees. Mr. Conti noted that FinCom would like to meet about the guideline letters on October 1, 2015. Mr. Flaherty stated that he would be happy to meet with them.

Mr. Johnston stated that the meetings for the Select Board took place June 1<sup>st</sup> and June 8<sup>th</sup>. He stated they discussed the MBTA overpass on Route 62, a road closure and school start, the Junction Village 40B project and the Thoreau Street Station. He stated that the Youth Substance Group met last week and there are sizeable grants available and they are looking into possible buy-ins to apply for the grant.

B. Calendar & Alternative Fuel Advisory Committees. Ms. Snook stated that the Calendar Advisory Committee is making a lot of progress. She noted that they developed and administered a calendar survey that went out to parents, staff and students. She stated the committee looked into different ways of shortening the school year: starting earlier, eliminating the religious holidays and combining February and April vacation into one week in March. She stated that the preliminary results included: Starting the year earlier: split results - 2/3 of parents, 1/3 of staff, same results with

CTA; Eliminating religious holidays: 30% of the students, 79% of parents, 67% of staff, same CTA; Eliminating Feb and April vacation week and having 1 week vacation in March: 65% of parents, 36% of staff, 15% of CTA, 16% of CCTA, 19% of students. Ms. Snook stated 60% of the parents, 73% of the staff, 73% of the students and the vast majority of CCTA felt getting out earlier in June was important. She stated that the Committee is currently coding the comments to the survey and a final report with recommendations will be presented at the late September meeting. She noted that the preliminary data supports eliminating the 3 religious holidays and that the upcoming calendar year could be changed to reflect this change.

Ms. Boynton stated that the Alternative Fuel Advisory Committee is very enthusiastic and have added an additional meeting. She stated that they would be looking into cost, capacity, maintenance, lifespan, safety and reliability, and the possibility of retrofitting. She noted they would be measuring the Global Warming Potential.

C. CTA Negotiations. Ms. Snook stated they entered into negotiations with the CTA on March 23, 2015 and ground rules were established. She noted that the CTA requested that the negotiation sessions be open. She stated that there were 7 negotiation sessions and they have not reached an agreement yet. Ms. Snook stated that they would meet again in September. She noted that the salary table being proposed by the CTA would increase wages between 13-15%, which would cost \$1.5 million more than FY15 table. She noted that the SC could not financially support this table.

## **V. CORRESPONDENCE**

A. Special Progress Report to the NEASC. Ms. Rigby stated that she received a copy of the letter that Mr. Badalament sent to NEASC, which is the progress report.

B. CTA response to request for joint letter to DESE. Ms. Rigby stated that she received a letter from Merrie Najimy, President of the CTA, in response to the request for the CTA to sign the letter to DESE requesting PARCC being changed to only exit grades. She stated that the letter indicated that the CTA is not interested in joining the letter because the Mass Teachers Association has requested a 3-year moratorium on the administration of the PARCC.

C. Emails. Ms. Boynton stated they received over 100 emails on CC at Play, several on foreign language at the elementary school, 1 regarding the condition of Sanborn, and 1 on the boiler and 1 on the bus depot. Mr. Johnston stated there were a couple emails regarding world language in K-5.

## **VI. RECOGNITIONS**

A. 2015 CCHS graduates and graduation speakers CCHS teacher Eric Rivera and student Jillian Sweeney. Ms. Rigby, on behalf of Mr. Badalament, recognized the 2015 CCH graduates, 298 students, and the graduation speakers, CCHS teacher Eric Rivera and student Jillian Sweeney.

## **VII. REPORTS & ISSUES FOR DISCUSSION**

A. CDW Landfill Remediation Update. Ms. Boynton introduced Bill Betters, from CDW, who would be presenting the status of remediation ash landfill in the area of the parking lot of the old high school. Mr. Betters stated that they performed a Phase I site assessment in 2011 in which an ash landfill was uncovered that contained some trace metals and compounds. He stated that lead and arson were of concern. He stated in 2013, a Phase II comprehensive investigation was prepared including risk assessment of the material remaining there in its current state.

He stated that a risk assessment is being done this spring and that Phase III concluded that capping the material is the most feasible alternative. He reviewed the landfill boundaries surrounding the parking lot and the boundaries of the cap. He noted that they have identified a subset of the landfill that contains levels that they would want to see capped. Mr. Betters reviewed the risk associated with not capping the landfill, noting that public safety is paramount. Mr. Betters spoke regarding acceptable uses and deed restrictions for the property after it's been capped.

Mr. Betters reviewed a preliminary schedule, in which Phase IV Remedy Implementation Plan would be completed by September 2015. By October, he stated that the final specifications and cost would be complete. He stated that in November 2015, they would seek approval from the Town Boards. During 2015/2106, they would assist with contractor selection, assist with the construction component, develop as-built drawings and record Activity and Use Limitation. He stated at the end of this process, they would submit a Response Action Outcome Statement to the DEP.

Mr. Betters noted that there is a 5-year time frame to do the work under the Massachusetts Contingency Plan.

B. CCHS School Goals Final Report / School Improvement Plan. Mr. Badalament presented the 2014-15 CCHS School Goals, noting that they focused on student achievement, achievement gaps and school climate as well as preparing for re-accreditation by the NEASC in Fall 2015. Goal 1 was to foster an inclusive, mindful, positive and compassionate school culture that promotes growth and well-being for all. Some key actions he discussed included: increasing the use of the Department Chair Group loop, Principal and CCTA President and Vice-President weekly meetings, continuing communication, clarifying "Guiding Principals" in the Code of Conduct, clarifying student conduct, ensuring student connection (he noted that 94.5% of students are involved with a club, group or athletic team at CCHS) and addressing equity and diversity issues and work on community programming. Mr. Badalament and the SC discussed student behavior and discipline as well as the MS Tells data. The SC and Mr. Badalament reviewed the results and discussed the discrepancies. The SC and Mr. Badalament discussed the Mass Tells survey, in regards to how best analyze the data and try to find the gaps and solutions.

Mr. Badalament reviewed Goal 2: School leaders lead all educators in examining innovative practices. He stated that key actions for this included: implementing practices that promote conditions for more equitable learning experiences and achievement outcomes. He reviewed Goal 3: By June 2015, all students at CCHS will master critical end-of-course standards with key actions including: continuing to employ formative summative assessments to analyze and respond to student progress over time, continue implementing Common Core Standards, identifying and providing professional development and utilizing curriculum maps. Mr. Badalament reviewed Goal 4: Prepare for re-accreditation by the NEASC in Fall 2015. He reviewed the key actions, including: Standards Committees completing organizing evidence and writing final reports, faculty review and vote on the 7 standards reports and completing related tasks to prepare for the NEASC re-accreditation visit. Mr. Badalament applauded the teachers for all of their hard work and noted that the NEASC visit will occur on November 15, 2015.

Mr. Badalament reviewed the CCHS School Improvement Plan, which included the following goals: Goal 1 - By June 2016, all students will master end-of-year course standards; Goal 2 - Foster an inclusive, mindful, positive and compassionate school culture that promotes growth and well-being for all; Goal 3 - School year, administrators and department chairs will lead all educators in examining innovative practices to improve student learning. Mr. Badalament identified key actions, process benchmarks and outcome benchmarks for each goal. He noted that the 3 goals remained the same but were re-ordered.

C. Financial Update - CCRSD. Mr. Flaherty presented the CCRSD FY15 YTD Financials, noting that both winter and maternity leaves have taken their tolls on the budget. He stated that the Regular Education balance is negative \$565,436, of which @ \$241,000 is due to long-term subs, \$179,000 is hardware transition in the new high school. He stated that they had planned for a deficit in special education and they have a circuit breaker receipt of \$1,313,313. He stated that they have a negative balance of \$166,413 in Operations due to snow removal, electrical and heat, noting that they were paying for 2 buildings to be heated from February on. Mr. Flaherty stated that the balance in Administration is negative \$26,631, which is mostly driven for the need for engineering services. He stated that in fixed costs, backing out the debt service, they did well on the insurance expenditures. He stated that prior to application to circuit breaker receipts, there is @ a \$952,874 overrun. He noted that there are other revenue streams coming in, as well as the circuit breaker. He stated that after applying the \$1,313,313 in circuit breaker receipts against the total deficit, it brings the budget well back into the black. He noted that increased current year projected revenue ties back to the development process which is different for the region, because he has to book a projection for anticipated state aid. He noted the vacillation mid-year regarding regional transportation aid. He stated that the cherry sheets are showing \$617,000 of projected regional transportation aid, noting the number will change. He stated a conservative balance would be \$660,439 before replenishing the E&D of \$580,000, which would bring the balance to \$80,439. Mr. Flaherty stated that he expects to see reductions in both the Special Education and Operations deficits as open purchase orders start to be closed out. He also noted that tuitions are over-encumbered. He stated that they are well within budget.

D. Superintendent FY15 Evaluation. Ms. Boynton reviewed the End-of-Cycle Summative Evaluation Report for the Superintendent. She stated that each member of the 7-member regional school committee from the previous year (Mr. Benincasa, Ms. Boynton, Mr. Johnston, Ms. Munn and Ms. Snook, Mr. Fink and Ms. Storrs) filled out an end of cycle evaluation report using model rubrics. She stated that Ms. Rigby is rated on goals that she has established: professional practice goals (1), student learning goals (1) and district improvement goals (9). Ms. Boynton stated that Ms. Rigby is then rated on her performance in 4 standards: instructional leadership, management & operations, family & community engagement and professional culture.

Ms. Boynton summarized the ratings that were given by the members. Ms. Boynton stated that Ms. Rigby received an overall rating of Proficient. Ms. Boynton stated that in terms of the 11 professional goals, Ms. Rigby met or exceeded her student-learning goal, as well as 8 of the 9 district goals. She stated that she is making significant progress in her professional practice goal. Ms. Boynton summarized the results of the Performance Standards: Standard 1 – Instructional Leadership – Proficient; Standard 2 – Management and Operations – Proficient; Standard 3 – Family and Community Engagement – Proficient; Standard 4 – Professional Culture – Proficient. Ms. Boynton noted that there was uniform praise for Ms. Rigby as an educator.

- E. First Reading – School Committee Policies  
File: BDFB – Building Committee – CCRSD, CPS  
File: BHC – School Committee-Staff Communications  
File: BHE – Use of Electronic Messaging by School Committee Members  
File: BIA – New School Committee Members Orientation  
File: BIBA – School Committee Conferences, Conventions and Workshops  
File: BID – School Committee Member Compensation and Expenses  
File: BJ – School Committee Legislative Program  
File: BK – School Committee Memberships  
File: FF – Naming Facilities – CPS, CCRSD

Ms. Snook asked the SC members to review the policies and inform her of any changes/updates that need to be made.

### **VIII. ACTION ITEMS**

- A. Vote to approve CCHS 2015-2016 Handbook. A motion was made by Ms. Snook, seconded by Mr. Johnston, to approve the CCHS 2015-2016 Handbook. The motion was unanimously approved.
- B. Vote to approve SC Meeting Dates for 2015-2016. A motion was made by Mr. Johnston for both CSC and CCSC, seconded by Ms. Snook, to approve the CPS/CCRSD 2015-2016 School Committee Meeting Dates. The motion was unanimously approved.
- C. Vote to approve one additional CEF Grant. A motion was made by Mr. Johnston, seconded by Ms. Snook, to accept an additional Concord Education Fund Grant for 2015-2016 of \$25,000. The motion was unanimously approved.
- D. Vote to approve Ecuador Exchange Trip 2016. Mr. Pohl, Spanish teacher at CCHS, spoke regarding the Ecuador trip, noting they first began this trip in 2008 and usually involves 15-20 students. A motion was made by Ms. Snook, seconded by Mr. Johnston, to approve the request to plan an exchange trip to Ecuador. The motion was unanimously approved.
- E. Vote to approve China Trip 2016. Mr. Feng, Chinese teacher at CCHS, spoke regarding the trip to China, which usually includes 15 students. A motion was made by Mr. Johnston, seconded by Ms. Snook, to approve the request to plan a trip to China. The motion was unanimously approved.
- F. Gift Acceptance of Cyrus Stow Bequest. A motion was made by Ms. Snook, seconded by Mr. Johnston, to accept the donation and publicly thank the Chair, Trustees of Town Donations. The motion was unanimously approved and the donation was accepted with gratitude.

G. Vote to approve new CCTA Supervision & Evaluation Contract Language. A motion was made by Ms. Snook, seconded by Mr. Johnston, to approve the new CCTA supervision & evaluation contract language, Article 29.22 regarding DDM's. The motion was unanimously approved.

H. Vote to approve the successor collective bargaining agreement between the Building Service Workers and the Concord Public Schools. A motion was made by Ms. Snook for CPS, seconded by Ms. Boynton, to approve a new 3-year contract for the Concord Building Service Workers Association. The motion was unanimously approved.

I. Vote to approve the successor collective bargaining agreement between the Building Service Workers and the Concord-Carlisle Regional School District. A motion was made by Ms. Snook for CCSC, seconded by Mr. Johnston, to approve the new 3-year contract for the Concord-Carlisle Building Service Workers Association. The motion was unanimously approved.

J. Vote to approve FY16 salary increases for non-collective bargaining personnel. A motion was made by Ms. Boynton for CSC, seconded by Mr. Johnston and a motion was made by Mr. Johnston for CCSC, seconded by Ms. Snook, to approve FY16 salary increases of approximately 3-5% for non-bargaining employees. The motions were unanimously approved.

K. Vote to authorize CDW to develop bid packages & evaluate the bids for the CCHS landfill remediation. A motion was made by Ms. Snook, seconded by Mr. Johnston, to authorize CDW to develop bid packages and evaluate the bids for the CCHS landfill remediation. The motion was unanimously approved.

L. Vote to appoint Mark Galius to the Alternative Fuel Bus Advisory Subcommittee. A motion was made by Ms. Snook for both CSC and CCSC, seconded by Mr. Johnston, to appoint Mark Galius to the Alternative Fuel Bus Advisory Committee. The motions were unanimously approved.

M. Vote to approve Mr. Johnston attending the Mass Association of School Committee's annual meeting. A motion was made by Ms. Boynton, seconded by Ms. Bout, to approve Mr. Johnston's attendance at the Mass Association of School Committee's annual meeting. The motion was unanimously approved.

#### **IX. OLD BUSINESS**

A. CCHS Building Project. Ms. Boynton stated that they are in the middle of Phase II (abatement of the building). She stated that additional hazardous material has been found and they are currently estimating abatement at \$2.6 million. She noted the old school should be demolished by the beginning of the new school year. Ms. Snook noted how well the building project was managed.

B. Transportation. Mr. Flaherty stated that they have begun to solicit bids for buses. He noted that 2 companies have requested the specs, noting that they typically get bids from 2 vendors.

#### **X. SUPERINTENDENT'S REPORT**

A. Enrollment. Ms. Rigby noted that enrollment has increased to 1,294, which is 39 more students than expected.

B. Updated Website. Ms. Rigby presented the new website and noted the CSC email page.

#### **XI. ADJOURNMENT**

A motion was made by Mr. Johnston, seconded by Ms. Snook for CCSC, to adjourn the meeting. A motion was made by Ms. Bout, seconded by Ms. Snook for CSC, to adjourn the meeting. The motions were unanimously approved and the meeting adjourned at 10:59 PM.

Respectfully submitted,

Erin E. Higgins

Approved: 8/25/15

Abbreviations:

CASE	Cooperative Association for Special Education
CDW	CDW Consultants, Inc.
CSC	Concord School Committee
CCSC	Concord-Carlisle Regional District School Committee
CPA	Community Preservation Act
CPC	Community Preservation Committee
CPS	Concord Public Schools
CCRSD	Concord-Carlisle Regional School District
CCHS	Concord-Carlisle High School
CHPS	The Collaborative for High Performance Schools
CSEC	Comprehensive Sustainable Energy Committee
CPSC	Consumer Products Safety Commission
CPW	Concord Public Works
CTA	Concord Teachers Association
DEP	Department of Environmental Protection
DESE	Department of Elementary & Secondary Education
FINCOM	Finance Committee
MASC	Massachusetts Association of School Committees
MIAA	Massachusetts Interscholastic Athletic Association
NEASC	New England Association of Schools and Colleges
OPEB	Other Post-Employment Benefits
RTI	Response to Intervention
SEPAC	Special Education Advisory Council