



Superintendent's FY2018 Proposed Budget



Concord-Carlisle Regional School District
Concord, Massachusetts

January 2017

www.concordcarlisle.org

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Mission

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



CORE VALUES & BELIEFS

Academic Excellence

Respectful and Empathic Community

Educational Equity

Continuous Improvement

Professional Collaboration

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Section I: Introduction

Executive Summary

The Concord-Carlisle Regional School District completed the FY2018 budget development process with the vote of the school committee on December 21, 2016. The district administration starts the process annually working with internal stakeholders and the school committee to develop the budget, and carries the process through to creating a budget that is adopted by the school committee. The core budgeting principles remain unchanged from previous years and include the following:

- Students and their learning are at the center of decisions;
- Teaching and learning conditions matter for student success;
- Requested resources for programs, services, and activities reflect the districts' core values of academic excellence, respectful and empathic community, professional collaboration, educational equity, and continuous improvement;
- Balance between responsive and reasonable operating budgets and the impact on taxpayers is maintained.

The district administration presented to each of Concord and Carlisle's Finance Committees during the fall of 2016 as well as at the Concord December Town Coordination meeting. For the past ten years the district has been able to meet the guidelines set by the Concord Finance Committee without an override request to the Concord voters, and for eight years without an override request to the Carlisle voters. The FY2018 request does not require an override; it is above the Concord Finance Committee guidelines as the Concord-Carlisle School Committee's Adopted Budget includes funding to implement a later school day start time for the high school students which requires five additional buses and bus drivers.

The later start time initiative follows a growing trend nationwide to start the high school day later. Studies show that a later start time has been linked to increased academic performance, reduced student stress, and improved health. To achieve a later start time for students, the district needed to increase the bus fleet by five buses and five drivers, as the current three- tier transportation model is unable to support the change in the high school schedule.

Funding

State funding levels continue to remain stable but still do not match the increase in the budgetary demands associated with the district educational objectives. The additional transportation expenses included in the FY2018 request will be submitted on State reports for Regional Transportation reimbursement. The support of these objectives will continue to be provided by the local contribution. Special Education Circuit Breaker reimbursement funds have slightly decreased for the current year. The district has budgeted circuit breaker with level assumptions and will continue to monitor the direction of circuit breaker funding. External funds through state and federal grants are projected to remain flat.

Budget

The FY2018 operating budget request for CCHS of \$28,317,000 represents a 6.42% increase above the FY2017 appropriation. This brings the five year average increase to 3.69%, up from the previous average of 2.76%. The district maintained a strong Aaa bond rating, but has seen a decline in the Excess and Deficiency (E&D) fund balance to 4.3%. Future borrowing results are expected to remain favorable with the increased budget.

The FY2018 budget process involved the following cost drivers: \$352,777 required for CCTA contract obligations, \$603,638 for other salary obligations, \$136,421 to support new programs in Senior Internship, Global Literacy, and Coding Classes, \$100,442 for medical and other insurance, \$41,151 for retirement, \$145,000 for Other Post-Employment Benefits (future Retiree health insurance benefits, referred to as OPEB) funding, \$62,576 increase

in Special Education Transportation, \$149,620 for building maintenance and capital outlay, \$9,179 for information technology, \$100,000 to support the school bus replacement schedule, and \$350,000 in additional bus driver salary and school bus leases to support the later high school start time. These increases totaling \$2,050,804 are offset by \$342,185 of the following reductions: instructional computer hardware (\$16,000), computer software support (\$10,519), copier purchases (\$5,000), equipment (\$2,500), transportation expenses (\$127,952), utilities (\$147,714), and reductions in state assessments combined with other net reductions (\$32,500).

The FY2018 operating budget is apportioned at 66% for employee costs and 34% for non-employee costs. Teachers at the top step are expected to increase from 52.2% in FY2017 to 53.6% in FY2018. The \$353K in CCTA contract obligations represents \$176K for step costs, and \$65K for lane changes; the scale increase for FY18 will be determined in the upcoming contract negotiations with the Concord-Carlisle Teachers Association, and a 1.00% scale increase would add a \$112K to teaching salary costs. FY2017 is a negotiation year for the district and the Concord-Carlisle Teachers Association, and meetings are expected to begin this spring. Non-employee costs are spread through the operating budget. The largest increase is in school transportation and reflects the planned purchase of 2 new school buses in support of the replacement schedule combined with the increase cost to lease/purchase and operate five new buses in support of the late start time initiative.

The district's annual operating budget includes \$850K for OPEB funding. OPEB is a significant portion of the annual operating budget, and the incremental contributions are growing at a high rate as a percentage of the operating budget increase. For the past 4 years including FY2018, the annual incremental OPEB increases have accounted for approximately 22% of the operating budget increases on average. In the future, the district will be challenged to meet our Annual Required Contribution (ARC) for OPEB with the current funding policy and still meet other contractual and legal obligations.

Enrollment

Enrollment at the high school decreased this year by 13 students to 1,275. The 5-year outlook based upon the historical actuals remains stable. The assessment ratio on October 1, 2016 for the FY2018 budget year is 73.51% Concord and 26.49% Carlisle which is calculated based on the most recent enrollment reports. There are no anticipated policies or DESE changes that would affect student enrollment.

District Goals

The major priorities for the Concord-Carlisle Regional School District this year include students mastering critical end of year grade level standards; learning experiences that are personalized, engaging, standards-based, and include skills/strategies for college, career, and citizenship; students feel safe, included, supported, and respected by peers and adults; improve supervision and evaluation process by calibrating the 5-step cycle, increasing rater-reliability, and aligning S&E with student data; provide students and staff with the resources, materials, and infrastructure to support high quality learning environments; and build support, consensus, and community engagement for the district mission, core values, challenges, and accomplishments, and critical decisions using multiple communication strategies. The later start time and program additions of the Senior Internship, Global Literacy, and Coding Classes will support the achievement of these annual goals.

The Concord-Carlisle Regional School District School Committee voted to adopt the FY2018 budget at the December 21, 2016 School Committee Meeting. This adopted budget and additional district data are presented in the following pages.

District Goals

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

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

GOALS	ACTIONS	OUTCOMES
1. CCHS students will master critical end of year grade level standards.	<ul style="list-style-type: none">• Implement common assessments to analyze student work for instructional adjustments and/or targeted intervention.• Dept. chairs and teachers review underperforming student work on a quarterly basis to identify intervention strategies.• Implement school- wide intervention plan to support student achievement.• Review and revise Social Studies and Health curricula to reflect the State Frameworks.• Integrate Next Generation Science Standards into science courses.	<ul style="list-style-type: none">• 95% CCHS students earn 2.5 GPA or higher.• 95% CCHS students score 3-5 on AP exams.• Median SAT score is 600.• 100% Competency Determination for Class 2017.• 95% CCHS students score Adv./Prof. MCAS ELA/Math/Science.• CPI score is 75 or better for each student group in ELA and Math.• CCRSD will improve DESE classification from Level 2 to Level 1 Accountability Level.

GOALS	ACTIONS	OUTCOMES
2. CCHS student learning experiences are personalized, engaging, standards-based, and include skills/strategies for college, career, and citizenship.	<ul style="list-style-type: none"> • Implement professional learning for teachers to increase their effective use of digital tools. • Provide coding classes in the Math Dept. • 100% teachers implement Google Classroom to manage assignments, assess student work, and provide timely feedback. • Collaboratively analyze student work to revise instructional practices or provide intervention. • Create learning experiences with interdisciplinary units. • Provide instructional coaching for increased student engagement and project-based learning. • Increase opportunities for students to make effective presentations. • Create more opportunities for students to participate in project-based interdisciplinary units in science, technology, engineering, math, and art through the STEAM committee. • Provide more opportunities for students to participate in the Global Literacy Certificate and Senior Internship programs. 	<ul style="list-style-type: none"> • 100% CCHS students use Google Apps. • All teachers will demonstrate how they made adjustments in instructional practices based on their collaborative analysis of student work. • All teachers will post student grades on the Aspen parent portal for progress monitoring by the students and their parents. • All departments will develop new interdisciplinary units. • All departments will use specific and measureable criteria for successful student presentation skills. • The curriculum review cycle is formalized with a multi-year timeline and vertical articulation with Concord and Carlisle K8. • More seniors participate in the Senior Internship program. • Students in the GLC program will attend the Global Student Leadership Conference in Peru.

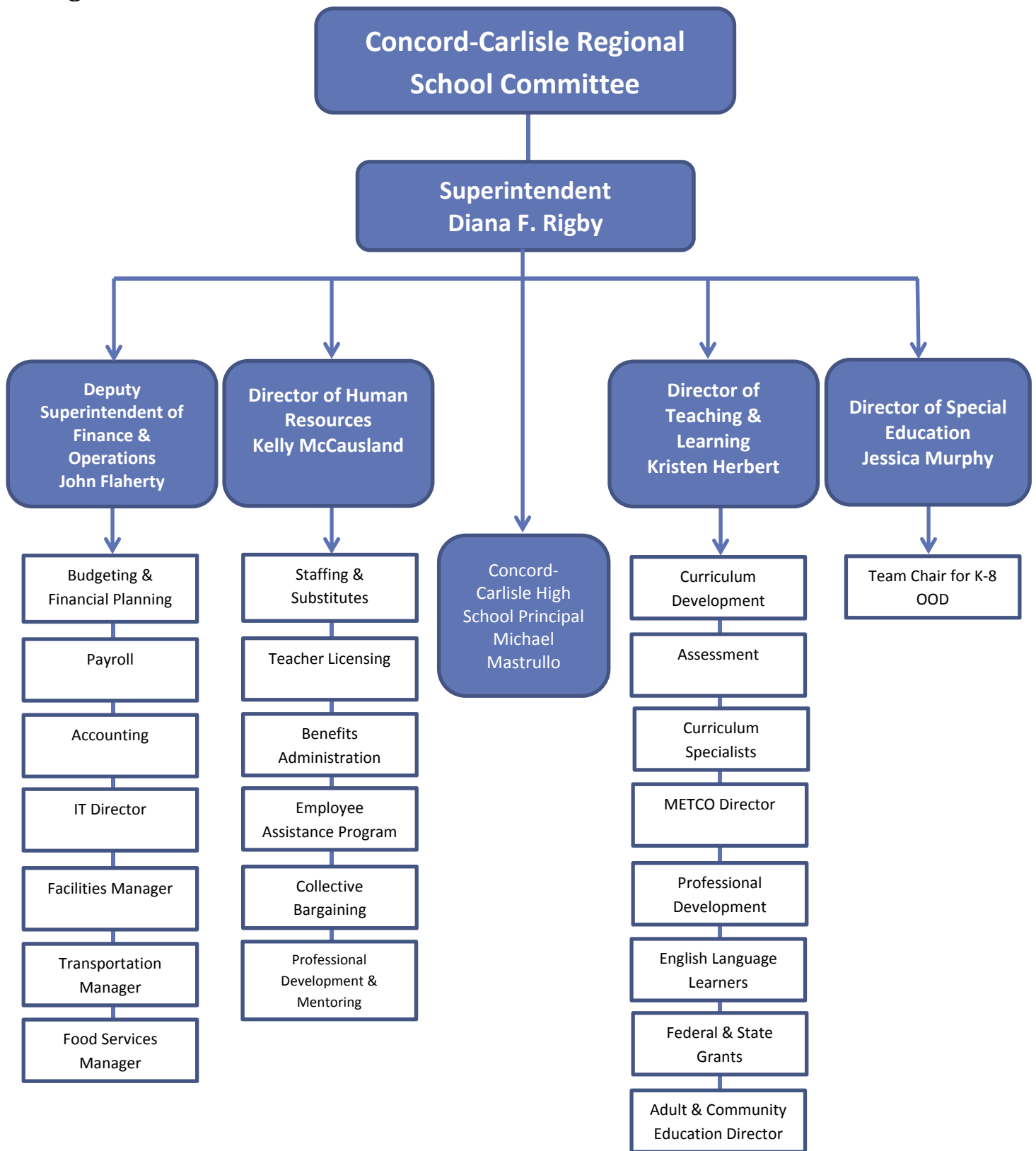
GOALS	ACTIONS	OUTCOMES
3. CCHS students feel safe, included, supported, and respected by peers and adults.	<ul style="list-style-type: none"> • Identify students who are not connected and implement strategic response to include these students in a community. • Increase student participation in decision- making that impacts school culture. • Implement activities and strategies that address race, equity, and inclusive school culture. • Participate in Challenge Success program to respond to student survey data 2016 and implement recommendations to reduce student stress. • Time and Learning Committee review daily schedule for improvements. 	<ul style="list-style-type: none"> • 95% or greater CCHS students report on a student survey that they have a connection to a least one adult at CCHS. • Student Advisory will provide opportunities for student feedback on school climate concerns. • Student participation on school-wide committees will increase. • Student-led diversity-based events and school-wide activities will address race and equity issues. • Student work loads and schedules will be revised to reduce stress.

GOALS	ACTIONS	OUTCOMES
4. Improve the Supervision and Evaluation process by calibrating the 5-step cycle, increasing rater-reliability, and aligning S&E with student data.	<ul style="list-style-type: none"> • Provide district course in S&E through Concord Fellows. • CCHS Admin. and CCHS Dept. Chairs participate in professional learning to calibrate the cycle, improve inter-rater reliability, and align S&E with student data. 	<ul style="list-style-type: none"> • Provide targeted constructive feedback for all educators as evidenced by a staff feedback. • Use multiple data sources to evaluate teacher and department performance as evidenced by evaluators professional practice goal attainment

GOALS	ACTIONS	OUTCOMES
<p>5. Provide students and staff with the resources, materials, and infrastructure to support high quality learning environments.</p>	<ul style="list-style-type: none"> • Work with school administration, school Committee, and both Concord and Carlisle Finance Committees to develop FY18 CCRSD budget that supports district goals and is within the levy limit. • Discuss FY18 budget development at each Regional SC meeting to increase public understanding of the budget process. • Discuss preliminary FY18 budget with SC, CCHS faculty, and Concord and Carlisle Finance Committee. • Develop FY18 budget book and present SC adopted FY18 budget at Public Hearings and Town Meetings. • Digitize administrative functions in the Business, HR, and CCHS offices. • Reduce, reuse, and recycle districtwide. 	<ul style="list-style-type: none"> • FY18 CCRSD budget is approved at both Concord and Carlisle Town Meetings. • Reduce use of paper, water, gas, electricity by 10%.

GOALS	ACTIONS	OUTCOMES
<p>6. Build support, consensus, and community engagement for the district mission, core values, challenges, and accomplishments, and critical decisions using multiple communication strategies.</p>	<ul style="list-style-type: none"> • Improve CCHS website to increase access to CCHS information. • Continue "Your Voice Matters" to solicit community feedback. • Conduct Principal and SC coffees during the school year to both share information and receive feedback. • Increase communication with Grade 8 families in both Concord and Carlisle for the transition to CCHS. • Continue communication to community through school meetings, parent meetings, PTG, district, CCHS websites, monthly updates, school newsletters, local media, social media, and the annual performance report. 	<ul style="list-style-type: none"> • Parents report on the parent survey improved home-school communication. • Parents of incoming Freshmen report 85% satisfaction with CCHS communication regarding transition to CCHS. • Increase community awareness of CCHS goals, accomplishments, and challenges as measured by informal and formal feedback.

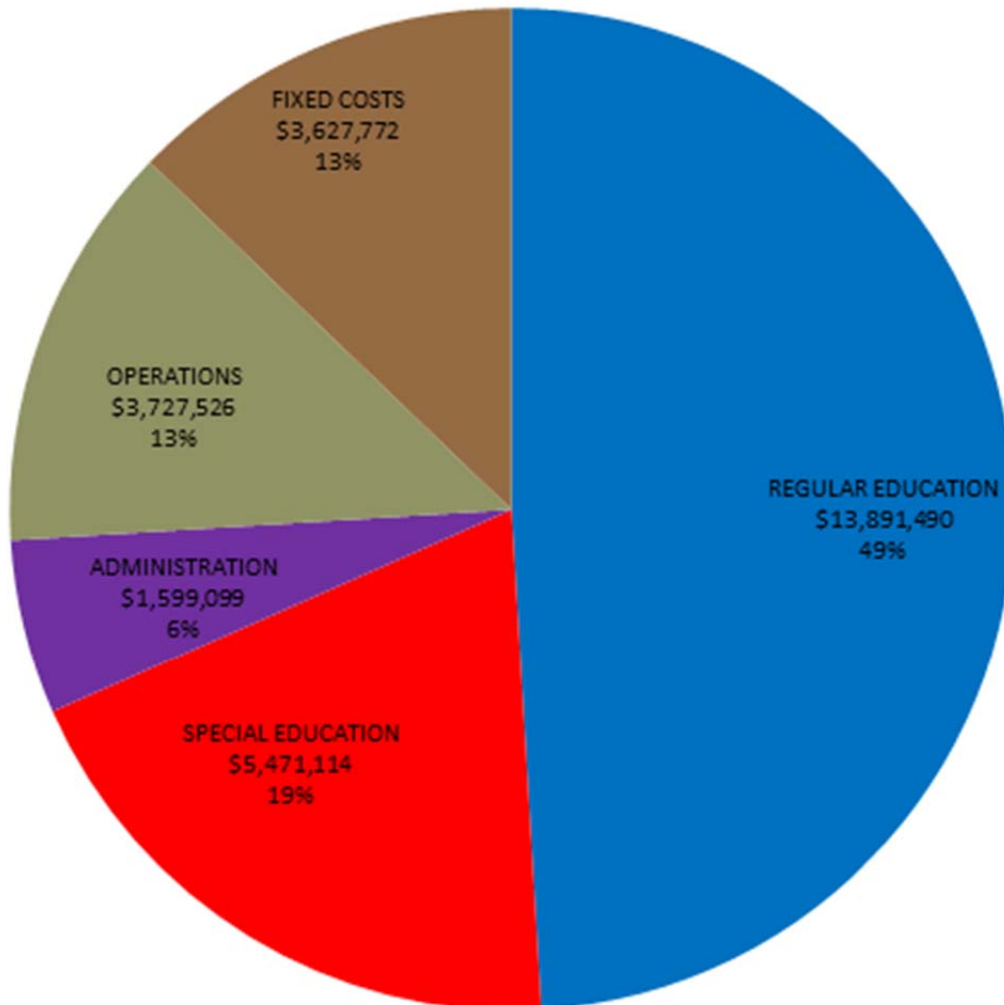
Organization Chart



Section II: FY2018 Budget Summaries

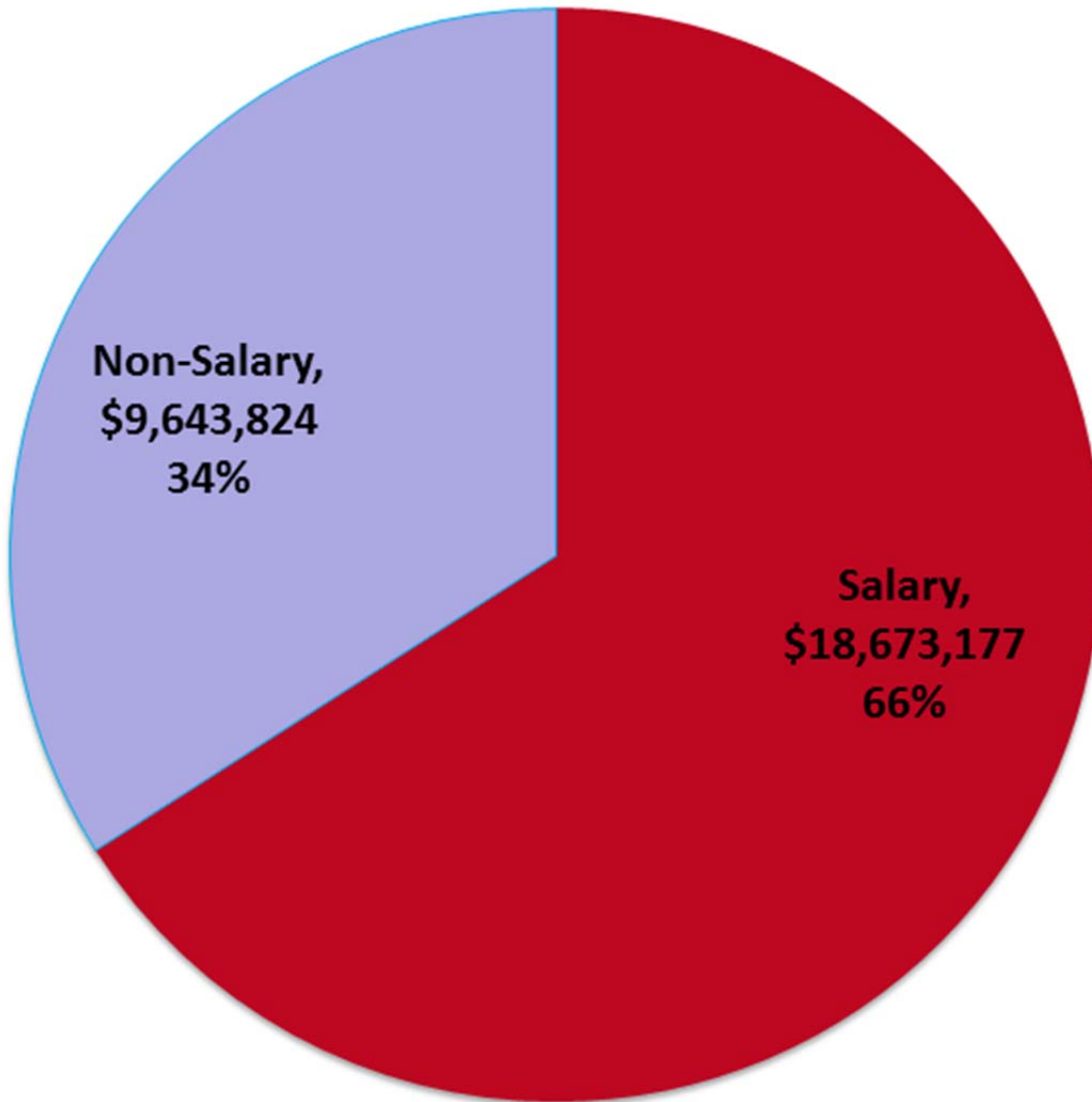
Budget Summary

FY2018 CCRSD Preliminary Operating Budget

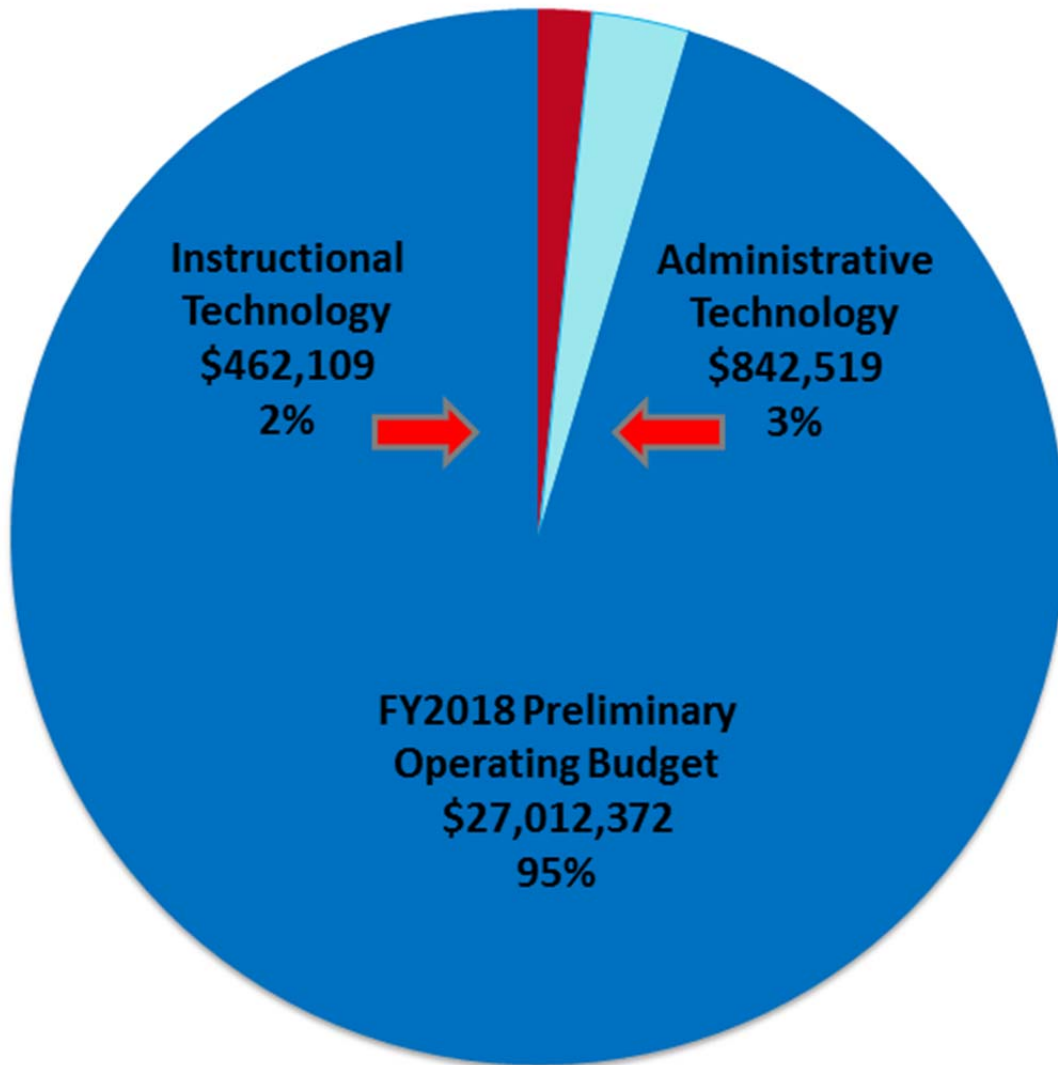


Major Program Area	FY2017 Budget	FY18 Preliminary Budget	\$ Change	% Change
REGULAR EDUCATION	\$ 13,092,185	\$ 13,891,490	\$ 799,305	6.11%
SPECIAL EDUCATION	\$ 5,331,032	\$ 5,471,114	\$ 140,082	2.63%
ADMINISTRATION	\$ 1,476,205	\$ 1,599,099	\$ 122,894	8.32%
OPERATIONS	\$ 3,311,281	\$ 3,727,526	\$ 416,245	12.57%
FIXED COSTS	\$ 3,397,678	\$ 3,627,772	\$ 230,094	6.77%
OPERATING BUDGET	\$ 26,608,381	\$ 28,317,000	\$ 1,708,619	6.42%
Without OPEB Increase				5.88%

FY2018 CCRSD Salary & Non-Salary



FY2018 CCRSD Technology Budget Components



Assessments

		FY15 SC Adopted Budget	FY16 SC Adopted Budget	FY17 SC Adopted Budget	FY18 SC Adopted FINCOM GL Budget	FY18 SC Adopted Budget 12/21/2016	FY18 Late Start Time Budget	FY18 / FY17 % SC = GL Change
Concord-Carlisle Regional High School								
Operations	\$	24,605,506	25,802,829	26,608,381	27,967,000	28,317,000	\$ 350,000	6.42%
Debt Service		2,831,824	4,840,208 *	5,133,393	4,984,609 *	4,984,609		-2.90%
Total Budget		27,437,330	30,643,037	31,741,774	32,951,609	33,301,609		3.81%
Financing Sources								
State Aid - Chapter 70		1,867,899	2,020,931	2,053,456	2,321,678	2,321,678		13.06%
State Aid - MSBA (Excluded Debt)		288,950	0	0	0	0		
Prior Year Reserved Debt Service			72,294	40,375	162	162		
State Aid -								
-- Regional Transportation		387,114	617,584	707,224	505,311	505,311		-28.55%
-- Charter Tuition Reimbursement		59,356	28,019	30,458	16,963	16,963		-44.31%
-- Charter Facility Reimbursement		0	0	0	0	0		
District Funds								
-- Excess & Deficiency		580,000	610,000	610,000	660,000	660,000	-	8.20%
-- Investment Income		15,000	45,000	45,000	45,000	45,000	-	0.00%
-- Miscellaneous Income		5,000	20,000	20,000	20,000	20,000	-	0.00%
		3,203,319	3,413,828	3,506,513	3,569,114	3,569,114		1.79%
Assessments to Member Towns	\$	24,234,010	27,229,209	28,235,261	29,382,495	29,732,495		5.30%
Total Financing Sources		27,437,329	30,643,037	31,741,774	32,951,609	33,301,609	0	4.91%
Assessments								
Concord		73.10%	73.71%	73.61%	73.51% *	73.51%		
Within the levy limit	\$	15,856,221	16,556,221	17,035,005	17,935,005	18,192,290	257,285	6.79%
Debt service		1,858,841	3,514,429	3,748,971	3,561,484	3,561,484		-5.00%
School Bus Debt Service					102,583	102,583		
		17,715,062	20,070,650	20,783,976	21,599,072	21,856,357	257,285	5.16%
Carlisle		26.90%	26.29%	26.39%	26.49% *	26.49%		
Within the levy limit		5,834,916	5,905,074	6,107,238	6,463,043	6,555,758	92,715	7.34%
Debt service		684,033	1,253,485	1,344,047	1,320,380	1,320,380		-1.76%
		6,518,949	7,158,559	7,451,285	7,783,423	7,876,138	92,715	5.70%
Total Assessments	\$	24,234,011	27,229,209	28,235,261	29,382,495	29,732,495	92,715	5.30%

* Anticipated Additional Regional Transportation Reimbursement (Typical range 50 -70%) in FY2019 50% X \$350,000 \$ 175,000

Summary of Cost Drivers

DESCRIPTION	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 Adopted Budget	FY17 Adopted Budget	FY18 SC Adopted Budget
NET OPERATING BUDGET	\$ 23,886,464	\$ 24,605,506	\$ 25,802,829	\$ 26,608,381	\$ 28,317,000
OPERATING BUDGET % INCREASE	1.01%	3.01%	4.87%	3.12%	6.42%
5 Year Operating Average Increases	3.42%	2.92%	2.90%	2.76%	3.69%
*-- Excluding FY2018 OPEB Increase of \$145,000 to \$850,000 -- 5.11% Operating Budget Increase is Decreased to:					5.88%
OPEB Actual & Planned Contributions	\$76,954	\$350,000	\$489,691	\$705,000	\$850,000
SALARIES	\$ 15,833,348	\$ 16,124,599	\$ 16,890,026	\$ 17,420,598	\$ 18,673,177
NON - SALARIES	8,053,116	8,480,907	8,912,802	9,187,782	9,643,824
DEBT SERVICE AMOUNTS	2,419,139	2,831,824	4,840,209	5,133,393	4,984,609
TOTAL	\$ 26,305,603	\$ 27,437,330	\$ 30,643,037	\$ 31,741,774	\$ 33,301,610
OPERATING BUDGET FUNDING IMPACT	\$ 239,077	\$ 719,042	\$ 1,140,029	\$ 805,552	\$ 1,708,620

Revenue

DESCRIPTION	FY18 SC Adopted Budget
SOURCES OF REVENUE	
LOCAL SOURCES	
ASSESSMENTS	\$ 29,732,496
EXCESS & DEFICIENCY	660,000
INVESTMENT INCOME	45,000
MISCELLANEOUS INCOME	20,000
PRIOR YEAR RESERVED DEBT SERVICE	162
STATE SOURCES (DOE)	
CHAPTER 70	2,321,678
REGIONAL TRANSPORTATION AID	505,311
CHARTER TUITION REIMBURSEMENTS	16,963
OTHER STATE SOURCES	-
TOTAL	<u>\$ 33,301,610</u>
PROJECTED USES OF REVENUE	
SALARIES	\$ 18,673,178
NON-SALARIES	\$ 8,793,823
DEBT SERVICE	\$ 4,984,609
OPEB LIABILITY	\$ 850,000
TOTAL	<u>\$ 33,301,610</u>

Major Escalation & Cost Drivers

MAJOR ESCALATION/COST DRIVERS		FY18 SC Adopted Budget
Program Area		INCREASED COSTS
STEPS	1010 -2410	\$ 176,003
LANES	1011 -2410	\$ 65,000
SCALE %- <i>To Be Negotiated - Each 1% equals</i>	1012 -2410	\$ 111,774
TEACHER SALARY ESCALATION	1.3%	\$ 352,777
SLBB & OTHER CONTINGENCY	2340	\$ 116,774
CO-CURRICULAR SALARIES	2330	\$ 43,326
PROFESSIONAL DEVELOPMENT	1160	\$ 28,918
SUBSTITUTES	1210	\$ 9,915
OTHER CBU SALARIES	1010-4660	\$ 204,945
NON-CBU SALARIES	2350-4660	\$ 199,760
OTHER SALARY ESCALATION	2.3%	\$ 603,638
MUSIC EQUIPMENT	1150	\$ 5,000
INTERDEPARTMENTAL INSTRUCTION CONTRACTED SERVICES	1130	\$ 85,000
SCIENCE EQUIPMENT	1180	\$ 6,768
OTHER INSTRUCTIONAL MATERIALS	1090 & 1010	\$ 3,153
PROGRAMMATIC ADDITIONS - Coding FTE \$36.5K	1140	\$ 36,500
	0.5%	\$ 136,421
MEDICAL, WORKERS COMPENSATION & OTHER INSURANCE	5810	\$ 100,442
RETIREMENT	5820	\$ 41,151
OPEB (\$850,000 Reserve - \$145,000 Net Increase)	5810	\$ 145,000
BENEFITS ESCALATION	1.1%	\$ 286,593
SPECIAL EDUCATION TRANSPORTATION SERVICES	4670	\$ 62,576
SPECIAL EDUCATION TRANSPORTATION ESCALATION	0.2%	\$ 62,576
INFORMATION TECHNOLOGY	4630	\$ 9,179
CAPITAL OUTLAY	4610	\$ 40,000
1 BUS	4660	\$ 100,000
LEASE PURCHASE 5 LATER START TIME BUSES	4661	\$ 100,000
ADD 5.0 FTE LATER START TIME DRIVERS	4662	\$ 250,000
BUILDING MAINTENANCE	4640	\$ 109,620
OPERATIONS ESCALATION	2.3%	\$ 608,799
TOTAL INCREASES	7.7%	\$ 2,050,804

Offsetting Reductions

MAJOR ESCALATION/REDUCTIONS		FY18 SC Adopted Budget
Program Area		DECREASED COSTS
COMPUTER HARDWARE (INSTRUCTIONAL)	1020	\$ (16,000)
COMPUTER SOFTWARE SUPPORT	4630	\$ (10,519)
COPIER PURCHASES	2350	\$ (5,000)
EQUIPMENT	2360	\$ (2,500)
STATE ASSESSMENTS (\$22.5K), OTHER NET REDUCTIONS	5830 & Various	\$ (32,500)
TRANSPORTATION	4660	\$ (127,952)
UTILITIES (<i>Heating , Electricity, Water</i>)	4680 & 4690	\$ (147,714)
OPERATIONS & FIXED COSTS REDUCTION	-1.3%	\$ (342,185)
TOTAL REDUCTIONS	-1.29%	\$ (342,185)
TOTAL	6.42%	\$ 1,708,619

External Funds

DESCRIPTION	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 SC Adopted Budget	FY17 SC Adopted Budget	FY18 SC Adopted Budget
GENERAL FUNDS					
TOTAL GENERAL FUND BUDGET LEVELS	26,305,603	27,437,330	30,643,037	31,741,774	33,301,610
- <i>less debt service</i>	2,419,139	2,831,824	4,840,209	5,133,393	4,984,609
GENERAL FUND OPERATING BUDGET LEVELS	23,886,464	24,605,506	25,802,828	26,608,381	28,317,001
EXTERNAL FUNDS					
FEDERAL GRANTS	345,876	379,059	341,153	341,153	341,153
STATE GRANTS-METCO	369,509	367,342	344,719	344,719	344,719
EXTERNAL FUNDS TOTAL	715,385	746,401	685,872	685,872	685,872
ALL FUNDS TOTAL	27,020,988	28,183,731	31,328,909	32,427,646	33,987,482
EXTERNAL FUNDS AS % OF GRAND TOTAL	2.6%	2.6%	2.2%	2.1%	2.02%

Program Area Budget

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Expenses	FY2016 Balance	FY2017 Budget	FY18 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1010:	ART	621,698	640,451	(18,753)	634,041	665,324	31,283	4.9%
PROGRAM AREA 1020:	COMPUTER INSTRUCTION	293,315	389,961	(96,646)	518,003	462,109	(55,894)	-10.8%
PROGRAM AREA 1050:	ENGLISH	1,519,768	1,522,759	(2,992)	1,590,325	1,694,492	104,167	6.6%
PROGRAM AREA 1070:	ELL	60,744	44,372	16,372	43,041	44,915	1,874	4.4%
PROGRAM AREA 1080:	FOREIGN LANGUAGES	1,207,344	1,232,204	(24,860)	1,290,921	1,357,712	66,791	5.2%
PROGRAM AREA 1090:	GUIDANCE	927,754	966,383	(38,630)	1,001,887	1,044,643	42,756	4.3%
PROGRAM AREA 1100:	HEALTH EDUCATION	3,302	7,080	(3,778)	3,302	5,000	1,698	51.4%
PROGRAM AREA 1110:	HEALTH & FITNESS	534,424	518,816	15,608	568,723	585,649	16,926	3.0%
PROGRAM AREA 1120:	LIBRARY & MEDIA SERVICES	262,718	229,130	33,588	278,513	285,797	7,284	2.6%
PROGRAM AREA 1130:	INTERDEPARTMENTAL INSTRUCTION	178,842	168,485	10,357	183,657	273,450	89,793	48.9%
PROGRAM AREA 1140:	MATHEMATICS	1,620,071	1,591,669	28,402	1,715,872	1,838,521	122,649	7.1%
PROGRAM AREA 1150:	MUSIC	284,673	259,616	25,057	287,243	301,426	14,183	4.9%
PROGRAM AREA 1160:	PROFESSIONAL DEVELOPMENT	227,725	255,488	(27,762)	242,644	274,909	32,265	13.3%
PROGRAM AREA 1180:	SCIENCE	1,783,797	1,772,230	11,567	1,764,431	1,823,155	58,724	3.3%
PROGRAM AREA 1190:	SOCIAL STUDIES	1,347,168	1,450,319	(103,152)	1,378,456	1,440,938	62,482	4.5%
PROGRAM AREA 1200:	SPECIAL EDUCATION	5,030,953	5,182,424	(151,471)	4,699,365	4,777,190	77,825	1.7%
PROGRAM AREA 1210:	SUBSTITUTES	82,000	101,398	(19,398)	80,085	90,000	9,915	12.4%
PROGRAM AREA 1220:	TECH ED. - APPLIED TECHNOLOGY	9,745	10,237	(493)	10,545	10,545	-	0.0%
PROGRAM AREA 1240:	CURRICULUM LEADERSHIP	-	-	-	-	-	-	0.0%
PROGRAM AREA 1250:	THEATRE ARTS	21,261	20,229	1,032	21,500	21,500	-	0.0%
PROGRAM AREA 2300:	ADULT & COMMUNITY EDUCATION	4	-	4	4	4	-	0.0%
PROGRAM AREA 2310:	ATHLETICS	686,672	587,533	99,139	593,778	632,683	38,905	6.6%
PROGRAM AREA 2320:	CENTRAL SUPPLY	2,103	8,874	(6,771)	2,077	2,077	-	0.0%
PROGRAM AREA 2330:	CO-CURRICULAR	283,269	345,768	(62,499)	282,971	326,297	43,326	15.3%
PROGRAM AREA 2340:	CONTINGENCY	244,188	58,723	185,465	229,240	341,014	111,774	48.8%
PROGRAM AREA 2350:	COPY SERVICE	62,239	44,131	18,108	66,558	70,894	4,336	6.5%
PROGRAM AREA 2360:	EQUIPMENT	2,000	38,773	(36,773)	9,500	9,500	-	0.0%
PROGRAM AREA 2370:	FIELD TRIPS	30,000	30,713	(713)	30,000	20,000	(10,000)	-33.3%
PROGRAM AREA 2390:	HEALTH SERVICES	133,832	170,897	(37,065)	132,266	137,892	5,626	4.3%
PROGRAM AREA 2400:	PARAPROFESSIONALS	127,682	181,416	(53,734)	121,102	125,545	4,443	3.7%
PROGRAM AREA 2410:	SCHOOL DISTRICT TRAVEL	10,000	3,600	6,400	11,500	5,500	(6,000)	-52.2%
PROGRAM AREA 3510:	ADMINISTRATION	716,166	829,066	(112,901)	740,971	822,691	81,720	11.0%
PROGRAM AREA 3520:	PRINCIPALS	687,757	733,457	(45,701)	722,927	764,100	41,173	5.7%
PROGRAM AREA 3530:	SCHOOL COMMITTEE	12,058	4,668	7,390	12,307	12,307	-	0.0%
PROGRAM AREA 4610:	CAPITAL OUTLAY	27,500	98,703	(71,203)	27,500	67,500	40,000	145.5%
PROGRAM AREA 4620:	CUSTODIAL SERVICES	546,719	589,445	(42,726)	561,448	607,502	46,054	8.2%
PROGRAM AREA 4630:	INFO. TECH. SERVICES	760,311	635,193	125,119	798,171	842,519	44,348	5.6%
PROGRAM AREA 4640:	MAINTENANCE/BUILDINGS&GROUNDS	292,756	455,979	(163,223)	305,612	415,465	109,853	35.9%
PROGRAM AREA 4650:	MAINTENANCE/EQUIPMENT&VEHICLES	32,791	24,580	8,211	28,028	36,577	8,549	30.5%
PROGRAM AREA 4660:	REGULAR TRANSPORTATION	892,319	650,367	241,952	957,693	1,272,848	315,155	32.9%
PROGRAM AREA 4670:	SPECIAL EDUCATION TRANSPORTATION	539,002	651,219	(112,217)	631,667	693,923	62,256	9.9%
PROGRAM AREA 4680:	UTILITIES/HEATING OF BUILDINGS	212,088	55,259	156,829	159,452	79,784	(79,668)	-50.0%
PROGRAM AREA 4690:	UTILITIES/OTHER	531,131	389,000	142,131	473,377	405,331	(68,046)	-14.4%
PROGRAM AREA 5800:	DEBT SERVICE	4,843,808	4,841,208	2,600	5,136,993	4,988,209	(148,784)	-2.9%
PROGRAM AREA 5810:	INSURANCE	2,168,418	2,106,540	61,878	2,515,579	2,761,022	245,443	9.8%
PROGRAM AREA 5820:	RETIREMENT	580,748	580,748	-	666,849	708,000	41,151	6.2%
PROGRAM AREA 5830:	ASSESSMENTS	135,000	106,066	28,934	135,000	102,500	(32,500)	-24.1%
PROGRAM AREA 5840:	OTHER FIXED COSTS	65,176	49,860	15,316	76,650	52,650	(24,000)	-31.3%
Grand Total		30,643,037	30,635,038	8,000	31,741,774	33,301,609	1,559,835	4.91%
-- less Debt Service		4,840,208	4,840,208		5,133,393	4,984,609		
Total Operating Budget		25,802,829	25,794,829	8,000	26,608,381	28,317,000	1,708,619	6.42%

Section III: FY2018 Budget Detail

Adopted Budget

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1010: ART	640,451	634,041	665,324	31,283	4.9%
Art Teaching Salary	568,857	581,692	611,369	29,677	5.1%
Art Clerical Salary	-	-	-	-	0.0%
Art Dept. Chair	150	-	-	-	0.0%
Art Longevity	5,956	5,246	5,406	160	3.0%
Total Salary	574,962	586,938	616,774	29,836	5.1%
Art Teaching S/M	41,128	35,000	35,000	-	0.0%
Art Textbooks	1,238	197	300	103	52.3%
Art Maintenance Contracts	520	1,403	1,750	347	24.7%
Art New Equipment	19,783	6,400	6,750	350	5.5%
Art Replacement Equipment	2,819	4,103	4,750	647	15.8%
Total Non-Salary	65,489	47,103	48,550	1,447	3.1%
Total Program	640,451	634,041	665,324	31,283	4.93%

Art- 5.75 FTE Teachers

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

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1020: COMPUTER INSTRUCTION	389,961	518,003	462,109	(55,894)	-10.8%
Instr. Tech. Specialist	112,660	115,919	75,919	(40,000)	-34.5%
Comp. Instr. Teaching Salary	190	84	190	106	126.2%
Total Salary	112,850	116,003	76,109	(39,894)	-34.4%
Computer Instr. S/M	18,261	27,000	27,000	-	0.0%
Computer Software	102,144	55,000	55,000	-	0.0%
Computer Hardware	156,706	320,000	304,000	(16,000)	-5.0%
Total Non-Salary	277,111	402,000	386,000	(16,000)	-4.0%
Total Program	389,961	518,003	462,109	(55,894)	-10.79%

Computer Instruction- 1.0 FTE

For FY18 the computer hardware account in program area is decreased to \$304,000 in anticipation of Apple leases through the Apple Lease Program and to fund the additional needs of the district. In FY18 the district is budgeting for the third year lease payment for the 250 MacBook Airs purchased in FY16 (\$83,872), the second year lease payment for the 60 MacBook Airs purchased in FY17 (\$20,243), and a new three year lease to begin in July of 2017. CCHS has a digital imaging lab, language lab, Green Screen for Weather Services, Digital Recording Studio, Radio Station, CCTV, and Media Wall. The Technology Specialist is available to guide, support, and coach teachers in integrating these digital tools and software in to their daily curriculum.

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1050: ENGLISH	1,522,759	1,590,325	1,694,492	104,167	6.6%
English Teaching Salary	1,424,465	1,494,321	1,595,558	101,237	6.8%
English Dept. Chair	58,026	56,397	58,112	1,715	3.0%
English Longevity	25,524	22,731	23,422	691	3.0%
Total Salary	1,508,016	1,573,449	1,677,092	103,643	6.6%
English Teaching S/M	5,646	8,004	8,250	246	3.1%
English Textbooks	9,098	8,872	9,150	278	3.1%
Total Non-Salary	14,744	16,876	17,400	524	3.1%
Total Program	1,522,759	1,590,325	1,694,492	104,167	6.55%

English- 15.06 FTE Teachers and 0.5 FTE Department Chair

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

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1070: ELL	44,372	43,041	44,915	1,874	4.4%
ELL Teaching Salary	34,273	28,762	30,229	1,467	5.1%
ELL Tutor Salary	10,099	13,373	13,780	407	3.0%
Total Salary	44,372	42,135	44,009	1,874	4.4%
ELL S/M	-	906	906	-	0.0%
Total Non-Salary	-	906	906	-	0.0%
Total Program	44,372	43,041	44,915	1,874	4.35%

English Language Learner- 0.4 FTE Teacher

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1080: FOREIGN LANGUAGES	1,232,204	1,290,921	1,357,712	66,791	5.2%
For. Language Teaching Salary	1,152,760	1,179,494	1,240,362	60,868	5.2%
Foreign Lang. Dept. Chair	63,107	64,702	66,670	1,968	3.0%
Foreign Lang. Longevity	10,320	13,988	17,943	3,955	28.3%
Total Salary	1,226,187	1,258,184	1,324,975	66,791	5.3%
For. Language Teaching S/M	4,146	6,778	6,778	-	0.0%
Foreign Language Textbooks	225	17,500	17,500	-	0.0%
For. Language Maint. Contracts	1,646	8,459	8,459	-	0.0%
Total Non-Salary	6,017	32,737	32,737	-	0.0%
Total Program	1,232,204	1,290,921	1,357,712	66,791	5.17%

World Languages- 15 FTE Teachers and 0.5 FTE Department Chair

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1090: GUIDANCE	966,383	1,001,887	1,044,643	42,756	4.3%
Guidance Professional Salary	777,891	810,685	835,338	24,653	3.0%
Career Ed. Coordinator Salary	-	-	-	-	0.0%
Guidance Home Tutor Salary	17,613	11,942	22,305	10,363	86.8%
Career Ed. Assistant Salary	-	-	-	-	0.0%
Registrar Salary	-	-	-	-	0.0%
Guidance Clerical Salary	93,788	101,646	104,737	3,091	3.0%
Guidance Dept. Chair	58,787	57,692	59,446	1,754	3.0%
Guidance Longevity	8,508	6,994	7,207	213	3.0%
Total Salary	956,587	988,959	1,029,033	40,074	4.1%
Guidance S/M	2,173	1,172	1,172	-	0.0%
Guidance Testing S/M	4,128	2,039	4,000	1,961	96.2%
Career Ed. S/M	1,242	-	1,000	1,000	0.0%
Guidance Publications	1,280	656	1,300	644	98.2%
Career Ed. Computer Software	461	3,423	2,500	(923)	-27.0%
ELL Consultant	27	-	-	-	0.0%
Guidance College Visits	46	132	132	-	0.0%
Guidance Contractual	440	5,506	5,506	-	0.0%
Total Non-Salary	9,797	12,928	15,610	2,682	20.7%
Total Program	966,383	1,001,887	1,044,643	42,756	4.27%

Guidance- 7 FTE Guidance Counselors, 2 FTE School Adjustment Counselors, and 0.5 FTE Department Chair

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

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1100: HEALTH EDUCATION	7,080	3,302	5,000	1,698	51.4%
Health Ed. Curriculum Specialist	-	-	-	-	0.0%
Health Ed. Longevity	-	-	-	-	0.0%
Health Ed. Clerical	-	-	-	-	0.0%
Total Salary	-	-	-	-	0.0%
Health Ed. S/M	7,080	3,302	5,000	1,698	51.4%
Total Non-Salary	7,080	3,302	5,000	1,698	51.4%
Total Program	7,080	3,302	5,000	1,698	51.42%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1110: HEALTH & FITNESS	518,816	568,723	585,649	16,926	3.0%
Health & Fitness Teaching Salary	482,894	483,731	498,441	14,710	3.0%
Hlth. & Fitness Dept. Chair	7,807	64,266	66,220	1,954	3.0%
Hlth. & Fitness Longevity	11,060	13,101	13,363	262	2.0%
Total Salary	501,761	561,098	578,024	16,926	3.0%
Health & Fitness S/M	6,532	3,579	3,579	-	0.0%
Hlth. & Fitness Replacement Equipment	5,330	2,110	2,110	-	0.0%
Health Textbooks	5,192	1,936	1,936	-	0.0%
Total Non-Salary	17,054	7,625	7,625	-	0.0%
Total Program	518,816	568,723	585,649	16,926	2.98%

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

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1120: LIBRARY & MEDIA SERVICES	229,130	278,513	285,797	7,284	2.6%
Library/Media Coord. Salary	150	-	-	-	0.0%
CCHS Librarian Salary	112,495	115,026	117,326	2,300	2.0%
Library/Media Clerical Salary	1,016	1,136	1,160	24	2.1%
Library Aides Salary	92,517	129,989	133,942	3,953	3.0%
Media Aide Salary	-	-	-	-	0.0%
Media Repair Tech. Salary	-	-	-	-	0.0%
Library/Media Longevity	-	-	-	-	0.0%
Library/Media Addtl. Comp.	-	-	-	-	0.0%
Total Salary	206,178	246,151	252,428	6,277	2.6%
Library/Media Office S/M	828	405	405	-	0.0%
Library S/M	631	866	866	-	0.0%
Library/Media Software S/M	499	2,500	2,500	-	0.0%
Library/Media Audio-Visual S/M	-	2,500	2,500	-	0.0%
Media Repair S/M	30	3,500	3,500	-	0.0%
Library Books and E-books	6,287	4,943	5,200	257	5.2%
Media AV Maintenance Contracts	-	-	-	-	0.0%
CCHS On-Line Search	(0)	4,148	4,148	-	0.0%
Databases	14,678	12,000	12,750	750	6.3%
Library/Media Professional Ref.	-	500	500	-	0.0%
Library/Media New Equipment	-	500	500	-	0.0%
Library/media Replacement Equip.	-	500	500	-	0.0%
Total Non-Salary	22,952	32,362	33,369	1,007	3.1%
Total Program	229,130	278,513	285,797	7,284	2.62%

Library & Media Services- 1 FTE Library/Media Specialist, 3 additional library staff

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION	168,485	183,657	273,450	89,793	48.9%
Instr: Senior Project Advisor Salary	55,994	55,332	57,015	1,683	3.0%
Planning Room Supervisor	99,540	102,299	105,410	3,111	3.0%
MCAS Remedial Instr.	-	-	-	-	0.0%
VHS Coordinator	5,000	17,016	17,016	-	0.0%
Virtual H.S. Membership Fee	7,950	9,010	9,010	-	0.0%
MCAS Remedial S/M	-	-	-	-	0.0%
Inter. Instr. Contracted Services	-	-	85,000	85,000	0.0%
Total Program	168,485	183,657	273,450	89,793	48.89%

Interdepartmental Instruction- 0.25 FTE Senior Project Advisor, 0.5 FTE Advisory Coordinator, 1 FTE School Adjustment Counselor

The Senior Project provides opportunities for CCHS seniors to engage in an independent learning project. The Senior Project Advisor coordinates and guides the efforts of approximately 25-40 seniors. The All School Advisory Program connects adults and students outside the classroom and helps ensure every student has an advocate when needed. The Advisory Coordinator coordinates the 2x monthly meetings to improve student achievement and behavior while enriching the lives of students and teachers through personalizing the learning experiences. The Planning Room Supervisor works with students with in-house suspension and provides appropriate consequences, academic support, and counseling. The Virtual High School Program (VHS) is an online learning platform that provides students with opportunities to enroll in courses that CCHS does not offer. VHS requires membership fee and a site coordinator to facilitate the online experience for our students as well as a CCHS teacher to teach one VHS course. Contracted services supports the Senior Internship Program with Babson and Global Literacy Program.

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1140: MATHEMATICS	1,591,669	1,715,872	1,838,521	122,649	7.1%
Mathematics Teaching Salary	1,493,365	1,616,371	1,735,335	118,964	7.4%
Mathematics Dept. Chair	63,108	62,953	64,867	1,914	3.0%
Mathematics Longevity	27,223	23,601	24,319	718	3.0%
Total Salary	1,583,696	1,702,925	1,824,521	121,596	7.1%
Mathematics S/M	7,585	6,179	7,000	821	13.3%
Mathematics Textbooks	388	6,768	7,000	232	3.4%
Total Non-Salary	7,974	12,947	14,000	1,053	8.1%
Total Program	1,591,669	1,715,872	1,838,521	122,649	7.15%

Mathematics- 18.25 FTE Teachers, 0.5 FTE Department Chair

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1150: MUSIC	259,616	287,243	301,426	14,183	4.9%
Music Teaching Salary	225,180	229,604	238,686	9,082	4.0%
Music Clerical Salary	-	-	-	-	0.0%
Music Field Trip Salary	3,968	3,207	3,305	98	3.0%
Music Dept. Chair	-	-	-	-	0.0%
Music Longevity	1,702	-	-	-	0.0%
Total Salary	230,850	232,811	241,991	9,180	3.9%
Music S/M	6,245	8,500	8,500	-	0.0%
Music Registration Fees	5,437	2,500	2,500	-	0.0%
Music Maintenance Contracts	(0)	3,922	3,922	-	0.0%
Sheet Music	3,398	4,415	4,415	-	0.0%
Music New Equipment	237	4,297	9,300	5,003	116.4%
Music Replacement Equipment	-	17,267	17,267	-	0.0%
Music Accompanist	13,450	13,531	13,531	-	0.0%
Total Non-Salary	28,766	54,432	59,435	5,003	9.2%
Total Program	259,616	287,243	301,426	14,183	4.94%

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

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT	255,488	242,644	274,909	32,265	13.3%
Prof. Dev. Director Salary	-	-	-	-	0.0%
Curr. Dev. Stipends	35,250	52,413	54,007	1,594	3.0%
Staff Development/Pupil	1,800	15,724	16,202	478	3.0%
Professional Dev. Substitute Salary	19,600	23,586	24,303	717	3.0%
Professional Sabbatical Salary	-	-	-	-	0.0%
Staff Dev. Developer Salary	1,000	-	-	-	0.0%
Staff Dev. Professional Salary	11,150	10,483	10,802	319	3.0%
Staff Dev. Tuition Reimbursement	20,768	30,200	30,200	-	0.0%
Staff Dev. Mentoring	7,450	7,862	8,101	239	3.0%
Curr. Dev. Summer Clerical Salary	-	-	-	-	0.0%
Dept. Chair Training Reimbursement	-	-	-	-	0.0%
Total Salary	97,018	140,268	143,615	3,347	2.4%
Curr. Dev. S/M	299	-	-	-	0.0%
Staff Dev. S/M	594	-	-	-	0.0%
Dimensions S/M	-	-	-	-	0.0%
Staff Dev. Student Support	0	2,393	2,393	-	0.0%
Staff Dev. Conferences	25,729	13,989	13,989	-	0.0%
Staff Dev. Contracted Services	97,517	50,000	65,000	15,000	30.0%
Alt. Sabbatical Prof. Dev.	-	-	-	-	0.0%
District Prof. Dev. Memberships	(1)	11,712	11,712	-	0.0%
District Memberships	34,332	24,282	38,200	13,918	57.3%
Total Non-Salary	158,469	102,376	131,294	28,918	28.2%
Total Program	255,488	242,644	274,909	32,265	13.30%

Professional Development

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1180: SCIENCE	1,772,230	1,764,431	1,823,155	58,724	3.3%
Science Teaching Salary	1,602,921	1,622,276	1,671,609	49,333	3.0%
Science Dept. Chair	65,757	68,773	70,864	2,091	3.0%
Science Longevity	19,554	17,485	18,017	532	3.0%
Chemical Hygiene Coord.	-	4,500	4,500	-	0.0%
Total Salary	1,688,232	1,713,034	1,764,990	51,956	3.0%
Science S/M	41,146	22,273	23,500	1,227	5.5%
Science Textbooks	7,817	15,233	15,233	-	0.0%
Science Maintenance Contracts	1,500	572	1,500	928	162.2%
Science Toxic Waste Disposal	0	2,613	2,613	-	0.0%
Science Equipment	33,535	10,706	15,319	4,613	43.1%
Total Non-Salary	83,998	51,397	58,165	6,768	13.2%
Total Program	1,772,230	1,764,431	1,823,155	58,724	3.33%

Science- 17.5 FTE Teachers, 0.5 FTE Department Chair

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

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1190: SOCIAL STUDIES	1,450,319	1,378,456	1,440,938	62,482	4.5%
Social Studies Teaching Salary	1,358,314	1,276,773	1,335,333	58,560	4.6%
Soc. Studies Dept. Chair	60,557	63,322	66,553	3,231	5.1%
Soc. Studies Longevity	20,989	22,731	23,422	691	3.0%
Total Salary	1,439,860	1,362,826	1,425,308	62,482	4.6%
Social Studies S/M	6,330	7,333	7,333	-	0.0%
Social Studies Textbooks	4,129	5,722	5,722	-	0.0%
Social Studies Collaborative	-	2,575	2,575	-	0.0%
Total Non-Salary	10,460	15,630	15,630	-	0.0%
Total Program	1,450,319	1,378,456	1,440,938	62,482	4.53%

Social Studies- 14 FTE Teachers, 0.5 FTE Department Chair

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1200: SPECIAL EDUCATION	5,182,424	4,699,365	4,777,190	77,825	1.7%
SPED Director Salary	61,868	63,302	65,518	2,216	3.5%
SPED Teaching Salary	730,825	736,299	770,070	33,771	4.6%
SPED Tutor Salary	863,500	874,484	914,593	40,109	4.6%
SPED Home Tutor Salary	550	-	-	-	0.0%
SPED Alt. Ed. Regular Teaching Salary	19,622	20,165	21,090	925	4.6%
SPED H.S. Psych. Salary	296,544	224,915	235,231	10,316	4.6%
SPED Aides Salary	27,216	-	-	-	0.0%
SPED Clerical Salary	44,045	51,640	54,009	2,369	4.6%
Pathways Summer Program Sal.	27,610	28,174	29,466	1,292	4.6%
H.S. S/L Pathologist	102,095	107,281	112,202	4,921	4.6%
Special Ed. Dept. Chair	65,757	67,424	70,516	3,092	4.6%
Special Ed. Longevity	14,464	14,906	15,590	684	4.6%
Special Ed. Addtl. Comp.	-	-	-	-	0.0%
Total Salary	2,254,094	2,188,590	2,288,283	99,693	4.6%
SPED Supervision S/M	8,678	3,758	3,758	-	0.0%
SPED Teaching S/M	7,251	4,597	4,597	-	0.0%
SPED Testing S/M	3,291	4,155	4,155	-	0.0%
SPED Alternative Ed. S/M	450	1,407	1,407	-	0.0%
SPED Contracted Services	279,330	350,000	350,000	-	0.0%
SPED Evaluation Services	24,011	38,284	28,284	(10,000)	-26.1%
SPED Non-District Travel	-	53	53	-	0.0%
SPED Computer Software	-	-	-	-	0.0%
SPED Massachusetts Tuitions	127,895	162,782	147,813	(14,969)	-9.2%
SPED Out-of-State Tuitions	127,023	127,023	127,023	-	0.0%
SPED Non-Public Tuitions	2,233,649	1,705,226	1,705,226	-	0.0%
SPED Collaborative Tuitions	104,969	104,969	104,969	-	0.0%
SPED New Equipment	7,819	4,399	7,500	3,101	70.5%
SPED Assistive Technology	-	-	-	-	0.0%
Pathways Program S/M	3,619	3,615	3,615	-	0.0%
SPED Director Travel	245	343	343	-	0.0%
SPED Equipment Repair	100	164	164	-	0.0%
Prepaid Tuition	0	-	-	-	0.0%
Total Non-Salary	2,928,330	2,510,775	2,488,907	(21,868)	-0.9%
Total Program	5,182,424	4,699,365	4,777,190	77,825	1.66%

Special Education- 0.4 FTE Director, 0.5 FTE Out Of District Coordinator, 3 FTE School Psychologists, 1 FTE Transition Specialist, 10 FTE Teachers, 32 FTE Tutors, 0.5 FTE Department Chair, 1 FTE Secretary

There are four major components of the CCRSD Special Education budgets (Program Areas 1200,) special education salaries for district services, out of district (OOD) tuitions, contracted services, and special education transportation. Currently, 20% of CCHS students are enrolled in special education, which is higher than the State average of 17%. Out of District (OOD) enrollment has decreased from 52 students in FY16 to 46 students in FY17, which decreased OOD costs by \$250,000. For FY18, the projected placements will decline to 37 students with projected OOD costs to decline approx. \$200,000. Out of District (OOD) tuitions range from \$36,961 to 234,874. CCRSD influences the cost of OOD by defining the most appropriate service levels and placements in the Individual Education Plan (IEP), however the actual service rates for OOD tuitions are set by the State's Operational Services Division. CCRSD and CPS are members of the Concord Area Special Education (CASE) Collaborative to provide special education placements and services that are more cost effective than private OOD placements. CCRSD provides a continuum of special education services including the Pathways program which serves more than 18 developmentally disabled students ages 18-22. The majority of special education students in OOD placements require therapeutic environments and/or intensive specialized instruction which are not available at CCRSD. Future special education budget projections for CCRSD are estimated on current information of K8 special education students in Concord and Carlisle.

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1210: SUBSTITUTES	101,398	80,085	90,000	9,915	12.4%
Substitute Caller Salary	-	-	-	-	0.0%
Substitute Salary	85,272	78,591	85,000	6,409	8.2%
Substitute SPED Salary	16,126	1,494	5,000	3,506	234.7%
Total Program	101,398	80,085	90,000	9,915	12.38%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY	10,237	10,545	10,545	-	0.0%
Tech. Ed./Applied Tech. Teaching Salary	-	-	-	-	0.0%
Applied Tech. Longevity	-	-	-	-	0.0%
Total Salary	-	-	-	-	-
Applied Tech. Teaching S/M	8,818	8,508	8,508	-	0.0%
Applied Tech. Textbooks	0	589	589	-	0.0%
Applied Tech. Maint. Contracts	(0)	148	148	-	0.0%
Appl. Tech. New Equipment	1,420	500	500	-	0.0%
Applied Tech. YTE Contr. Serv.	-	800	800	-	0.0%
Total Non-Salary	10,237	10,545	10,545	-	0.0%
Total Program	10,237	10,545	10,545	-	0.00%

TechEd- Applied Technology

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1240: CURRICULUM LEADERSHIP	-	-	-	-	0.0%
Special Ed. Coord. Salary	-	-	-	-	0.0%
Info. Tech. Coord. Salary	-	-	-	-	0.0%
K-12 For. Lang. Curr. Chair	-	-	-	-	0.0%
K-12 Soc. Studies Curr. Chair	-	-	-	-	0.0%
K-12 Library/Media Curr. Chair	-	-	-	-	0.0%
Total Program	-	-	-	-	0.00%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 1250: THEATRE ARTS	20,229	21,500	21,500	-	0.0%
Theatre Arts Tch. Salary	17,230	20,800	20,800	-	0.0%
Theatre Arts Tch. S/M	2,999	700	700	-	0.0%
Total Program	20,229	21,500	21,500	-	0.00%

Theatre Arts- 0.25 Theater Director

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2300: ADULT & COMMUNITY EDUCATION	-	4	4	-	0.0%
Adult Ed. Director Salary	-	2	2	-	0.0%
Adult Ed. Clerical Salary	-	2	2	-	0.0%
Total Program	-	4	4	-	0.00%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2310: ATHLETICS	587,533	593,778	632,683	38,905	6.6%
Athletics Director Salary	78,219	103,148	107,952	4,804	4.7%
Coaches Salary	305,933	306,838	340,939	34,101	11.1%
Trainers Salary	44,306	43,767	43,767	-	0.0%
Intramural Stipends	-	-	-	-	0.0%
Athletics Drivers Salary	88,019	84,525	84,525	-	0.0%
Athletics Dept. Clerical Sal.	-	-	-	-	0.0%
Athletics Coordinator Salary	-	-	-	-	0.0%
Athletics Longevity	-	-	-	-	0.0%
Total Salary	516,477	538,278	577,183	38,905	7.2%
Athletic Insurance	(0)	3,000	3,000	-	0.0%
Officials	34,940	30,000	30,000	-	0.0%
Facilities Rental	36,115	20,000	20,000	-	0.0%
Contracted Service	0	2,500	2,500	-	0.0%
Total Non-Salary	71,055	55,500	55,500	-	0.0%
Total Program	587,533	593,778	632,683	38,905	6.55%

Athletics- 1 FTE Director, 1 FTE Secretary

A program of interscholastic athletics is offered to all students in good standing at Concord-Carlisle High School. When possible, teams are entered in competition with other schools at the Freshmen, Junior Varsity (JV) and Varsity levels at CCHS. Through participation, the individual develops a healthier body, a sound mind and a better understanding of individual differences. Participation teaches a student that discipline, self-sacrifice and cooperation are necessary ingredients of teamwork if worthwhile goals are to be accomplished. CCHS's fall, winter and spring teams have been very successful in post-season play in recent years. Teams and individual athletes have won several State Championships as well as Dual County League titles.

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2320: CENTRAL SUPPLY	8,874	2,077	2,077	-	0.0%
Central Supply S/M	8,874	2,077	2,077	-	0.0%
Total Program	8,874	2,077	2,077	-	0.00%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2330: CO-CURRICULAR	345,768	282,971	326,297	43,326	15.3%
Co-Curricular Professional Salary	218,010	184,508	225,119	40,611	22.0%
Radio Station Mgr. Salary	77,239	74,983	77,263	2,280	3.0%
Radio Station Staff Assists	7,582	14,298	14,733	435	3.0%
Total Salary	302,831	273,789	317,115	43,326	15.8%
Co-Curricular S/M	2,562	682	682	-	0.0%
Co-Curricular Fees	40,374	8,500	8,500	-	0.0%
Total Non-Salary	42,937	9,182	9,182	-	0.0%
Total Program	345,768	282,971	326,297	43,326	15.31%

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

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2340: CONTINGENCY	58,723	229,240	341,014	111,774	48.8%
Sick Leave - Instructional	58,723	59,240	51,014	(8,226)	-13.9%
Professional Contingency	-	100,000	120,000	20,000	20.0%
Early Retirement Incentive	-	-	-	-	0.0%
Negotiation Funds - Contracts	-	35,000	135,000	100,000	285.7%
Neg. Funds - Non-Bargaining	-	35,000	35,000	-	0.0%
Total Program	58,723	229,240	341,014	111,774	48.76%

Contingency

The Contingency budget encompasses both known collective bargaining obligations such as Sick Leave Buyback for retirees as well as unknown financial obligations that may occur as a result of the collective bargaining process and other employee compensation requirements, or staffing needs created by enrollment or special staffing needs.

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2350: COPY SERVICE	44,131	66,558	70,894	4,336	6.5%
Copy Service Operator Salary	20,323	21,056	21,898	842	4.0%
Copy Serv. Transportation Salary	13,611	12,958	25,476	12,518	96.6%
Total Salary	33,934	34,014	47,375	13,361	39.3%
Copy Service S/M	3,205	4,025	-	(4,025)	-100.0%
Copier Lease/Purchase	6,991	25,019	20,019	(5,000)	-20.0%
Copier Repair	-	-	-	-	0.0%
Copier Maintenance	-	3,500	3,500	-	0.0%
Total Non-Salary	10,197	32,544	23,519	(9,025)	-27.7%
Total Program	44,131	66,558	70,894	4,336	6.51%

Copy Service- 2 FTE for Copy Center and Mail Courier Service

The Copy Center located at the Ripley Administrative Building is a high efficiency reproduction center. Documents are reproduced for school staff on a same-day timeline. The department consists of two high speed multi-function copiers. In addition to reproduction services, the Copy Service Operator provides bulk ordering of district office supplies. The district Mail Courier Service, also known as the Pony, is an inter-campus delivery service.

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2360: EQUIPMENT	38,773	9,500	9,500	-	0.0%
CCHS New Equipment	38,583	2,500	2,500	-	0.0%
CCHS Replacement Equipment	190	2,500	2,500	-	0.0%
CCHS Classroom Equipment	-	2,500	2,500	-	0.0%
Ripley Equipment	-	2,000	2,000	-	0.0%
Total Program	38,773	9,500	9,500	-	0.00%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2370: FIELD TRIPS	30,713	30,000	20,000	(10,000)	-33.3%
Field Trip Drivers Salary	21,977	30,000	20,000	(10,000)	-33.3%
Field Trip Expenses	8,736	-	-	-	0.0%
Total Program	30,713	30,000	20,000	(10,000)	-33.33%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2390: HEALTH SERVICES	170,897	132,266	137,892	5,626	4.3%
Nurse/Nurse Asst. Sal.	164,710	125,016	130,642	5,626	4.5%
Total Salary	164,710	125,016	130,642	5,626	4.5%
Health Services S/M	1,262	5,000	5,000	-	0.0%
Hlth. Serv. Contr. Services	4,924	1,250	1,250	-	0.0%
Hlth. Serv. Equipment Maintenance	-	1,000	1,000	-	0.0%
Total Non-Salary	6,186	7,250	7,250	-	0.0%
Total Program	170,897	132,266	137,892	5,626	4.25%

Health Services- 2 FTE School Nurses

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2400: PARAPROFESSIONALS	181,416	121,102	125,545	4,443	3.7%
Paras: Dept. Clerical Salary	105,096	95,545	70,545	(25,000)	-26.2%
Paras: Campus Monitor Salary	76,321	25,557	55,000	29,443	115.2%
Total Program	181,416	121,102	125,545	4,443	3.67%

Paraprofessionals- 3 FTE Department Chair Secretaries, 2 FTE Campus Monitors.

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL	3,600	11,500	5,500	(6,000)	-52.2%
School District Travel	3,600	11,500	5,500	(6,000)	-52.2%
Total Program	3,600	11,500	5,500	(6,000)	-52.17%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 3510: ADMINISTRATION	829,066	740,971	822,691	81,720	11.0%
Superintendent's Salary	92,981	94,551	94,551	-	0.0%
Supt. Support Staff	33,175	34,741	33,120	(1,621)	-4.7%
Asst. Supt. Salary	-	-	-	-	0.0%
Dir. of Teaching/Learning Sal.	63,200	64,896	72,864	7,968	12.3%
Teach/Learning Support Staff	25,929	-	55,890	55,890	
Dir. of Finance & Operations Sal.	-	-	-	-	0.0%
Deputy Supt. of Finance & Oper. Sal.	97,201	93,775	97,990	4,215	4.5%
Financial Serv. Staff	178,633	188,688	197,179	8,491	4.5%
Director of Human Resources	61,726	65,506	68,451	2,945	4.5%
Human Resources Staff Sal.	43,371	58,090	64,170	6,080	10.5%
Total Salary	596,217	600,247	684,214	83,967	14.0%
Supt. S/M	7,407	5,625	5,625	-	0.0%
Supt. Consultant Contract	-	2,500	2,500	-	0.0%
Supt. Contracted Services	-	2,500	2,500	-	0.0%
Supt. Memberships	3,154	4,000	4,000	-	0.0%
Supt. Insurance	-	145	145	-	0.0%
Supt. Prof. Development	1,344	3,000	3,000	-	0.0%
Annual School Census	-	-	-	-	0.0%
Admin. Annuity	-	-	-	-	0.0%
Administrative Membership	-	-	-	-	0.0%
Dir of Teach/Learn S/M	5,542	2,061	5,542	3,481	168.9%
Dir of Teach/Learn Contr. Services	-	-	-	-	0.0%
Dir of Teach/Learn Memberships	-	-	-	-	0.0%
Dir of Teach/Learn Prof. Development	-	500	500	-	0.0%
Business Office S/M	18,309	3,500	3,500	-	0.0%
Bus. Office Contr. Services	40,325	12,000	12,000	-	0.0%
Bus. Office Legal Adv.	572	1,529	1,529	-	0.0%
Bus. Office Memberships	2,750	2,410	2,410	-	0.0%
Bus. Office Prof. Dev.	400	1,720	1,720	-	0.0%
Human Resources Office S/M	2,744	2,200	2,200	-	0.0%
Human Resources Contr. Serv.	6,848	6,728	6,000	(728)	-10.8%
Human Resources Legal Adv.	-	10,000	5,000	(5,000)	-50.0%
Human Resources Memberships	178	3,440	3,440	-	0.0%
Human Resources Prof. Dev.	3,498	1,061	1,061	-	0.0%
Human Resources Recruiting Exp.	37,508	5,805	5,805	-	0.0%
Legal Services	102,272	30,000	30,000	-	0.0%
Legal Settlements	-	40,000	40,000	-	0.0%
Total Non-Salary	232,849	140,724	138,477	(2,247)	-1.6%
Total Program	829,066	740,971	822,691	81,720	11.03%

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 3520: PRINCIPALS	733,457	722,927	764,100	41,173	5.7%
Principal's Salary	178,051	166,234	166,234	-	0.0%
Principals Clerical Salary	257,103	249,879	269,916	20,037	8.0%
Asst. Principals	251,732	261,801	279,450	17,649	6.7%
Total Salary	686,885	677,914	715,600	37,686	5.6%
Principals S/M	27,427	20,000	22,500	2,500	12.5%
Principals Copier Maintenance	200	7,500	7,500	-	0.0%
Graduation Expenses	13,648	11,013	12,000	987	9.0%
Prin. Prof. Development	5,297	6,500	6,500	-	0.0%
Total Non-Salary	46,572	45,013	48,500	3,487	7.7%
Total Program	733,457	722,927	764,100	41,173	5.70%

Principals- 1 FTE Principal, 2 FTE Assistant Principals, 3 FTE Administrative Assistants/Secretaries

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 3530: SCHOOL COMMITTEE	4,668	12,307	12,307	-	0.0%
School Comm. Clerical Salary	2,724	3,500	3,500	-	0.0%
Total Salary	2,724	3,500	3,500	-	0.0%
School Committee S/M	994	1,500	1,500	-	0.0%
School Committee Dues	950	5,800	5,800	-	0.0%
School Committee Conferences	0	500	500	-	0.0%
School Comm. Contr. Services	-	1,007	1,007	-	0.0%
Total Non-Salary	1,945	8,807	8,807	-	0.0%
Total Program	4,668	12,307	12,307	-	0.00%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 4610: CAPITAL OUTLAY	98,703	27,500	67,500	40,000	145.5%
Capital Outlay - Grounds	39,034	5,000	15,000	10,000	200.0%
Capital Outlay - Buildings	27,929	10,000	20,000	10,000	100.0%
Capital Outlay - Designers	-	2,500	17,500	15,000	600.0%
Capital Outlay - Equipment	31,741	10,000	15,000	5,000	50.0%
Capital Stabilization	-	-	-	-	0.0%
Total Program	98,703	27,500	67,500	40,000	145.45%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 4620: CUSTODIAL SERVICES	589,445	561,448	607,502	46,054	8.2%
Bldg. Serv. Wkr. Salary	442,805	445,103	479,312	34,209	7.7%
Bldg. Serv. Wkr. Overtime	75,313	78,736	78,992	256	0.3%
Ripley Bldg. Serv. Wkr. Sal.	28,465	25,402	30,085	4,683	18.4%
Ripley Bldg. Serv. Wkr. Overtime	864	2,225	926	(1,299)	-58.4%
Receptionist Salary	900	1,352	927	(425)	-31.5%
Total Salary	548,346	552,818	590,242	37,424	6.8%
Bldg. Serv. Wkr. S/M	38,040	5,109	10,218	5,109	100.0%
Ripley Bldg. Serv. Wkr. S/M	-	324	648	324	100.0%
Bldg. Serv. Wkr. Uniforms	3,059	3,001	6,002	3,001	100.0%
Bldg. Serv. Wkr. Fees	-	196	392	196	100.0%
Bldg. Serv. Wkr. Equipment	-	-	-	-	0.0%
Total Non-Salary	41,098	8,630	17,260	8,630	100.0%
Total Program	589,445	561,448	607,502	46,054	8.20%

Custodial Services- 8 FTE Custodians and Ripley has 1 FTE Custodian.

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 4630: INFO. TECH. SERVICES	635,193	798,171	842,519	44,348	5.6%
Dir. of Info. Tech.	64,827	68,465	71,889	3,424	5.0%
I.T. Services Unit Ldr. Salary	135,458	144,214	140,876	(3,338)	-2.3%
I.T. Sr. Support Analyst Sal.	187,583	282,300	292,181	9,881	3.5%
Digital Literacy Administrator	-	-	-	-	
Communication Support Specialist	34,815	-	36,207	36,207	
I.T. Services Clerical Sal.	25,506	27,941	27,457	(484)	-1.7%
Total Salary	448,189	522,920	568,608	45,688	8.7%
I.T. Services Office S/M	8,763	15,000	2,000	(13,000)	-86.7%
Micro Computer Repair S/M	1,758	821	2,500	1,679	204.5%
Contr. Services - Web Page	13,012	6,500	9,000	2,500	38.5%
I. T. Services Server Maintenance	11,907	6,000	9,000	3,000	50.0%
I. T. Services New Equipment	8,815	50,000	45,000	(5,000)	-10.0%
I. T. Services Networking	67,605	95,000	75,000	(20,000)	-21.1%
I. T. Services Software Dev.	-	1,590	1,590	-	0.0%
I. T. Services Software Lease/Purchase	16,834	35,000	25,000	(10,000)	-28.6%
I. T. Serv. Admin. Software Support	57,470	45,000	84,481	39,481	87.7%
I. T. Serv. Software Maint./Financials	-	2,120	2,120	-	0.0%
I. T. Serv. Software Maint./Student	(0)	15,000	15,000	-	0.0%
I.T. Vehicle Maint.	0	1,205	1,205	-	0.0%
I.T. Gasoline	504	1,584	1,584	-	0.0%
I.T. Vehicle Insurance	336	431	431	-	0.0%
I.T. Vehicle Replacement	-	-	-	-	
Technology Stabilization	-	-	-	-	
Total Non-Salary	187,004	275,251	273,911	(1,340)	-0.5%
Total Program	635,193	798,171	842,519	44,348	5.56%

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

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS	455,979	305,612	415,465	109,853	35.9%
Maintenance Manager Salary	42,394	44,990	49,680	4,690	10.4%
Maintenance Salary	105,255	110,020	114,112	4,092	3.7%
Maintenance Overtime	12,433	20,000	20,000	-	0.0%
Maint. Supplemental Labor	-	10,000	10,000	-	0.0%
Maintenance Clerical Salary	3,636	3,602	3,602	-	0.0%
Total Salary	163,718	188,612	197,394	8,782	4.7%
Maintenance S/M - Grounds	29,751	17,500	18,613	1,113	6.4%
Maint. S/M - Buildings	48,751	17,500	35,000	17,500	100.0%
Maint. Contr. Services - Grounds	68,975	7,000	47,821	40,821	583.2%
Maint. Contr. Services - Buildings	95,033	45,000	60,000	15,000	33.3%
Maint. Contr. Services - Snow Plow	23,385	15,000	24,555	9,555	63.7%
Maintenance Uniforms	-	3,000	3,000	-	0.0%
Trash Pickup & Recycling	22,477	7,500	22,500	15,000	200.0%
Maintenance Fees	3,888	2,000	4,083	2,083	104.1%
Maint. Replacement Equipment	-	2,500	2,500	-	0.0%
Total Non-Salary	292,261	117,000	218,071	101,071	86.4%
Total Program	455,979	305,612	415,465	109,853	35.95%

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

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES	24,580	28,028	36,577	8,549	30.5%
Maintenance S/M - Vehicles	15,045	10,000	12,500	2,500	25.0%
Maintenance S/M - Equipment	4,540	3,461	10,000	6,539	188.9%
Maint. Contr. Serv. - Equipment	2,134	7,884	10,000	2,116	26.8%
Maintenance Gasoline	1,854	5,606	3,000	(2,606)	-46.5%
Maint. Vehicle Insurance	1,008	1,077	1,077	-	0.0%
Maint. Vehicle Replacement	-	-	-	-	-
Total Program	24,580	28,028	36,577	8,549	30.50%
	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 4660: REGULAR TRANSPORTATION	650,367	957,693	1,272,848	315,155	32.9%
Transportation Manager Salary	30,361	31,575	32,759	1,184	3.7%
Trans. Drivers Salary - Acton	444	1,581	1,581	-	0.0%
Drivers' Salary	298,327	344,739	584,739	240,000	69.6%
Drivers' Overtime	10,447	20,000	20,000	-	0.0%
Mechanics' Salary	67,275	76,247	80,000	3,753	4.9%
Mechanics' Overtime	6,584	12,551	6,917	(5,634)	-44.9%
Trans. Coordinator Salary	44,336	47,548	51,352	3,804	8.0%
Total Salary	457,774	534,241	777,348	243,107	45.5%
Transportation S/M	64,797	85,000	80,000	(5,000)	-5.9%
Accident Repairs	170	-	170	170	0.0%
Gasoline/Diesel Fuel	35,364	85,000	40,000	(45,000)	-52.9%
Trans. Vehicle Insurance	2,799	3,008	2,799	(209)	-7.0%
Trans. Computer Equipment	746	3,772	1,664	(2,108)	-55.9%
Trans. Alcohol & Drug Testing	69	1,394	69	(1,325)	-95.1%
Trans. Staff Development	1,555	4,000	4,000	-	0.0%
Transportation Fees	1,080	3,000	3,000	-	0.0%
Trans. Vehicle Replacement	-	100,000	300,000	200,000	200.0%
Trans. Contracted Service	28,515	33,798	33,798	-	0.0%
Trans. Leases	57,497	104,480	30,000	(74,480)	-71.3%
Total Non-Salary	192,593	423,452	495,500	72,048	17.0%
Total Program	650,367	957,693	1,272,848	315,155	32.91%

Regular Transportation- Shared With CPS: 1 FTE Transportation Manager, 1 FTE Transportation

Coordinator, 1 FTE dispatcher, 36 FTE Drivers, 1 FTE On-Call Substitute Driver, and 3 FTE Mechanics

The purchase of two buses for the bus replacement schedule has been included in the FY2018 budget, as well as the lease purchase of five later start time buses (approx. \$100,000) and adding five FTE later start time bus drivers (approx. \$250,000). The district runs 36 buses in a 3-tier schedule.

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION	651,219	631,667	693,923	62,256	9.9%
SPED Trans. Aide Salary	-	-	-	-	-
Total Salary	-	-	-	-	-
SPED CASE Trans. Contracted Services	569,389	554,092	612,093	58,001	10.5%
SPED OTHER Trans. Contracted Services	81,107	74,493	81,107	6,614	8.9%
SPED Vehicle Replacement	-	-	-	-	-
SPED Gasoline	499	424	499	75	17.7%
SPED Vehicle Insurance	224	241	224	(17)	-7.1%
SPED VEHICLE S/M	-	2,417	-	(2,417)	-100.0%
Total Non-Salary	651,219	631,667	693,923	62,256	9.9%
Total Program	651,219	631,667	693,923	62,256	9.86%

Special Education Transportation

Special education transportation is contracted with the Concord Area Special Education (CASE) Collaborative and case is projecting to transport 39 OOD students.

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS	55,259	159,452	79,784	(79,668)	-50.0%
CCHS Heating	37,006	130,000	50,000	(80,000)	-61.5%
Ripley Heating	18,253	19,926	20,000	74	0.4%
Trans. Repair Heating	-	2,242	2,500	258	11.5%
Maint. Storage Heating	-	-	-	-	-
Contracted Serv. - Burners	-	3,284	3,284	-	0.0%
Contr. Services - Ripley Burners	-	-	-	-	-
Contr. Services - Controls	-	4,000	4,000	-	0.0%
Total Program	55,259	159,452	79,784	(79,668)	-49.96%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 4690: UTILITIES/OTHER	389,000	473,377	405,331	(68,046)	-14.4%
CCHS Electricity	268,501	275,000	278,500	3,500	1.3%
Ripley Electricity	26,704	30,453	28,706	(1,747)	-5.7%
Trans. Repair Electricity	-	-	-	-	-
CCHS Water/Sewer	37,883	49,900	38,000	(11,900)	-23.8%
Ripley Water/Sewer	1,557	3,000	1,700	(1,300)	-43.3%
Trans. Water/Sewer	-	-	-	-	-
Telephone	54,356	85,000	58,425	(26,575)	-31.3%
Trash Pickup & Recycling	-	30,024	-	(30,024)	-100.0%
Total Program	389,000	473,377	405,331	(68,046)	-14.37%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 5800: DEBT SERVICE	4,841,208	5,136,993	4,988,209	(148,784)	-2.9%
Debt Service Banking	1,000	3,600	3,600	-	0.0%
H.S. '92 - Principal	-	-	-	-	-
H.S. '92 - Interest	-	-	-	-	-
H.S. '05 - Principal	-	-	-	-	-
H.S. '05 - Interest	-	-	-	-	-
H.S. '06 - Principal	-	-	-	-	-
H.S. '06 - Interest	-	-	-	-	-
H.S. '07 - Principal	-	-	-	-	-
H.S. '07 - Interest	-	-	-	-	-
H.S. '08 - Principal	245,000	245,000	240,000	(5,000)	-2.0%
H.S. '08 - Interest	21,126	12,606	4,173	(8,433)	-66.9%
H.S. '10 - Principal	-	-	-	-	-
H.S. '10 - Interest	-	-	-	-	-
H.S. '11 - Principal	-	-	-	-	-
H.S. '11 - Interest	-	-	-	-	-
H.S. '12 Building - Principal	-	-	-	-	-
H.S. '12 Building - Interest	-	-	-	-	-
H.S. '13 Building - Principal	1,400,000	1,350,000	1,300,000	(50,000)	-3.7%
H.S. '13 Building - Interest	969,082	930,987	882,006	(48,981)	-5.3%
H.S. '17 Building \$1.9M - Bond Principal	-	-	-	-	-
H.S. '17 Building \$1.9M - Bond Interest	-	-	-	-	-
H.S. '15 Building - Principal	1,305,000	1,350,000	1,350,000	-	0.0%
H.S. '15 Building - Interest	900,000	949,500	891,532	(57,968)	-6.1%
H.S. '16 Bus BAN - Interest	-	7,400	5,360	(2,040)	-27.6%
H.S. '16 Bus BAN - Optional Principal	-	92,500	134,000	41,500	44.9%
H.S. '18 Landfill - Principal	-	-	-	-	-
H.S. '16 Building - Principal	-	115,000	115,000	-	0.0%
H.S. '18 Landfill - Interest	-	-	-	-	-
H.S. '16 Building - Interest	-	66,150	62,538	(3,612)	-5.5%
H.S. '16 Building BAN - Interest	-	14,250	-	(14,250)	-100.0%
Total Program	4,841,208	5,136,993	4,988,209	(148,784)	-2.90%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 5810: INSURANCE	2,106,540	2,515,579	2,761,022	245,443	9.8%
Workers' Compensation	102,909	37,600	57,399	19,799	52.7%
Employee Assistance Program	-	-	-	-	0.0%
FICA Medical Insurance	250,383	260,742	260,743	1	0.0%
Unemployment Compensation	4,735	15,000	15,000	-	0.0%
Hospital/Life Insurance	940,639	1,172,028	1,242,671	70,643	6.0%
Social Security Tax	44,749	55,539	55,539	-	0.0%
Public Liability Insurance	30,054	25,000	25,000	-	0.0%
Sch. Comm. Prof. Liability	3,186	3,500	3,500	-	0.0%
Nurses Liability Insurance	109	500	500	-	0.0%
Retiree Medical Insurance	240,084	235,670	245,670	10,000	4.2%
OPEB Liability - Active EE Retiree Medical Ins.	489,691	705,000	850,000	145,000	20.6%
Ch. 32(b) Sec 9(a)1/2 Assessments	-	5,000	5,000	-	0.0%
Total Program	2,106,540	2,515,579	2,761,022	245,443	9.76%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 5820: RETIREMENT	580,748	666,849	708,000	41,151	6.2%
Retirement	580,748	666,849	708,000	41,151	6.2%
Total Program	580,748	666,849	708,000	41,151	6.17%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 5830: ASSESSMENTS	106,066	135,000	102,500	(32,500)	-24.1%
School Choice Assessment	12,742	15,000	12,500	(2,500)	-16.7%
Charter School Assessment	93,324	120,000	90,000	(30,000)	-25.0%
Total Program	106,066	135,000	102,500	(32,500)	-24.07%

	FY2016 Expenses	FY2017 Budget	FY2018 SC Adopted Budget	FY18 - FY17 \$ Change	FY18 / FY17 % Change
PROGRAM AREA 5840: OTHER FIXED COSTS	49,860	76,650	52,650	(24,000)	-31.3%
Postage	9,288	35,000	12,000	(23,000)	-65.7%
Audit Contract	40,000	40,000	37,000	(3,000)	-7.5%
Banking Services	(0)	1,000	3,000	2,000	200.0%
Treasurer Bonds	572	650	650	-	0.0%
Total Program	49,860	76,650	52,650	(24,000)	-31.3%

Section IV: Enrollment & NESDEC Projections

Monthly Enrollments

Oct. 1, 2015 Enrollment with K-5 Ratios	K-5 Ratios 2015-2016	Oct. 1 2015	Oct. 1 2016	Nov. 1 2016	Dec. 1 2016	Jan. 1 2017	Feb. 1 2017	Mar. 1 2017	Apr. 1 2017	May 1 2017	June 1 2017	K-5 Ratios 2016-2017	
CCHS		333	301	300	299	299							
9		333	334	333	333	334							
10		309	325	325	324	325							
11		313	315	313	314	314							
12		0	0	0	0	0							
Other													
TOTAL CCHS:		1288	1275	1271	1270	1272	0	0	0	0	0		
Peabody & Sanborn			239	239	239	239	239						
6			232	249	249	249	249						
7			208	227	228	228	229						
8	679		715	716	716	717	0	0	0	0	0		
TOTAL PEABODY (312) & SANBORN (405):													
Alcott	2015-2016 Sections	10/01/15 Ratio										2016-2017 Sections	01/01/17 Ratio
K	4	21.8	87	67	67	67	67					4	16.8
1	4	18.8	75	90	90	90	89					4	22.3
2	4	20.3	81	75	75	75	75					4	18.8
3	4	20.8	83	81	81	81	81					4	20.3
4	4	18.3	73	83	83	83	83					4	20.8
5	4	17.8	71	71	71	71	71					4	17.8
TOTAL ALCOTT:	24		470	467	467	467	466	0	0	0	0	24	
Thoreau	2015-2016 Sections	10/01/15 Ratio										2016-2017 Sections	01/01/17 Ratio
K	4	18.3	73	71	71	71	71					4	17.8
1	4	16.3	65	75	75	75	75					4	18.8
2	4	19.3	77	70	70	70	70					4	17.5
3	4	18.8	75	81	81	81	81					4	20.3
4	4	22.5	90	75	75	75	75					4	18.8
5	4	19.0	76	86	85	85	85					4	21.3
TOTAL THOREAU:	24		456	458	457	457	457	0	0	0	0	24	
Willard	2015-2016 Sections	10/01/15 Ratio										2016-2017 Sections	01/01/17 Ratio
K	3	21.7	65	71	71	71	71					4	17.8
1	4	16.8	67	72	72	73	73					4	18.3
2	4	20.5	82	71	71	71	71					4	17.8
3	4	19.8	79	83	83	84	84					4	21.0
4	4	18.8	75	76	75	75	75					4	18.8
5	4	24.8	99	75	75	76	76					4	19.0
TOTAL WILLARD:	23		467	448	447	450	450	0	0	0	0	24	
TOTAL K-12			1393	1373	1371	1374	1373	0	0	0	0	0	
Elementary - Grades K-5			1168	1164	1162	1165	1164	0	0	0	0	0	
Elementary - Grades 1-5			679	715	716	716	717	0	0	0	0	0	
Middle - Grades 6-8													
CPS - Grades K-8			2072	2088	2087	2090	2090	0	0	0	0	0	
CCHS - Grades 9-12			1288	1275	1271	1270	1272	0	0	0	0	0	
TOTAL K-12: (Not including OOD SPED)			3360	3363	3358	3360	3362	0	0	0	0	0	
Worksheet													
Kindergarten			225	209	209	209	209	0	0	0	0	0	
1			207	237	237	238	237	0	0	0	0	0	
2			240	216	216	216	216	0	0	0	0	0	
3			237	245	245	246	246	0	0	0	0	0	
4			238	234	233	233	233	0	0	0	0	0	
5			246	232	231	232	232	0	0	0	0	0	
TOTAL Grades K-5:			1393	1373	1371	1374	1373	0	0	0	0	0	
Grade 6			239	239	239	239	239	0	0	0	0	0	
Grade 7			232	249	249	249	249	0	0	0	0	0	
Grade 8			208	227	228	228	229	0	0	0	0	0	
TOTAL Grades 6-8:			679	715	716	716	717	0	0	0	0	0	
TOTAL Grades K-8:			2072	2088	2087	2090	2090	0	0	0	0	0	
Grade 9			333	301	300	299	299	0	0	0	0	0	
Grade 10			333	334	333	333	334	0	0	0	0	0	
Grade 11			309	325	325	324	325	0	0	0	0	0	
Grade 12			313	315	313	314	314	0	0	0	0	0	
Other			0	0	0	0	0	0	0	0	0	0	
TOTAL Grades 9-12:			1288	1275	1271	1270	1272	0	0	0	0	0	
TOTAL K-12: (Not including OOD SPED)			3360	3363	3358	3360	3362	0	0	0	0	0	
Worksheet													
SPECIAL EDUCATION OOD													
CPS OOD K-8			32	35	36	36	36						
CCHS OOD			46	37	37	37	37						
TOTAL K-12 OOD: (Not in K-12 Total)			78	72	73	73	73	0	0	0	0	0	
Pre-School OOD: (Not in K-12 Total)			0	1	1	1	1	0	0	0	0	0	
METCO STUDENTS													
CCHS			51	51	51	51	51						
Middle School			31	33	33	33	33						
Alcott			37	45	45	45	45						
Thoreau			11	5	5	5	5						
Willard			11	3	3	3	3						
TOTAL K-12: METCO Students:			141	137	137	137	137	0	0	0	0	0	
Other													
NON-TUITION-OUT OF TOWN Students													
CCHS---Carlisle Students			323	320	317	317	319						
CCHS---Staff Students			13	16	16	16	16						
TOTAL CCHS-Out of Town Students:			336	336	333	333	335	0	0	0	0	0	
Middle School-Staff Students			10	8	10	10	10						
Alcott-Staff Students			13	16	16	16	16						
Thoreau-Staff Students			3	3	3	3	4						
Willard-Staff Students			6	5	5	5	5						
TOTAL K-8 - Out of Town Students:			32	32	34	34	35	0	0	0	0	0	
CONCORD STUDENTS													
CCHS			901	888	887	886	886						
Peabody & Sanborn			638	674	673	673	674						
Alcott			420	406	406	406	405						
Thoreau			442	450	449	449	448						
Willard			450	440	439	442	442						
TOTAL CONCORD Students:			2851	2858	2854	2856	2855	0	0	0	0	0	

NESDEC Projections



Concord-Carlisle, MA Historical Enrollment

School District: Concord-Carlisle, MA

10/19/2016

Historical Enrollment By Grade							
Birth Year	Births	School Year	9	10	11	12	Total 9-12
2001	207	2006-07	337	321	299	300	1257
2002	198	2007-08	304	331	326	298	1259
2003	162	2008-09	312	297	329	330	1268
2004	205	2009-10	302	312	297	334	1245
2005	131	2010-11	297	310	313	301	1221
2006	154	2011-12	294	300	306	309	1209
2007	129	2012-13	309	295	302	310	1216
2008	136	2013-14	317	312	293	305	1228
2009	148	2014-15	338	311	310	296	1255
2010	142	2015-16	333	333	309	313	1288
2011	127	2016-17	301	334	325	315	1275

Historical Percentage Changes			
School Year	9-12	Diff.	%
2006-07	1257	0	0.0%
2007-08	1259	2	0.2%
2008-09	1268	9	0.7%
2009-10	1245	-23	-1.8%
2010-11	1221	-24	-1.9%
2011-12	1209	-12	-1.0%
2012-13	1216	7	0.6%
2013-14	1228	12	1.0%
2014-15	1255	27	2.2%
2015-16	1288	33	2.6%
2016-17	1275	-13	-1.0%
Change		18	1.4%

Historical Enrollment in Grade Combinations										
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12	
2006-07	0	0	0	0	0	0	0	0	0	1257
2007-08	0	0	0	0	0	0	0	0	0	1259
2008-09	0	0	0	0	0	0	0	0	0	1268
2009-10	0	0	0	0	0	0	0	0	0	1245
2010-11	0	0	0	0	0	0	0	0	0	1221
2011-12	0	0	0	0	0	0	0	0	0	1209
2012-13	0	0	0	0	0	0	0	0	0	1216
2013-14	0	0	0	0	0	0	0	0	0	1228
2014-15	0	0	0	0	0	0	0	0	0	1255
2015-16	0	0	0	0	0	0	0	0	0	1288
2016-17	0	0	0	0	0	0	0	0	0	1275

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PROJECTED % OF CONCORD AND CARLISLE RESIDENTS IN CCHS

School Year	Gr. 9-12 Enrollment	Resident Enrollment	Concord Residents	Concord %	Carlisle Residents	Carlisle %
2016-17	1275	1208	888	73.5%	320	26.5%
2017-18	1265	1198	897	74.9%	301	25.1%
2018-19	1272	1205	889	73.8%	316	26.2%
2019-20	1259	1192	885	74.2%	307	25.8%
2020-21	1272	1205	905	75.1%	300	24.9%
2021-22	1265	1198	903	75.4%	295	24.6%
2022-13	1249	1182	882	74.6%	300	25.4%
2023-24	1200	1133	826	72.9%	307	27.1%
2024-15	1196	1129	828	73.3%	301	26.7%
2025-26	1179	1112	813	73.1%	299	26.9%
2026-27	1138	1071	791	73.9%	280	26.1%

New England School Development Council

December 1, 2016

Section V: Appendix

October 6, 2016 Finance Committee Response Letter

CONCORD PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537 www.concordpublicschools.net

To: Karle Packard, Chair, Guidelines Subcommittee, Concord Finance Committee

From: Diana Rigby, Superintendent of Schools
John Flaherty, Deputy Superintendent for Finance and Operations

Date: October 6, 2016

Re: Annual Budget Data Request - Concord-Carlisle Regional School District

Our presentation this evening provides a focused response to questions and requests for information in the August 1, 2016 Annual Budget Data Request memorandum from the Concord Guidelines Subcommittee Chairperson, Karle Packard. Budget discussions for FY18 are underway with the school principals, central office administrators, and school committees. Our core budgeting principles continue to include the following:

- Students and their learning are at the center of decisions;
- Teaching and learning conditions matter for student success;
- Requested resources for programs, services, and activities reflect the districts' core values of academic excellence, respectful and empathic community, professional collaboration, educational equity, and continuous improvement;
- Maintain balance between responsive and reasonable operating budgets and impact on taxpayers.

The school committees will give direction to the administration as we move forward in the budgeting process.

- 1) **Current and Projected Budget:** Please provide a report comparing the FY16 actual vs. FY16 budgeted and FY17 budgeted vs. FY16 actual, by program and account levels, including subtotals for regular education, special education, total OOD tuition costs, administration, operations, fixed costs and debt service. Please highlight material variances between FY16 actual and budgeted and review any implications for the FY18 budget. Please provide data on carryover circuit breaker balances and any other financial resources available to the schools in FY17 and FY18 not included in operating budgets. This may include stabilization funds and external sources of funds (state and federal grants, donations, fees such as athletic fees and booster funding).

Please provide a draft of your FY18 program levels request and describe those areas expecting to see the most significant changes when compared to the FY17 budget.

Attachment #1 provides a report of FY16 actual vs. FY16 and FY17 budgeted by program and account levels, including subtotals for regular education, special education, administration, operations and fixed costs. The chart below gives a historical overview of Circuit Breaker Carryover (CBCO) and FY15 Out-of-District costs (OOD). Current year reimbursement is estimated at \$804,056 as of September 13, 2016 and FY16 Circuit Breaker Carryover to FY17 is \$0.

The following table is a summary level of each major program area historically and also for FY18, followed by a table of non-operating budget funds. Booster clubs are not managed by the schools.

	FY2016	FY2016	FY2016	FY17 SC ADOPTED	FY18 PRELIMINARY	FY18 - FY17	FY18 / FY17
	Budget	EXPENSES	BALANCE	BUDGET	BUDGET	\$ CHANGE	BUDGET
REGULAR EDUCATION	\$ 12,568,337	\$ 12,651,255	\$ (82,918)	\$ 13,092,185	\$ 13,926,490	834,305	6.37%
SPECIAL EDUCATION	\$ 5,569,955	\$ 5,833,643	\$ (263,688)	\$ 5,331,032	\$ 5,471,114	140,082	2.63%
ADMINISTRATION	\$ 1,415,981	\$ 1,567,192	\$ (151,211)	\$ 1,476,205	\$ 1,599,099	122,894	8.32%
OPERATIONS	\$ 3,295,614	\$ 2,898,526	\$ 397,088	\$ 3,311,281	\$ 3,422,725	111,444	3.37%
FIXED COSTS	\$ 7,793,150	\$ 7,684,422	\$ 108,728	\$ 8,531,071	\$ 8,612,380	81,309	0.95%
TOTAL BUDGET	\$ 30,643,037	\$ 30,635,038	\$ 8,000	\$ 31,741,774	\$ 33,031,807	1,290,033	4.06%
-- Less Debt Service	\$ 4,840,208	\$ 4,837,608		\$ 5,133,393	\$ 4,984,609	(148,784)	-2.90%
OPERATING BUDGET	\$ 25,802,829	\$ 25,797,429		\$ 26,608,381	\$ 28,047,198	1,438,817	5.41%

	External Funding Sources				
	FY16		FY17		FY18
Funding Source	Budget	Actual	Budget	Projected	Projected
Chapter 70	2,020,931	2,053,456	2,053,456	2,020,931	1,919,884
Chapter 71	617,584	406,019	707,224	550,000	522,500
Interest Earnings	45,000	46,819	45,000	35,756	31,471
Miscellaneous Revenue	20,000	237,300	20,000	100,000	95,000
METCO	NA	376,464	NA	376,464	376,464
Circuit Breaker	NA	1,108,690	NA	1,092,000	
Federal Grants	NA	442,165	NA	397,949	378,051
Rental of School Facilities	NA	2,840	NA	3,408	4,090
Total	2,703,515	4,673,753	2,825,680	4,573,099	3,323,370
	Revolving, Gift, and Other Grant Activities and Balances				
Fund	06/30/2015 Balance	Program Revenues	Program Expenditures	06/30/2016 Balance	
Athletics	272,669	314,079	517,049	69,699	
School Lunch	161,835	489,614	487,198	164,251	
Lecture & Enrichment	135,269	20,507	16,275	139,501	
Department Accounts	52,185	5,789	5,207	52,767	
Concord Ed Fund Grants	49,456	119,931	60,464	108,923	
Adult Education	98,822	694,413	684,373	108,862	
Other Fund & Gift Accounts	165,682	25,099	62,788	127,993	
Transportation Passes and Parking Monitors	-	46,560	46,560	-	
Total	935,918	1,715,992	1,879,914	771,996	
*Note: Revolving, Gift, and Other funds cannot be used as a funding source to the general operating budget.					
	Stabilization Account Balances				
Technology Stabilization	844				
General Stabilization	2,466				

- 2) **Collective Bargaining:** Please provide an update of current collective bargaining agreements and any active negotiations. What increases do you anticipate in FY18 based on current agreements including increases from salary steps, lanes and scales? What other increases do you anticipate from changes in benefits, working conditions and contractual terms?

FY18 contractual increases for the Concord-Carlisle Teachers Association have not been determined. Current contract terms that define 4% step increases for eligible teachers and 2.5% lane change increases remain in place in the event of a protracted negotiations cycle.

The chart below contains the Step cost calculation, \$176,003 and the provision for lane change, \$65,000. The 1% scale change is used to illustrate the potential impact of the negotiated scale increase; a 1% increase is equivalent to a .4% increase in the operating budget.

MAJOR ESCALATION/COST DRIVERS		FY18 Preliminary Budget
Program Area		INCREASED COSTS
STEPS	1010 -2410	\$ 176,003
LANES	1011 -2410	\$ 65,000
SCALE % - To Be Negotiated - Each 1% equals	1012 -2410	\$ 111,774
TEACHER SALARY ESCALATION	1.3%	\$ 362,777

The table below contains information on the remainder of the collective bargaining units.

Collective Bargaining Status													
		FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Expiration	Members	Top Step
Concord Teachers Association		0.75%	2.00%	2.00%	1.75%	4.25% Max	2.25%	2%	2%	TBD	6.30.19	210.0	44.8%
Steps 1 - 18 4% : Reduces to 16 Steps in FY18						/ .76% 1 - 16							
Lanes													
B to B15 - 5%													
B15 to Masters 11%													
Beyond Masters approximately 2.5% for each additional 15 graduate credits													
Concord-Carlisle Teachers Association	Steps 1 - 16	0.75%	2.25%	2.25%	2.00%	2.00%	2.25%	TBD	TBD	TBD	6.30.17	120.5	55.6%
Steps 1-15 4%	Step 16 Only		0.75%	0.75%									
B to B15 - 5%													
B15 to Masters 11%													
Beyond Masters approximately 2.5% for each additional 15 graduate credits													
Secretaries Unit		2.00%	2.00%	2.00%	2.00%	2.00%	2.50%	TBD	TBD	TBD	6.30.17	37	
CPS Building Service Workers		2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	15	
CCHS Building Service Workers		2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	9	
Bus Drivers Unit		3.10%	2.25%	2.50%	2.00%	2.00%	2.50%	TBD	TBD	TBD	6.30.17	31	
Maintenance			2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	TBD	TBD	6.30.18	3	
CCHS Tutors		2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	3.00%	3.00%	3.00%	6.30.19	30	

3) Facilities: What savings were realized from the efficiencies offered by the new CCHS facilities?

Are those likely to diminish, remain stable or increase in near-term budgets (FY18) and in longer-term budgets (FY19-FY22)? Why?

The natural gas budget line item for the new High School will be reduced by 50% from the FY17 level to \$65,000 from \$130,000. This same line item in FY16 was budgeted at \$180,000 and FY16 expenses were \$37,006 during an exceptionally mild winter. The electricity savings are substantial, but not as dramatic as the natural gas numbers. From a FY16 budget level of \$340,000, we reduced the FY18 electricity budget to \$278,500. FY16 electricity actuals for the High School building were \$268,502. Water consumption has also been reduced and budget reductions of \$12,000 have been made from the FY16 level to FY18. We will continue to optimize system performances in the building and may achieve some additional savings. While energy consumption is going down the costs for electricity and water may be increasing in the next few years; natural gas commodity pricing appears stable, but there is cost pressure on the delivery costs from the Gulf and also locally.

Another dimension to the High School Facilities overall costs is the needed increases in the building maintenance accounts; during the last several years of the old building's operation the maintenance and capital outlay accounts were substantially reduced as only absolute needs were met. The new building will require proper maintenance of the investments in the building made by Concord and Carlisle. Rebuilding the maintenance accounts is reflected in the FY18 budget and there is a cost increase of \$47,500 in the Capital Outlay area, and a \$113,250 increase in the Maintenance non-salary accounts.

- 4) **Enrollment:** Please provide an overview of current CCRSD enrollment by grade and your projections of anticipated growth over the next five years. Please provide a breakdown of actual FY15, FY16, FY17 and projected FY18 student enrollment in district and out-of-district and the related number of students with special education requirements. What is the number of METCO and staff students for those periods? What percentage of the total enrollment are Concord students as of September 2016?

NESDEC projects a steady decline in student enrollment in grades 9-12 between 2015-2016 and 2025-2026 from a reduction in resident enrollment and stable non-resident enrollment. Do your planning assumptions reflect this projection? If not, what budget items would differ if you used these assumptions?

Are there any anticipated policy changes that would impact student enrollments, including current out-of-district placements and students older than 18 years?

The official October 1, 2016 FY18 assessment ratio is 73.51% Concord, and 26.49% Carlisle. The FY17 Concord assessment ratio was 73.61%. The official ratio for FY18 was calculated on October 1, 2016 actual enrollment demographics.

NESDEC 2015 Projected High School Enrollments

CCRSD Enrollment Projection based on November 2015 information

School Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Projected Enrollment	1,270	1,273	1,260	1,254	1,262	1,244	1,249	1,200	1,208	1,214

Our planning assumptions reflect relatively stable enrollment in the next five years. NESDEC projected 1,270 students for the current year and our actual is 1,275.

ENROLLMENT RETURNS

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

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

FY2018 Official October 1, 2016 Assessment Ratio

FY18 Assessment Ratio:

Concord 888/1208 = 73.51%

Carlisle 320/1208 = 26.49%

ENROLLMENT RETURNS - OFFICIAL

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

	Town of Concord	Town of Carlisle	Students Metco	State Wards	Out of Town	Non- Tuition Out of Town	Total
Grade 9	228	87	11			7	333
Grade 10	248	67	15			3	333
Grade 11	207	87	13			2	309
Grade 12	218	82	12			1	313
TOTALS	901	323	51	-	-	13	1288

FY2017 Official October 1, 2015 Assessment Ratio

901 / 1,224 = 73.61% Concord

323 / 1,224 = 26.39% Carlisle

ENROLLMENT RETURNS

CONCORD-CARLISLE REGIONAL HIGH SCHOOL DATE: October 1, 2014

	Town of Concord	Town of Carlisle	Tuition Metco	Students State Wards	F1 Visa Tuition	Non- Tuition Out of Town	Total
Grade 9	247	72	15		1	3	338
Grade 10	205	89	13			4	311
Grade 11	217	80	12			1	310
Grade 12	203	70	19			4	296
TOTALS	872	311	59	-	1	12	1255

FY2016 Official October 1, 2014 Assessment Ratio

Concord: 872/1183 = 73.71%

Carlisle: 311/1183 = 26.29%

ENROLLMENT RETURNS
CONCORD-CARLISLE REGIONAL HIGH SCHOOL DATE: Oct 1, 2013

	Town of Concord	Town of Carlisle	Tuition Students Metco	State Wards	Out of Town	Non- Tuition Out of Town	Total
Grade 9	213	88	13	-	-	3	317
Grade 10	219	78	12	-	-	3	312
Grade 11	199	72	18	-	-	4	293
Grade 12	214	73	18	-	-	1	306
*PG (2013)	1						1
TOTALS	846	311	61	-		11	1229

FY2015 Official October 1, 2013 Assessment Ratio

846 / 1,157 = 73.10% Concord

311 / 1,157 = 26.90% Carlisle

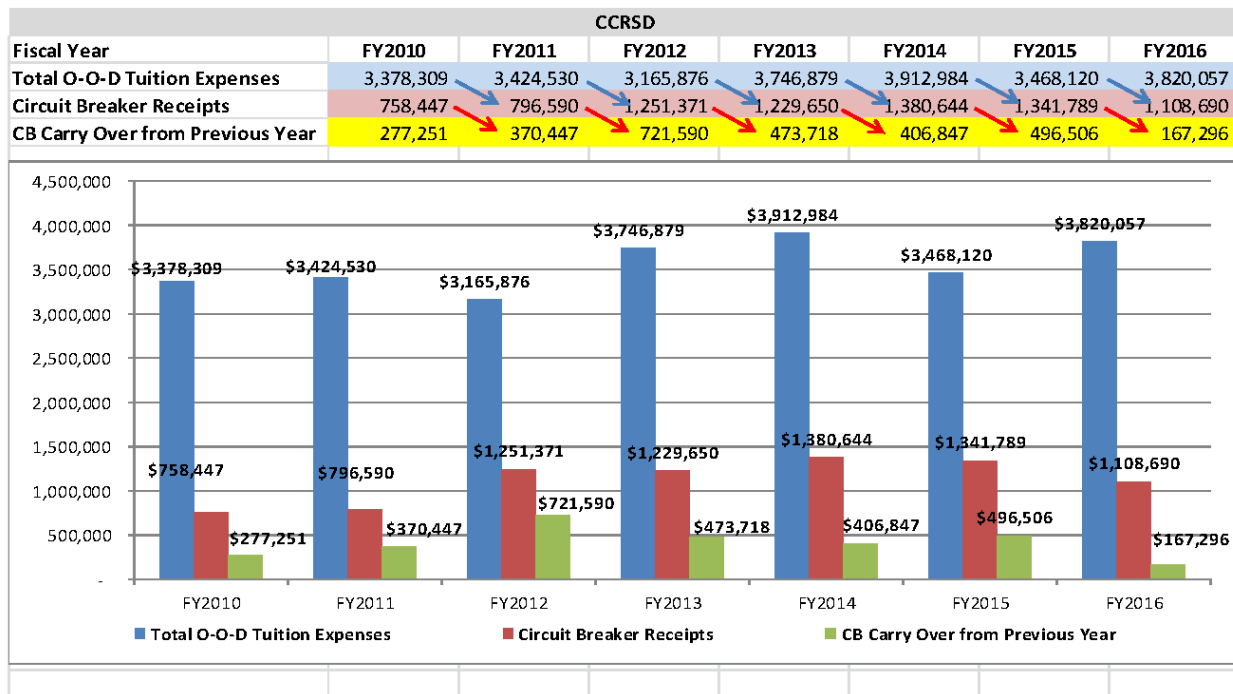
*Student PG Class of 2013 graduated in 2013. Enrolled as a PG student

- 5) Special Education: Special education costs were projected to decline in FY17. Do you continue to see a reduction in this year's expense levels? Will this moderation continue into FY18? Please provide an overview of the components of the special education budget and a summary of any planned changes for serving SPED students in FY17 and FY18. How has the mix of special Ed students changed - how many OOD students do we have? What, if any, changes do you anticipate in in-district and out-of-district placements? Are there any anticipated changes in state circuit breaker reimbursement for special education services?**

We are expecting a decline in FY17 but not in FY18 due to the increased number (18) of special education students between 18-22 years of age. There are four major components of the CCRSD Special Education budget (Program Area 1200): Special Education Salaries for district services; Out-of-District (OOD) tuitions, Contracted Services, and Special Education Transportation (Program Area 4670). Currently, 20% of CCHS students are enrolled in special education which is higher than the State average of 17%. OOD enrollment has decreased from 49 students in FY14 to 46 students in FY17.

The chart below illustrates a decline in Circuit Breaker Carryover (CBCO) from a high of \$721,590 in FY2012 to \$167,296 in FY2016. FY2014 Circuit Breaker Receipts allowed that \$496,506 to carry forward as CBCO for use in FY2015. FY2015 CBCO dropped to \$167,296 in FY2016. FY2016 provided no CBCO capacity for use in FY2017.

We do not anticipate any changes in the design of the State's Special Education reimbursement programs.



- 6) **Educational Programming:** What are the top 3-5 priorities over the next five years in terms of program development and improved learning? Please identify the incremental resources required as well as the desired outcomes and the methods in which you will measure those outcomes. What, if any, staffing, scheduling, administrative and materials resources are needed to effectively implement these changes or additions? Please also identify if there are any programs that are expected to be eliminated, reduced or combined that would serve to provide funding for these new or expanded programs. Do you plan to offer additional Advanced Placement courses or offer International Baccalaureate qualification in the near future? What is the status of the CCRSD Educational strategy initiative?

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

To what extent are travel programs and exchanges supported by the school budget, fund raising, parent support, outside funding sources? What percentage of students participate in the Virtual High School opportunities?

Please note any areas where student access to educational programming is limited at the current time and highlight the sources of those limitations. What can be done to eliminate those constraints? What educational improvements and incremental costs do we anticipate to address educational gaps in performance?

The draft district goals for 2016-17 are attached (attachment #2). The major priorities include increasing the achievement for all students and narrowing the achievement gaps for identified student groups, providing personalized, engaging, standards-based learning experiences which include skills/strategies for college, career, and citizenship, providing a safe, inclusive, supportive, and respectful school environment; improving the supervision and evaluation process for teachers, providing students and staff with the resources, materials, and infrastructure to support high quality learning environments, and building support, consensus, and

community engagement for the district mission and core values. Annual student achievement data and student work are analyzed to measure goal attainment.

To attain these goals the following actions will need to be implemented:

- * Provide release time for teachers, professional learning opportunities, instructional coaching ;
- * Increase programming (FTEs) for math (Coding), Interdisciplinary courses, and AP courses;
- * Review and Revise Science, Social Studies, and Health curriculum;
- * Expand Rivers and Revolutions interdisciplinary program;
- * Review and revise daily schedule;
- * Participate in Stanford University's Challenge Success program for student well-being;
- * Implement a school-wide intervention plan for underperforming students;
- * Expand Global Literacy Certificate program;
- * Expand Senior Internship program.

Currently, we are requesting increased funding for professional development, .5FTE Math (Coding) , Global Literacy Certificate program, and the Senior Internship program. More funding for increased FTEs will be needed in the future to fully implement the actions above.

Student Study Travel is supported primarily by parents with limited fundraising, and teacher stipends are supported in the operating budget. Each semester approx. 25 students participate in Virtual High School.

High Needs students require individualized, targeted intervention to close the achievement gap and we are providing the specialized services with an increased number of special education tutors.

- 7) Technology: Please share the CCRSD technology strategy and implementation plan for the next 3-5 years. What investments are envisioned in FY18 over FY17, if any, and what will be the benefits of those expenses? Is there infrastructure investment needed to support technology needs (e.g. more wireless connectivity, more bandwidth etc.)? How will those investments be distributed between administrative-related technology and instructional technology? What would be the cost of changing to a commercial broadband provider?**

An important part of both upholding and growing educational technology is staying on top of our existing replacement practices. We have successfully continued a 5-year replacement cycle for hardware at the HS. The district will need to maintain the newly set up 1:1 laptop program in the same manner. As new wireless standards develop, it is important that we keep our wireless infrastructure to a reasonable standard throughout the district. Continued investment in our VM (virtual machine) hardware will allow for off-site (away from Ripley) systems redundancy. This allows for disaster recovery (DR) of core systems and Internet connectivity. Should the core at Ripley go offline, school and administration personnel could continue to work. We recently added a commercial broadband provider and achieved cost savings. Adding more bandwidth in the future will likely become a need to manage the requirements of the 21st century classroom. The trend in instructional technology spending will continue to rise. The potential increase of online curriculum affect costs for IT with impacts to infrastructure and increased bandwidth needs.

- 8) Transportation: Please describe the current FY17 and planned FY18 strategy for supporting in-house transportation. Please update facility plans, status of the bus fleet and needed bus purchases as well as variability in fuel prices and any plans for the purchase of more fuel efficient vehicles or revisions in the composition of the bus fleet? How will transportation expenses differ in FY18 from FY16 and FY17? Please quantify the cost reduction assuming being in the WR Grace site for the entire FY18 year. Will fuel costs be affected if the new depot**

does not have a fueling facility? Will bus replacement requirements be fully reflected in your operating budget request for FY18? Do you plan to request any additional capital funding for transportation needs via a separate warrant article at Town Meeting?

Our strategy for FY17 and FY18 is to use the maintenance facility under construction sited on the acquired WR Grace property to support our in-district operated fleet. The facilities' three dedicated bus bays and fourth bay designated to support both transportation and other school department vehicles and equipment will be housed in a 7200 square foot building, parking for thirty six buses and support vehicles will also be built. For FY17 and FY 18 we plan to continue with the bus replacement schedule with planned purchases of two CPS buses and one Regional bus per year. The table on the following page indicates 13 of our 36 buses have been replaced in FY16 and FY17. Note that we are trying to avoid having an overly large concentration of one or two model years in the fleet in order to avoid a volatile replacement cycle. The FY18 preliminary transportation budget includes \$200,000 for CPS and \$200,000 for the Region; this level of funding assumes outright purchase of two Regional buses: depending on fleet performance we may need to incorporate lease purchase as this will allow us to increase the number of buses that we replace in a single year and spread the payments over three to five years. Going into FY18 we are behind the attached 2014 replacement schedule by three buses in CPS and five buses at CCRSD.

We are not currently predicting any purchases of non-diesel buses in the near future. We are expecting to learn valuable information from a grant funded electric bus pilot project in the next three years, and we are currently expecting that diesel fuel prices will remain relatively stable for FY18. FY18 transportation expenses are expected to decline as the need for annual leases are eliminated and shorter distances from our operating location will lower both labor and fuel costs; these declines will be offset by labor escalation costs.

Year	MILEAGE	#	2014	2015	2016	2017	2018	2019	2020	2021	2022
2003	70,361	19	X								
2006	91,678	2			X						
2006	111,416	5			X						
2006	79,704	12			X						
2006	128,998	26		X							
2006	127,400	28			X						
2007	101,128	6				X					
2007	108,350	30				X					
2007	145,023	60				X					
2007	156,840	61	X								
2007	156,109	62	X								
2008	102,075	35					X				
2008	120,529	36					X				
2009	77,721	21						X			
2010	85,258	24							X		
2010	104,139	9							X		
2010	79,285	10							X		
2010	97,219	8							X		
2011	65,079	22								X	
2011	66,426	7								X	
2012	53,010	17								X	
CPS			3	1	4	3	2	1	5	2	
Year	MILEAGE	#	2014	2015	2016	2017	2018	2019	2020	2021	2022
2000	62,092	27		X							
2003	160,607	31	X								
2006	121,433	1		X							
2006	182,273	3	X								
2006	165,438	4	X								
2006	123,986	14		X							
2006	130,022	20		X							
2006	130,118	23		X							
2008	84,943	32			X						
2008	120,968	33		X							
2008	124,594	34					X				
2009	98,164	25						X			
2010	83,761	25							X		
2010	113,170	29							X		
2012	74,835	16									X
CCRSD			3	6	1	0	1	1	2	0	1
K12 TOTALS			6	7	5	3	3	2	7	2	1

9) **Other Post Employment Benefits:** Please discuss CCRSD's strategy for funding retirees' other post-employment benefits (OPEB), essentially health care costs for retirees. What is CCRSD's funding strategy for FY18-FY23 to meet its annual required contribution? What market factors could influence that schedule?

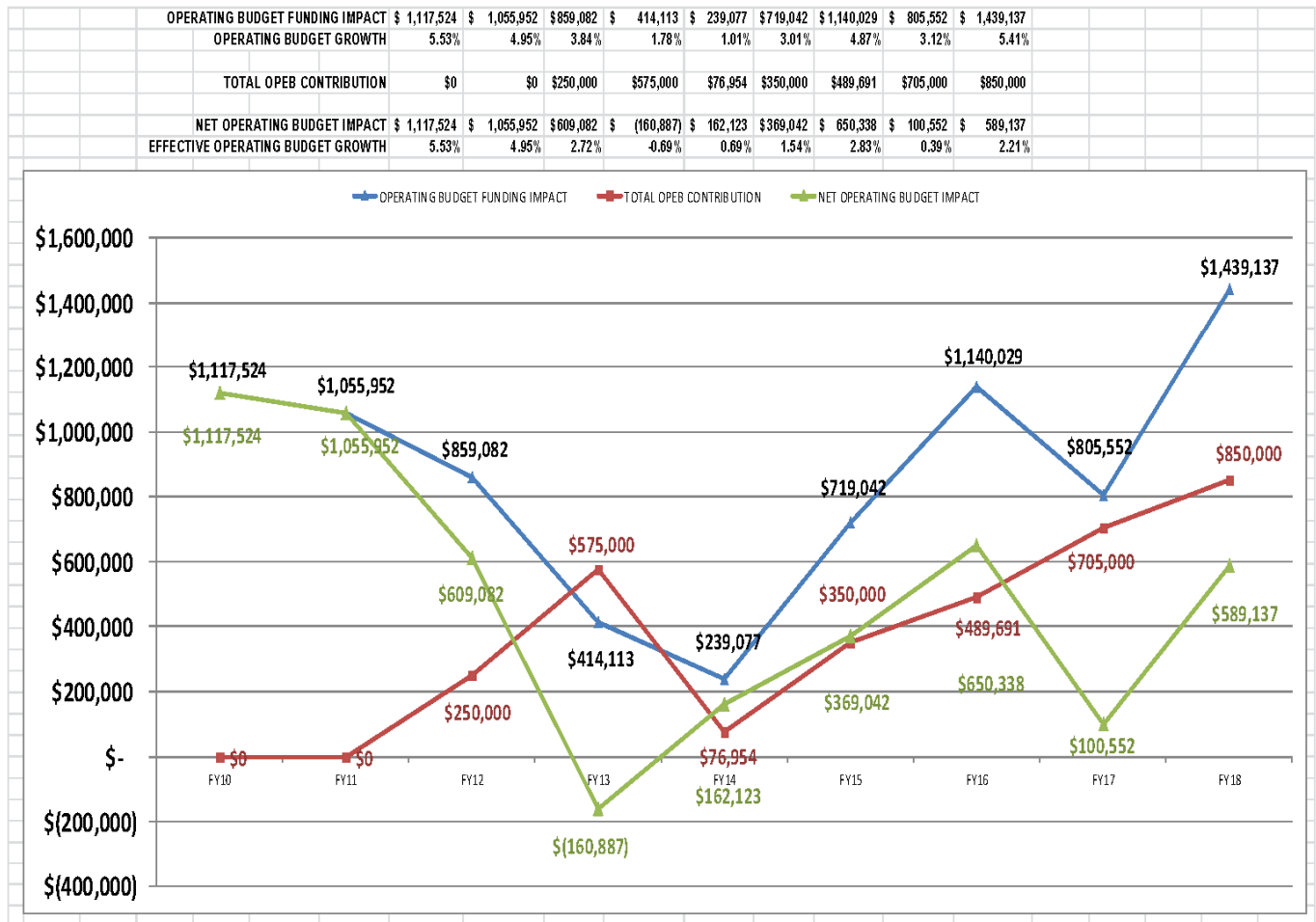
The following table below contains planned information as well as actual contributions that have been made. We are due for an actuarial valuation in January of 2017 and now that a Regional OPEB Trust Fund has been established there could be a reduction in some of the current table values.

REVISED PLAN -- OPEB Planning Strategy	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23		
FY16 ARC as of June 30, 2014 - \$1,491,902														
Unfunded FY16 Liability from Stone Consulting Report - June 30, 2016 - \$17,935,031														
Budget Funding Target for ARC	\$ 250,000	\$ 350,000	\$ 450,000	\$ 550,000	\$ 650,000	\$ 750,000	\$ 850,000	\$ 950,000	\$ 1,050,000	\$ 1,150,000	\$ 1,250,000	\$ 1,350,000		
Cumulative Funding Profile	\$ 250,000	\$ 600,000	\$ 1,050,000	\$ 1,600,000	\$ 2,250,000	\$ 3,000,000	\$ 3,850,000	\$ 4,800,000	\$ 5,850,000	\$ 7,000,000	\$ 8,250,000	\$ 9,600,000		
Requested Budget Funding /Planned Reques	\$ 250,000	\$ 275,000	\$ 300,000	\$ 350,000	\$ 489,691	\$ 750,000	\$ 850,000	\$ 950,000	\$ 1,050,000	\$ 1,150,000	\$ 1,250,000	\$ 1,350,000		
Actual Budget Funding Profile	\$ 250,000	\$ 275,000	\$ 76,954	\$ 350,000	\$ 489,691	\$ 750,000								
Planned Commitment	\$ 250,000	\$ 275,000	\$ 76,954	\$ 350,000	\$ 489,691	\$ 705,000	\$ 925,000	\$ 1,200,000	\$ 1,278,355	\$ 1,356,710	\$ 1,435,065	\$ 1,513,420		
Additional Closing Commitment		\$ 300,000												
Actual Commitments/ Future Planned	\$ 250,000	\$ 575,000	\$ 76,954	\$ 350,000	\$ 489,691	\$ 705,000	\$ 850,000	\$ 950,000	\$ 1,050,000	\$ 1,150,000	\$ 1,250,000	\$ 1,350,000		
Cumulative Actual Commitments	\$ 250,000	\$ 825,000	\$ 901,954	\$ 1,251,954	\$ 1,741,645	\$ 2,446,645	\$ 3,296,645	\$ 4,246,645	\$ 5,296,645	\$ 6,446,645	\$ 7,696,645	\$ 9,046,645		

We currently anticipate the need for annual incremental increases of \$100,000 through FY2023 as we approach the ARC calculated at \$1.43M in January of 2012. Market factors that could affect the schedule would include medical insurance cost escalation and changes in employee's salaries.

The Region began contributions to OPEB in FY12 and is now in its fifth year of OPEB contributions. In previous years, conversations with the Finance Committees of both Towns have focused on the yearly incremental changes and their impact on the annual operating budget. This year we need to assess the impact of the total OPEB contribution on Operating Budget increases.

The following charts illustrate OPEB's impact, and further analysis of the yearly changes indicate that since OPEB contributions began, the five year average effective operating budget increase from FY12 to FY16 was 1.42%, and .95% from FY13 to FY17. The 5.41% operating budget increase requested for FY18 raises the five year effective operating budget increase to 1.53%.



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Net Operating Budget Change	\$1,117,524	\$1,055,952	\$609,082	\$(160,887)	\$162,123	\$369,042	\$650,338	\$100,552	\$589,137
Effective Operating Budget Change	5.53%	4.95%	2.72%	-0.69%	0.69%	1.54%	2.83%	0.39%	2.21%
FY12 to FY16 Average Increase	1.42%		2.72%	-0.69%	0.69%	1.54%	2.83%		
FY13 to FY17 Average Increase	0.95%			-0.69%	0.69%	1.54%	2.83%	0.39%	
FY14 to FY18 Average Increase	1.53%				0.69%	1.54%	2.83%	0.39%	2.21%

10) Administration and Efficiency: Please describe any efficiency programs underway or planned at the administrative and school levels and goals or savings to be realized from those activities.

We have completed our transition to Gmail. This transition allows us to eliminate our \$30K per year contract

with First Class. We are also in the process of reducing paper consumption by maximizing the use of electronic publications of newsletters. Our recent adoption of an electronic based time reporting system for hourly employees will also reduce paper consumption, but more importantly it will also increase the efficiency of reporting Affordable Care Act data to the Federal government. Existing forms and records are being digitized and paper based forms are being replaced by electronic forms throughout the system. This will lower the cost of adding filing cabinets throughout the system over time.

11) Education Reform and Mandates: What major new or expanded educational reform mandates have been or will be required to be implemented in the near future? What are the staffing and administrative impacts that will have financial consequences over the next five years?

CCRSd has been implementing the new educator evaluation system for the past five years and it requires teacher release time for collaboration, data collection, and review. New Math, Science, STEAM (Science, Technology, Engineering, Art, Math), and Health programs require teacher leadership (stipends for committee work) and increased professional learning opportunities for teachers (professional development).

Increased state mandates for district data collection and reporting will require increased IT staffing. Massachusetts Department of Elementary and Secondary Education (DESE) requires all public schools to report comprehensive student and staff data: **SIMS**: The Student Information Management System is a student-level data collection system that reports on 52 data elements three times during the year. Data includes items such as demographic, Special education, ELL, Title 1, postgraduate plans, and more; **SCS**: Student Course Schedule is part of the SIMS expansion and cross-references with EPIMS and SIMS for a more detailed view of courses taken by students in MA public school districts; **SSDR**: School Safety Discipline Report tracks both violent and nonviolent, criminal and noncriminal, drug and nondrug related offenses occur on school property; **EPIMS**: Education Personnel Information Management System reports twice during the school year on educator (staff) data. The data collected is linked with the licensure data, which the Department currently maintains in ELAR, the Educator Licensure and Recruitment database. **SIF**: Schools Interoperability Framework is an initiative from DESE to carry out new technologies to improve data collection. The School Interoperability Framework is being tied into existing SIS systems to streamline the flow of information between school districts and DESE. The US Department of Education also requires all public schools to report similar comprehensive student and staff data with the Civil Rights Data Collection.

12) Capital Expenditures: What is your capital expenditure plan over the next five years? Which of these will be funded within the CCRSD operating budget and which do you anticipate to fund outside of the annual budget through debt authorization or by other means?

What are your current plans for remediation of the CCHS parking lot? Do you intend to present a warrant article at the 2017 Annual Town Meeting requesting funds for remediation?

What are anticipated future costs for the athletic fields, specifically as they relate to an "amenities" building with toilet rooms?

The only currently recognized capital needs for the CCHS complex are the landfill remediation, paving of the ring road, and some exterior lighting needs near and around the lower parking lot. We have not established planning numbers for the paving and lighting projects to date. The request for funding for these projects may possibly be combined with the selected landfill remediation project.

The landfill remediation project will require funds outside of the operating budget and it is anticipated there will be a warrant article for the upcoming Town Meetings in Concord and Carlisle. On September 28th the Regional School Committee awarded a contract to Weston & Sampson for a Feasibility Study to evaluate alternative methodologies to the remediation plan presented to the Towns last spring.

In regard to the toilets, we have submitted a request for a waiver from the State's plumbing board from the requirement. Our next steps will be determined by the State response to our request for waiver.

13) Benchmarking: How does the average cost per student at CCHS compare to peer school systems for the latest year available? Please briefly explain how these systems are selected. What are the drivers of the differences in terms of various aspects of the budget in cost per student between CCHS and peer systems? How are those cost differences justified? What academic and non-academic performance metrics do you use and how do they compare with peer systems?

In the Metrowest, there is not a "truly peer system" for costs comparison, however we typically use Lincoln-Sudbury because it is a single school, single district for 9-12 and the per capita income of Lincoln and Sudbury are similar to Concord and Carlisle. The following chart contains the most current, 2015, Expenditure Per Pupil Detail from DESE which indicates that CCHS spent \$21,519 per pupil and LS spent \$18,572 per pupil.

The cost drivers are in the following areas: Administration 45% higher; Instructional Leadership (teachers) 36% higher; Other Teaching Services 48% higher; Professional Development 24% higher; Instructional Materials/Equip/Tech 26% higher; and Pupil Services 43% higher. CCHS high student performance on MCAS, AP exams, and SAT is similar to LS students. The success of CCHS students' acceptance rates to their first and second choices of college is indicative of a high performance district.

Expenditure Per Pupil Detail 2015, 9-12			
All funding sources included		Concord-Carlisle	Lincoln-Sudbury
		2015	2015
FTE Pupils			
	In-district	1,257.7	1,575.3
	Out-of-district	48.6	65.1
	All pupils	1,306.3	1,640.4
Expenditures			
	Per in-district pupil	19,193	16,151
	Per out-of-district pupil	81,692	77,154
	Per pupil	21,519	18,572
In-district expenditures		2015	2015
Administration		1,208	659
1110	School Committee	8	3
1210	Superintendent	120	75 *
1220	Assistant Superintendents	21	--
1230	Other District-Wide Administration	48	--
1410	Business and Finance	244	238
1420	Human Resources	102	54
1430	Legal Service for School Committee	57	16
1435	Legal Settlements	--	99
1450	District-wide Information Systems	608	173
Instructional Leadership		1,363	1,205
2110	Curriculum Directors (Supervisory)	281	226
2120	Dept Heads (Non-Supervisory)	--	64
2210	School Leadership	536	676 *
2220	Curriculum Leaders (School Level)	415	--
2250	Admin. Technology (School Level)	11	46
2315	Instructional Coordinators	120	193
Teachers		7,495	7,159
2305	Teachers, Classroom	7,242	7,010
2310	Teachers, Specialists	253	149
Other Teaching Services		1,553	799
2320	Medical/Therapeutic Services	493	111
2325	Substitute Teachers	62	38
2330	Paraprofessionals	846	494
2340	Librarians/Media Center Directors	153	156
Professional Development		135	102
2353	Professional Days	33	--
2355	Substitutes for Prof. Development	12	--
2357	Professional Development Costs	89	101
*L-S uses a combined Superintendent/Principal leadership model and records the majority of the salary in the School Leadership function code.			

All funding sources included		Concord-Carlisle	Lincoln-Sudbury
		2015	2015
Instructional Materials/Equip/Tech		720	530
2410	Textbooks, Software/Media/Matls	57	89
2415	Instructional Matls (Libraries)	17	64
2420	Instructional Equipment	49	55
2430	General Classroom Supplies	125	58
2440	Other Instructional Services	118	168
2451	Classroom Technology	353	84
2453	Technology (Libraries)	2	--
2455	Instructional Software	--	13
Guidance, Counseling, Testing		945	946
2710	Guidance/Adjustment Counselors	761	529
2720	Testing and Assessment	5	39
2800	Psychological Services	179	379
Pupil Services		2,577	1,454
3100	Attendance and Parent Liaisons	--	43
3200	Medical/Health Services	102	69
3300	Transportation Services	813	306
3400	Food Services	374	269
3510	Athletics	780	601
3520	Other Student Activities	469	100
3600	School Security	41	66
Operations and Maintenance		1,474	1,230
4110	Custodial Services	403	302
4120	Heating of Buildings	154	42
4130	Utility Services	469	370
4210	Maintenance of Grounds	169	165
4220	Maintenance of Buildings	172	293
4230	Maintenance of Equipment	26	27
4400	Networking/Telecommunications	80	31
Benefits and fixed charges		1,722	2,067
5100	Employer Retirement Contributions	466	513
5200	Insurance for Active Employees	991	1,080
5250	Insurance for Retired Employees	178	408
5260	Other Non-Employee Insurance	19	66
5500	Other Fixed/Crossing Guards	68	--
Expenditure/in-district pupil		19,193	16,151
Out-of-district expenditures			
9000	Tuitions	69,332	67,589
9600	Transportation	12,360	9,565
Expenditure/out-of-district pupil		81,692	77,154
Expenditure/pupil		21,519	18,572

Source: <http://www.mass.gov/edu/government/departments-and-boards/ese/programs/accountability/tools-and-resources/district-analysis-review-and-assistance/dart-for-districts-and-dart-for-schools.html>

	Income Per Capita	w/in Group	w/in State
Lincoln	\$ 126,821	1	6
Concord	\$ 100,013	2	8
Carlisle	\$ 95,600	3	10
Sudbury	\$ 93,407	4	11

Source: <http://www.mass.gov/dor/local-officials/municipal-databank-and-local-aid-unit/data-bank-reports/>

14) Other items: Please comment on any additional items that may impact the CCRSD budget in FY18 and beyond.

Decisions regarding changing the start time of the high school will likely impact funding needed for in-district operation of the school bus fleet.

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
PROGRAM AREA 1010: ART							
201.2305.110.370.1.1010.20101.1	Art Teaching Salary	621,698	640,451	5.75	-3.02%	634,041	-1.01%
201.2110.120.370.1.1010.20102.1	Art Clerical Salary	543,924	568,857	5.75	-4.58%	581,692	2.21%
201.2110.110.370.1.1010.20103.1	Art Dept. Chair	-	0			-	
201.2305.110.370.1.1010.20104.1	Art Longevity	-	150			-	
		6,946	5,956		14.25%	5,246	-13.53%
		550,870	574,963	5.75	-4.37%	586,938	2.04%
201.2430.250.370.1.1010.20151.1	Art Teaching S/M	60,021	41,129		31.48%	35,000	-17.51%
201.2410.260.370.1.1010.20152.1	Art Textbooks	211	1,238		-486.68%	197	-528.37%
201.2420.240.370.1.1010.20153.1	Art Maintenance Contracts	0	520			1,403	62.94%
201.7300.260.370.1.1010.20154.1	Art New Equipment	6,400	19,783		-209.11%	6,400	-209.11%
201.7400.260.370.1.1010.20155.1	Art Replacement Equipment	4,196	2,819		32.81%	4,103	31.29%
		70,828	65,489	-	7.54%	47,103	-39.03%
Total Program		621,698	640,451	5.75	-3.02%	634,041	-1.01%
PROGRAM AREA 1020: COMPUTER INSTRUCTION							
201.1450.130.370.1.1020.20201.1	Instr. Tech. Specialist	293,315	389,961	1.00	-32.95%	518,003	24.72%
201.1450.130.370.1.1020.20201.1	Instr. Tech. Specialist	111,967	112,660	1.00	-0.62%	115,919	2.81%
201.2305.110.370.1.1020.20202.1	Comp. Instr. Teaching Salary	-	190			84	-126.19%
		111,967	112,850	1.00	-0.79%	116,003	2.72%
201.2430.250.370.1.1020.20251.1	Computer Instr. S/M	26,943	18,261		32.22%	27,000	32.37%
201.2451.250.370.1.1020.20252.1	Computer Software	54,405	102,143		-87.75%	55,000	-85.72%
201.2451.250.370.1.1020.20253.1	Computer Hardware	100,000	156,706		-56.71%	320,000	51.03%
		181,348	277,111	-	-52.81%	402,000	31.07%
Total Program		293,315	389,961	1.00	-32.95%	518,003	24.72%
PROGRAM AREA 1050: ENGLISH							
201.2305.110.370.1.1050.20501.1	English Teaching Salary	1,519,768	1,522,760	15.56	-0.20%	1,590,325	4.25%
201.2220.110.370.1.1050.20502.1	English Dept. Chair	1,422,601	1,424,466	15.06	-0.13%	1,494,321	4.67%
201.2305.110.370.1.1050.20503.1	English Longevity	56,250	58,026	0.50	-3.16%	56,397	-2.89%
		24,041	25,524		-6.17%	22,731	-12.29%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
		1,502,892	1,508,016	15.56	-0.34%	1,573,449	4.16%
201.2430.250.370.1.1050.20551.1	English Teaching S/M	8,004	5,646		29.46%	8,004	29.46%
201.2410.260.370.1.1050.20552.1	English Textbooks	8,872	9,098		-2.55%	8,872	-2.55%
		16,876	14,744	-	12.63%	16,876	12.63%
Total Program		1,519,768	1,522,760	15.56	-0.20%	1,590,325	4.25%
PROGRAM AREA 1070: ELL		60,744	44,372	0.25	26.95%	43,041	-3.09%
201.2305.110.370.1.1070.20701.1	ELL Teaching Salary	46,742	34,273	0.25	26.68%	28,762	-19.16%
201.2330.130.370.1.1070.20702.1	ELL Tutor Salary	13,096	10,099	-	22.89%	13,373	24.49%
		59,838	44,372	0.25	25.85%	42,135	-5.31%
201.2430.250.370.1.1070.20751.1	ELL S/M	906	0		100.00%	906	100.00%
		906	-	-	100.00%	906	100.00%
Total Program		60,744	44,372	0.25	26.95%	43,041	-3.09%
PROGRAM AREA 1080: FOREIGN LANGUAGES		1,207,345	1,232,205	14.00	-2.06%	1,290,921	4.55%
201.2305.110.370.1.1080.20801.1	For. Language Teaching Salary	1,098,106	1,152,760	13.50	-4.98%	1,179,494	2.27%
201.2220.110.370.1.1080.20802.1	Foreign Lang. Dept. Chair	62,492	63,108	0.50	-0.98%	64,702	2.46%
201.2305.110.370.1.1080.20803.1	Foreign Lang. Longevity	10,415	10,319		0.92%	13,988	26.23%
		1,171,013	1,226,187	14.00	-4.71%	1,258,184	2.54%
201.2430.250.370.1.1080.20851.1	For. Language Teaching S/M	6,778	4,147		38.82%	6,778	38.82%
201.2410.260.370.1.1080.20852.1	Foreign Language Textbooks	21,095	225		98.93%	17,500	98.72%
201.2420.240.370.1.1080.20853.1	For. Language Maint. Contracts	8,459	1,646		80.54%	8,459	80.54%
		36,332	6,018	-	83.44%	32,737	81.62%
Total Program		1,207,345	1,232,205	14.00	-2.06%	1,290,921	4.55%
PROGRAM AREA 1090: GUIDANCE		927,753	966,383	9.00	-4.16%	1,001,887	3.54%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.2710.110.370.1.1090.20901.1 Guidance Professional Salary	752,797	777,891	8.50	-3.33%	810,685	4.05%
	201.2710.110.370.1.1090.20902.1 Career Ed. Coordinator Salary	-	0			-	
	201.2440.130.370.1.1090.20903.1 Guidance Home Tutor Salary	2,640	17,613		-567.14%	11,942	-47.48%
	201.2710.120.370.1.1090.20904.1 Career Ed. Assistant Salary	-	0			-	
	201.2710.110.370.1.1090.20905.1 Registrar Salary	-	0			-	
	201.2710.120.370.1.1090.20906.1 Guidance Clerical Salary	100,627	93,788	-	6.80%	101,646	7.73%
	201.2710.110.370.1.1090.20907.1 Guidance Dept. Chair	54,893	58,787	0.50	-7.09%	57,692	-1.90%
	201.2710.110.370.1.1090.20908.1 Guidance Longevity	5,207	8,508		-63.40%	6,994	-21.65%
		916,164	956,586	9.00	-4.41%	988,959	3.27%
	201.2710.250.370.1.1090.20951.1 Guidance S/M	2,503	2,173		13.20%	1,172	-85.38%
	201.2720.250.370.1.1090.20952.1 Guidance Testing S/M	2,968	4,128		-39.08%	2,039	-102.45%
	201.2710.250.370.1.1090.20953.1 Career Ed. S/M	1,443	1,242		13.93%	0	
	201.2710.260.370.1.1090.20954.1 Guidance Publications	1,486	1,280		13.87%	656	-95.11%
	201.2710.260.370.1.1090.20955.1 Career Ed. Computer Software	530	461		13.02%	3,423	86.53%
	201.2710.240.370.1.1090.20956.1 ELL Consultant	0	27			0	
	201.2710.260.370.1.1090.20957.1 Guidance College Visits	0	46			132	65.53%
	201.2710.240.370.1.1090.20958.1 Guidance Contractual	2,659	440		83.44%	5,506	92.00%
		11,589	9,796	-	15.47%	12,928	24.22%
Total Program		927,753	966,383	9.00	-4.16%	1,001,887	3.54%
PROGRAM AREA 1100: HEALTH EDUCATION		3,302	7,080	-	-114.40%	3,302	-114.40%
	201.2110.110.370.1.1100.21001.1 Health Ed. Curriculum Specialist	-	0			-	
	201.2110.110.370.1.1100.21002.1 Health Ed. Longevity	-	0			-	
	201.2110.120.370.1.1100.21003.1 Health Ed. Clerical	-	0			-	
		-	-	-		-	
	201.2110.250.370.1.1100.21051.1 Health Ed. S/M	3,302	7,080		-114.40%	3,302	-114.40%
		3,302	7,080	-	-114.40%	3,302	-114.40%
Total Program		3,302	7,080	-	-114.40%	3,302	-114.40%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
PROGRAM AREA 1110: HEALTH & FITNESS		534,423	518,815	5.00	2.92%	568,723	8.78%
201.2305.110.370.1.1110.21101.1	Health & Fitness Teaching Salary	443,890	482,894	5.00	-8.79%	483,731	0.17%
201.2220.110.370.1.1110.21102.1	Hlth. & Fitness Dept. Chair	63,795	7,807		87.76%	64,266	87.85%
201.2305.110.370.1.1110.21103.1	Hlth. & Fitness Longevity	15,625	11,060		29.22%	13,101	15.58%
		523,310	501,761	5.00	4.12%	561,098	10.58%
201.2430.250.370.1.1110.21151.1	Health & Fitness S/M	4,893	6,532		-33.50%	3,579	-82.51%
201.2420.260.370.1.1110.21152.1	Hlth. & Fitness Replacement Equipment	3,636	5,330		-46.60%	2,110	-152.62%
201.2410.260.370.1.1110.21153.1	Health Textbooks	2,584	5,192		-100.92%	1,936	-168.17%
		11,113	17,054	-	-53.46%	7,625	-123.66%
Total Program		534,423	518,815	5.00	2.92%	568,723	8.78%
PROGRAM AREA 1120: LIBRARY & MEDIA SERVICES		262,719	229,131	1.00	12.78%	278,513	17.73%
201.2110.110.370.1.1120.21201.1	Library/Media Coord. Salary	-	150			-	
201.2340.110.370.1.1120.21202.1	CCHS Librarian Salary	98,696	112,495	1.00	-13.98%	115,026	2.20%
201.2110.120.370.1.1120.21203.1	Library/Media Clerical Salary	324	1,016		-213.73%	1,136	10.52%
201.2340.130.370.1.1120.21204.1	Library Aides Salary	139,012	92,516	-	33.45%	129,989	28.83%
201.2340.130.370.9.1120.21205.1	Media Aide Salary	-	0			-	
201.2340.130.370.9.1120.21206.1	Media Repair Tech. Salary	-	0			-	
201.2110.110.370.1.1120.21207.1	Library/Media Longevity	-	0			-	
201.2110.110.370.1.1120.21208.1	Library/Media Addtl. Comp.	-	0			-	
		238,032	206,178	1.00	13.38%	246,151	16.24%
201.2110.250.370.9.1120.21251.1	Library/Media Office S/M	405	829		-104.67%	405	-104.67%
201.2415.250.370.9.1120.21252.1	Library S/M	866	631		27.18%	866	27.18%
201.2415.250.370.9.1120.21253.1	Library/Media Software S/M	0	499			2,500	80.04%
201.2415.250.370.9.1120.21254.1	Library/Media Audio-Visual S/M	0	0			2,500	100.00%
201.2415.250.370.9.1120.21255.1	Media Repair S/M	3,500	30		99.15%	3,500	99.15%
201.2415.260.370.1.1120.21256.1	Library Books and E-books	4,768	6,287		-31.85%	4,943	-27.18%
201.2415.240.370.9.1120.21257.1	Media AV Maintenance Contracts	0	0			0	
201.2453.260.370.1.1120.21258.1	CCHS On-Line Search	4,148	0		100.00%	4,148	100.00%
201.2415.260.370.9.1120.21259.1	Databases	9,500	14,678		-54.51%	12,000	-22.32%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted	
	201.2415.260.370.9.1120.21260.1	Library/Media Professional Ref.	500	0	100.00%	500	100.00%	
	201.7300.260.370.9.1120.21261.1	Library/Media New Equipment	500	0	100.00%	500	100.00%	
	201.7400.260.370.9.1120.21262.1	Library/media Replacement Equip.	500	0	100.00%	500	100.00%	
		24,687	22,953	-	7.02%	32,362	29.07%	
Total Program		262,719	229,131	1.00	12.78%	278,513	17.73%	
PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION		178,841	168,484	1.75	5.79%	183,657	8.26%	
	201.2315.110.370.1.1130.21301.1	Instr. Senior Project Advisor Salary	51,563	55,994	0.75	-8.59%	55,332	-1.20%
	201.2315.110.370.1.1130.21302.1	Planning Room Supervisor	101,549	99,540	1.00	1.98%	102,299	2.70%
	201.2310.110.900.1.1130.21303.1	MCAS Remedial Instr.	-	0		-		
	201.2440.110.370.9.1130.21304.1	VHS Coordinator	17,229	5,000		70.98%	17,016	70.62%
	201.2440.240.370.1.1130.21351.1	Virtual H.S. Membership Fee	8,500	7,950		6.47%	9,010	11.76%
	201.2430.250.900.1.1130.21352.1	MCAS Remedial S/M	0	0		0		
		178,841	168,484	1.75	5.79%	183,657	8.26%	
Total Program		178,841	168,484	1.75	5.79%	183,657	8.26%	
PROGRAM AREA 1140: MATHEMATICS		1,620,071	1,591,669	18.00	1.75%	1,715,872	7.24%	
	201.2305.110.370.1.1140.21401.1	Mathematics Teaching Salary	1,525,887	1,493,364	17.50	2.13%	1,616,371	7.61%
	201.2220.110.370.1.1140.21402.1	Mathematics Dept. Chair	56,182	63,108	0.50	-12.33%	62,953	-0.25%
	201.2305.110.370.1.1140.21403.1	Mathematics Longevity	23,607	27,224		-15.32%	23,601	-15.35%
		1,605,676	1,583,696	18.00	1.37%	1,702,925	7.00%	
	201.2430.250.370.1.1140.21451.1	Mathematics S/M	8,218	7,585		7.70%	6,179	-22.76%
	201.2410.260.370.1.1140.21452.1	Mathematics Textbooks	6,177	388		93.72%	6,768	94.26%
		14,395	7,974	-	44.61%	12,947	38.41%	
Total Program		1,620,071	1,591,669	18.00	1.75%	1,715,872	7.24%	
PROGRAM AREA 1150: MUSIC		284,674	259,617	2.50	8.80%	287,243	9.62%	
	201.2305.110.370.1.1150.21501.1	Music Teaching Salary	223,163	225,180	2.50	-0.90%	229,604	1.93%
	201.2110.120.370.1.1150.21502.1	Music Clerical Salary	-	0		-		
	201.2440.130.370.1.1150.21503.1	Music Field Trip Salary	3,210	3,967	-	-23.60%	3,207	-23.71%

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
201.2110.110.370.1.1150.21504.1	Music Dept. Chair	-	0			-	
201.2305.110.370.1.1150.21505.1	Music Longevity	-	1,702			-	
		226,373	230,850	2.50	-1.98%	232,811	0.84%
201.2430.250.370.1.1150.21551.1	Music S/M	8,500	6,245		26.53%	8,500	26.53%
201.2440.260.370.1.1150.21552.1	Music Registration Fees	2,500	5,437		-117.48%	2,500	-117.48%
201.2420.240.370.1.1150.21553.1	Music Maintenance Contracts	3,922	0		100.00%	3,922	100.00%
201.2410.260.370.1.1150.21554.1	Sheet Music	4,784	3,398		28.97%	4,415	23.03%
201.7300.260.370.1.1150.21555.1	Music New Equipment	318	237		25.47%	4,297	94.48%
201.7400.260.370.1.1150.21556.1	Music Replacement Equipment	25,000	0		100.00%	17,267	100.00%
201.2440.260.900.1.1150.21557.1	Music Accompanist	13,277	13,450		-1.30%	13,531	0.60%
		58,301	28,767	-	50.66%	54,432	47.15%
Total Program		284,674	259,617	2.50	8.80%	287,243	9.62%
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT		227,725	255,487	-	-12.19%	242,644	-5.29%
201.2351.110.370.9.1160.21601.1	Prof. Dev. Director Salary	-	0			-	
201.2353.110.370.9.1160.21602.1	Curr. Dev. Stipends	34,653	35,250		-1.72%	52,413	32.75%
201.2353.110.370.9.1160.21603.1	Staff Development/Pupil	15,690	1,800		88.53%	15,724	88.55%
201.2355.130.370.9.1160.21604.1	Professional Dev. Substitute Salary	19,317	19,600		-1.47%	23,586	16.90%
201.2353.110.370.9.1160.21605.1	Professional Sabbatical Salary	-	0			-	
201.2357.110.370.9.1160.21607.1	Staff Dev. Developer Salary	-	1,000			-	
201.2353.110.370.9.1160.21608.1	Staff Dev. Professional Salary	33,275	11,150		66.49%	10,483	-6.36%
201.2357.110.370.9.1160.21609.1	Staff Dev. Tuition Reimbursement	30,200	20,768		31.23%	30,200	31.23%
201.2357.110.370.9.1160.21610.1	Staff Dev. Mentoring	7,028	7,450		-6.00%	7,862	5.24%
201.2353.120.370.9.1160.21611.1	Curr. Dev. Summer Clerical Salary	-	0			-	
201.2353.110.370.9.1160.21612.1	Dept. Chair Training Reimbursement	-	0			-	
		140,163	97,018	-	30.78%	140,268	30.83%
201.2357.250.370.9.1160.21651.1	Curr. Dev. S/M	0	299			0	
201.2357.250.370.9.1160.21652.1	Staff Dev. S/M	222	593		-167.18%	0	
201.2357.250.370.9.1160.21653.1	Dimensions S/M	0	0			0	
201.2357.260.370.9.1160.21654.1	Staff Dev. Student Support	284	0		100.00%	2,393	100.00%
201.2357.260.370.9.1160.21655.1	Staff Dev. Conferences	26,475	25,729		2.82%	13,989	-83.92%
201.2357.240.370.9.1160.21656.1	Staff Dev. Contracted Services	35,000	97,517		-178.62%	50,000	-95.03%
201.2353.260.370.9.1160.21659.1	Alt. Sabbatical Prof. Dev.	0	0			0	

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.2357.260.370.9.1160.21660.1	1,299	0		100.00%	11,712	100.00%
	201.2357.260.370.9.1160.21661.1	24,282	34,331		-41.39%	24,282	-41.39%
		87,562	158,469	-	-80.98%	102,376	-54.79%
Total Program		227,725	255,487	-	-12.19%	242,644	-5.29%
PROGRAM AREA 1180: SCIENCE		1,783,796	1,772,229	19.50	0.65%	1,764,431	-0.44%
	201.2305.110.370.1.1180.21801.1	1,596,292	1,602,921	19.00	-0.42%	1,622,276	1.19%
	201.2220.110.370.1.1180.21802.1	66,930	65,757	0.50	1.75%	68,773	4.39%
	201.2305.110.370.1.1180.21803.1	13,889	19,553		-40.78%	17,485	-11.83%
	201.2315.110.370.1.1180.21804.1	4,500	0		100.00%	4,500	100.00%
		1,681,611	1,688,231	19.50	-0.39%	1,713,034	1.45%
	201.2430.250.370.1.1180.21851.1	45,000	41,146		8.56%	22,273	-84.73%
	201.2410.260.370.1.1180.21852.1	31,500	7,817		75.18%	15,233	48.68%
	201.2420.240.370.1.1180.21853.1	572	1,500		-162.24%	572	-162.24%
	201.2420.260.370.1.1180.21854.1	2,613	0		100.00%	2,613	100.00%
	201.2420.260.370.1.1180.21855.1	22,500	33,535		-49.04%	10,706	-213.23%
		102,185	83,998	-	17.80%	51,397	-63.43%
Total Program		1,783,796	1,772,229	19.50	0.65%	1,764,431	-0.44%
PROGRAM AREA 1190: SOCIAL STUDIES		1,347,166	1,450,318	15.75	-7.66%	1,378,456	-5.21%
	201.2305.110.370.1.1190.21901.1	1,250,813	1,358,312	15.25	-8.59%	1,276,773	-6.39%
	201.2220.110.370.1.1190.21902.1	61,625	60,557	0.50	1.73%	63,322	4.37%
	201.2305.110.370.1.1190.21903.1	19,098	20,989		-9.90%	22,731	7.66%
		1,331,536	1,439,858	15.75	-8.14%	1,362,826	-5.65%
	201.2430.250.370.1.1190.21951.1	7,333	6,331		13.67%	7,333	13.67%
	201.2410.260.370.1.1190.21952.1	5,722	4,129		27.83%	5,722	27.83%
	201.2440.260.370.1.1190.21953.1	2,575	0		100.00%	2,575	100.00%
		15,630	10,460	-	33.08%	15,630	33.08%
Total Program		1,347,166	1,450,318	15.75	-7.66%	1,378,456	-5.21%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
PROGRAM AREA 1200: SPECIAL EDUCATION		5,030,953	5,182,424	15.36	-3.01%	4,699,365	-10.28%
201.2110.110.370.2.1200.22001.1	SPED Director Salary	60,830	61,868	0.40	-1.71%	63,302	2.27%
201.2305.110.370.2.1200.22002.1	SPED Teaching Salary	702,397	730,825	9.72	-4.05%	736,299	0.74%
201.2330.130.370.2.1200.22003.1	SPED Tutor Salary	883,469	863,500	-	2.26%	874,484	1.26%
201.2440.130.370.2.1200.22004.1	SPED Home Tutor Salary	557	550		1.26%	-	
201.2305.110.370.2.1200.22005.1	SPED Alt. Ed. Regular Teaching Salary	20,017	19,621	0.19	1.98%	20,165	2.70%
201.2800.110.370.2.1200.22006.1	SPED H.S. Psych. Salary	198,811	296,544	3.55	-49.16%	224,915	-31.85%
201.2330.130.370.2.1200.22007.1	SPED Aides Salary	-	27,216	-		-	
201.2110.120.370.2.1200.22008.1	SPED Clerical Salary	50,136	44,045	-	12.15%	51,640	14.71%
201.2305.110.370.2.1200.22009.1	Pathways Summer Program Sal.	27,353	27,610		-0.94%	28,174	2.00%
201.2320.110.370.2.1200.22010.1	H.S. S/L Pathologist	104,156	102,095	1.00	1.98%	107,281	4.83%
201.2220.110.370.2.1200.22011.1	Special Ed. Dept. Chair	66,930	65,757	0.50	1.75%	67,424	2.47%
201.2305.110.370.2.1200.22012.1	Special Ed. Longevity	13,797	14,464		-4.83%	14,906	2.97%
201.2110.110.370.2.1200.22013.1	Special Ed. Addtl. Comp.	-	0			-	
		2,128,453	2,254,095	15.36	-5.90%	2,188,590	-2.99%
201.2110.250.370.2.1200.22051.1	SPED Supervision S/M	3,830	8,679		-126.59%	3,758	-130.93%
201.2430.250.370.2.1200.22052.1	SPED Teaching S/M	2,644	7,251		-174.23%	4,597	-57.72%
201.2720.250.370.2.1200.22053.1	SPED Testing S/M	3,267	3,290		-0.71%	4,155	20.81%
201.2430.250.370.2.1200.22054.1	SPED Alternative Ed. S/M	1,434	450		68.61%	1,407	68.01%
201.2320.240.370.2.1200.22055.1	SPED Contracted Services	350,000	279,330		20.19%	350,000	20.19%
201.2440.240.370.2.1200.22056.1	SPED Evaluation Services	27,173	24,011		11.64%	38,284	37.28%
201.2440.260.370.2.1200.22057.1	SPED Non-District Travel	53	0		100.00%	53	100.00%
201.2451.260.370.2.1200.22058.1	SPED Computer Software	0	0			0	
201.9100.260.370.2.1200.22059.1	SPED Massachusetts Tuitions	162,782	127,895		21.43%	162,782	21.43%
201.9200.260.370.2.1200.22060.1	SPED Out-of-State Tuitions	127,023	127,023		0.00%	127,023	0.00%
201.9300.260.370.2.1200.22061.1	SPED Non-Public Tuitions	1,855,226	2,233,649		-20.40%	1,705,226	-30.99%
201.9400.260.370.2.1200.22062.1	SPED Collaborative Tuitions	104,969	104,969		0.00%	104,969	0.00%
201.7300.260.370.2.1200.22063.1	SPED New Equipment	4,483	7,819		-74.42%	4,399	-77.75%
201.2440.260.370.2.1200.22064.1	SPED Assistive Technology	0	0			0	
201.2430.250.370.2.1200.22065.1	Pathways Program S/M	3,684	3,619		1.77%	3,615	-0.11%
201.2110.260.370.2.1200.22066.1	SPED Director Travel	350	245		30.00%	343	28.57%
201.2410.260.370.2.1200.22067.1	SPED Equipment Repair	167	100		40.12%	164	39.02%
201.9400.260.370.2.1200.22068.1	Prepaid Tuition	255,415	0		100.00%	0	
		2,902,500	2,928,329	-	-0.89%	2,510,775	-16.63%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
Total Program							
		5,030,953	5,182,424	15.36	-3.01%	4,699,365	-10.28%
PROGRAM AREA 1210: SUBSTITUTES							
		82,000	101,398	-	-23.66%	80,085	-26.61%
201.2325.130.370.1.1210.22101.1	Substitute Caller Salary	-	0			-	
201.2325.130.370.1.1210.22102.1	Substitute Salary	78,000	85,272		-9.32%	78,591	-8.50%
201.2325.130.370.2.1210.22103.1	Substitute SPED Salary	4,000	16,126	-	-303.14%	1,494	-979.36%
		82,000	101,398	-	-23.66%	80,085	-26.61%
Total Program							
		82,000	101,398	-	-23.66%	80,085	-26.61%
PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY							
		9,745	10,238	-	-5.05%	10,545	2.92%
201.2305.110.370.1.1220.22201.1	Tech. Ed./Applied Tech. Teaching Salary	-	0			-	
201.2305.110.370.1.1220.22202.1	Applied Tech. Longevity	-	0			-	
		-	-	-		-	
201.2430.250.370.1.1220.22251.1	Applied Tech. Teaching S/M	8,508	8,818		-3.64%	8,508	-3.64%
201.2410.260.370.1.1220.22252.1	Applied Tech. Textbooks	589	0		100.00%	589	100.00%
201.2420.240.370.1.1220.22253.1	Applied Tech. Maint. Contracts	148	0		100.00%	148	100.00%
201.7300.260.370.1.1220.22254.1	Appl. Tech. New Equipment	500	1,420		-183.99%	500	-183.99%
201.2440.260.370.1.1220.22255.1	Applied Tech. YTE Contr. Serv.	0	0			800	100.00%
		9,745	10,238	-	-5.05%	10,545	2.92%
Total Program							
		9,745	10,238	-	-5.05%	10,545	2.92%
PROGRAM AREA 1240: CURRICULUM LEADERSHIP							
		-	-	-		-	
201.2110.110.370.2.1240.22401.1	Special Ed. Coord. Salary	-	0			-	
201.2110.110.370.1.1240.22402.1	Info. Tech. Coord. Salary	-	0			-	
201.2315.110.370.1.1240.22403.1	K-12 For. Lang. Curr. Chair	-	0			-	
201.2315.110.370.1.1240.22404.1	K-12 Soc. Studies Curr. Chair	-	0			-	
201.2315.110.370.1.1240.22405.1	K-12 Library/Media Curr. Chair	-	0			-	
		-	-	-		-	
Total Program							
		-	-	-		-	

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
PROGRAM AREA 1250: THEATRE ARTS							
		21,261	20,229	0.25	4.85%	21,500	5.91%
201.2305.110.370.1.1250.22501.1	Theatre Arts Tch. Salary	20,665	17,230	0.25	16.62%	20,800	17.16%
201.2430.250.370.1.1250.22551.1	Theatre Arts Tch. S/M	596	2,999		-403.21%	700	-328.44%
		21,261	20,229	0.25	4.85%	21,500	5.91%
Total Program		21,261	20,229	0.25	4.85%	21,500	5.91%
PROGRAM AREA 2300: ADULT & COMMUNITY EDUCATION							
		4	-	-	100.00%	4	100.00%
201.2110.110.500.6.2300.23001.1	Adult Ed. Director Salary	2	0		100.00%	2	100.00%
201.2110.120.500.6.2300.23002.1	Adult Ed. Clerical Salary	2	0		100.00%	2	100.00%
		4	-	-	100.00%	4	100.00%
Total Program		4	-	-	100.00%	4	100.00%
PROGRAM AREA 2310: ATHLETICS							
		686,672	587,533	2.00	14.44%	593,778	1.05%
201.3510.110.370.9.2310.23101.1	Athletics Director Salary	122,627	78,219	1.00	36.21%	103,148	24.17%
201.3510.110.370.9.2310.23102.1	Coaches Salary	361,558	305,933		15.38%	306,838	0.29%
201.3510.110.370.9.2310.23103.1	Trainers Salary	43,767	44,306	1.00	-1.23%	43,767	-1.23%
201.3510.110.370.9.2310.23104.1	Intramural Stipends	-	0			-	
201.3510.130.370.9.2310.23105.1	Athletics Drivers Salary	85,584	88,019	-	-2.85%	84,525	-4.13%
201.3510.120.370.9.2310.23106.1	Athletics Dept. Clerical Sal.	-	0			-	
201.3510.110.370.9.2310.23107.1	Athletics Coordinator Salary	-	0			-	
201.3510.110.370.9.2310.23108.1	Athletics Longevity	-	0			-	
		613,536	516,478	2.00	15.82%	538,278	4.05%
201.3510.260.370.9.2310.23151.1	Athletic Insurance	3,401	0		100.00%	3,000	100.00%
201.3510.260.370.9.2310.23152.1	Officials	34,795	34,940		-0.42%	30,000	-16.47%
201.3510.260.370.9.2310.23153.1	Facilities Rental	29,368	36,115		-22.97%	20,000	-80.58%
201.3510.240.370.9.2310.23154.1	Contracted Service	5,572	0		100.00%	2,500	100.00%
		73,136	71,055	-	2.85%	55,500	-28.03%
Total Program		686,672	587,533	2.00	14.44%	593,778	1.05%
PROGRAM AREA 2320: CENTRAL SUPPLY		2,103	8,874	-	-321.96%	2,077	-327.24%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
201.2430.250.370.1.2320.23251.1	Central Supply S/M	2,103	8,874		-321.96%	2,077	-327.24%
		2,103	8,874	-	-321.96%	2,077	-327.24%
Total Program		2,103	8,874	-	-321.96%	2,077	-327.24%
PROGRAM AREA 2330: CO-CURRICULAR		283,269	345,768	1.00	-22.06%	282,971	-22.19%
201.3520.110.370.9.2330.23301.1	Co-Curricular Professional Salary	184,508	218,010		-18.16%	184,508	-18.16%
201.3520.130.370.9.2330.23302.1	Radio Station Mgr. Salary	71,763	77,239	1.00	-7.63%	74,983	-3.01%
201.3520.130.370.9.2330.23303.1	Radio Station Staff Assists	14,298	7,582	-	46.97%	14,298	46.97%
		270,569	302,831	1.00	-11.92%	273,789	-10.61%
201.3520.250.370.9.2330.23351.1	Co-Curricular S/M	4,200	2,562		38.99%	682	-275.71%
201.3520.260.370.9.2330.23352.1	Co-Curricular Fees	8,500	40,374		-374.99%	8,500	-374.99%
		12,700	42,937	-	-238.08%	9,182	-367.62%
Total Program		283,269	345,768	1.00	-22.06%	282,971	-22.19%
PROGRAM AREA 2340: CONTINGENCY		244,188	58,723	-	75.95%	229,240	74.38%
201.5100.110.370.1.2340.23401.1	Sick Leave - Instructional	74,188	58,723		20.85%	59,240	0.87%
201.2305.110.370.1.2340.23402.1	Professional Contingency	100,000	0		100.00%	100,000	100.00%
201.5100.110.370.1.2340.23403.1	Early Retirement Incentive	-	0		-	-	-
201.2305.110.370.1.2340.23404.1	Negotiation Funds - Contracts	35,000	0		100.00%	35,000	100.00%
201.1230.120.370.9.2340.23405.1	Neg. Funds - Non-Bargaining	35,000	0		100.00%	35,000	100.00%
		244,188	58,723	-	75.95%	229,240	74.38%
Total Program		244,188	58,723	-	75.95%	229,240	74.38%
PROGRAM AREA 2350: COPY SERVICE		62,240	44,132	0.80	29.09%	66,558	33.69%
201.2330.130.370.1.2350.23501.1	Copy Service Operator Salary	20,246	20,323	0.40	-0.38%	21,056	3.48%
201.2330.130.370.1.2350.23502.1	Copy Serv. Transportation Salary	12,460	13,612	0.40	-9.24%	12,958	-5.04%
		32,706	33,935	0.80	-3.76%	34,014	0.23%
201.2430.250.370.1.2350.23551.1	Copy Service S/M	8,515	3,206		62.35%	4,025	20.36%
201.2420.240.370.1.2350.23552.1	Copier Lease/Purchase	20,019	6,991		65.08%	25,019	72.06%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
201.4230.240.370.9.2350.23553.1	Copier Repair	0	0			0	
201.4230.240.370.9.2350.23554.1	Copier Maintenance	1,000	0		100.00%	3,500	100.00%
		29,534	10,197	-	65.47%	32,544	68.67%
Total Program		62,240	44,132	0.80	29.09%	66,558	33.69%
PROGRAM AREA 2360: EQUIPMENT		2,000	38,773	-	-1838.63%	9,500	-308.13%
201.7300.260.370.1.2360.23651.1	CCHS New Equipment	0	38,583			2,500	-1443.31%
201.7400.260.370.1.2360.23652.1	CCHS Replacement Equipment	0	190			2,500	92.40%
201.7400.260.370.1.2360.23653.1	CCHS Classroom Equipment	0	0			2,500	100.00%
201.7400.260.910.9.2360.23654.1	Ripley Equipment	2,000	0		100.00%	2,000	100.00%
		2,000	38,773	-	-1838.63%	9,500	-308.13%
Total Program		2,000	38,773	-	-1838.63%	9,500	-308.13%
PROGRAM AREA 2370: FIELD TRIPS		30,000	30,713	-	-2.38%	30,000	-2.38%
201.2440.130.370.1.2370.23701.1	Field Trip Drivers Salary	30,000	21,977	-	26.74%	30,000	26.74%
201.2440.260.370.1.2370.23751.1	Field Trip Expenses		8,736			0	
		30,000	30,713	-	-2.38%	30,000	-2.38%
Total Program		30,000	30,713	-	-2.38%	30,000	-2.38%
PROGRAM AREA 2390: HEALTH SERVICES		133,832	170,897	3.63	-27.69%	132,266	-29.21%
201.3200.110.370.9.2390.23901.1	Nurse/Nurse Asst. Sal.	126,582	164,710	3.63	-30.12%	125,016	-31.75%
		126,582	164,710	3.63	-30.12%	125,016	-31.75%
201.3200.250.370.9.2390.23951.1	Health Services S/M	5,000	1,262		74.75%	5,000	74.75%
201.3200.240.900.9.2390.23952.1	Hlth. Serv. Contr. Services	1,250	4,924		-293.90%	1,250	-293.90%
201.3200.260.370.9.2390.23953.1	Hlth. Serv. Equipment Maintenance	1,000	0		100.00%	1,000	100.00%
		7,250	6,186	-	14.67%	7,250	14.67%
Total Program		133,832	170,897	3.63	-27.69%	132,266	-29.21%
PROGRAM AREA 2400: PARAPROFESSIONALS		127,682	181,416	-	-42.08%	121,102	-49.80%
201.2220.120.370.1.2400.24001.1	Paras: Dept. Clerical Salary	96,742	105,096	-	-8.63%	95,545	-10.00%
201.3600.130.370.1.2400.24002.1	Paras: Campus Monitor Salary	30,940	76,321	-	-146.67%	25,557	-188.63%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
		127,682	181,416	-	-42.08%	121,102	-49.80%
Total Program		127,682	181,416	-	-42.08%	121,102	-49.80%
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL		10,000	3,600	-	64.00%	11,500	68.69%
201.2440.260.370.1.2410.24151.1	School District Travel	10,000	3,600	-	64.00%	11,500	68.69%
		10,000	3,600	-	64.00%	11,500	68.69%
Total Program		10,000	3,600	-	64.00%	11,500	68.69%
PROGRAM AREA 3510: ADMINISTRATION		716,165	829,066	6.40	-15.76%	740,971	-11.89%
201.1210.110.370.9.3510.25101.1	Superintendent's Salary	92,021	92,981	0.40	-1.04%	94,551	1.66%
201.1210.120.370.9.3510.25102.1	Supt. Support Staff	33,843	33,175	0.40	1.97%	34,741	4.51%
201.1220.110.370.9.3510.25103.1	Asst. Supt. Salary	-	0	-	-	-	-
201.1230.110.370.9.3510.25115.1	Dir. of Teaching/Learning Sal.	62,100	63,200	0.40	-1.77%	64,896	2.61%
201.1220.120.370.9.3510.25104.1	Teach/Learning Support Staff	-	25,929	0.80	-	-	-
201.1410.110.370.9.3510.25106.1	Dir. of Finance & Operations Sal.	-	-	0.50	-	-	-
201.1410.110.370.9.3510.25106.1	Deputy Supt. of Finance & Oper. Sal.	89,526	97,201	-	-8.57%	93,775	-3.65%
201.1410.120.370.9.3510.25107.1	Financial Serv. Staff	181,461	178,633	2.70	1.56%	186,688	5.33%
201.1420.110.370.9.3510.25108.1	Director of Human Resources	62,538	61,727	0.40	1.30%	65,506	5.77%
201.1420.120.370.9.3510.25109.1	Human Resources Staff Sal.	55,856	43,371	0.80	22.35%	58,090	25.34%
		577,345	596,216	6.40	-3.27%	600,247	0.67%
201.1210.250.370.9.3510.25151.1	Supt. S/M	5,400	7,407	-	-37.17%	5,625	-31.68%
201.1210.260.370.9.3510.25152.1	Supt. Consultant Contract	0	0	-	-	2,500	100.00%
201.1210.240.370.9.3510.25153.1	Supt. Contracted Services	207	0	-	-	2,500	100.00%
201.1210.260.370.9.3510.25154.1	Supt. Memberships	4,000	3,154	-	21.15%	4,000	21.15%
201.5200.260.370.9.3510.25155.1	Supt. Insurance	145	0	-	100.00%	145	100.00%
201.1210.260.370.9.3510.25156.1	Supt. Prof. Development	3,000	1,344	-	55.21%	3,000	55.21%
201.1210.260.370.9.3510.25157.1	Annual School Census	0	0	-	-	0	-
201.5100.260.900.9.3510.25158.1	Admin. Annuity	0	0	-	-	0	-
201.1210.260.370.9.3510.25159.1	Administrative Membership	0	0	-	-	0	-
201.1220.250.370.9.3510.25161.1	Dir of Teach/Learn S/M	1,000	5,542	-	-454.20%	2,061	-168.90%
201.1220.240.370.9.3510.25162.1	Dir of Teach/Learn Contr. Services	0	0	-	-	0	-
201.1220.260.370.9.3510.25163.1	Dir of Teach/Learn Memberships	500	0	-	100.00%	0	-
201.1220.260.370.9.3510.25164.1	Dir of Teach/Learn Prof. Development	175	0	-	100.00%	500	100.00%

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
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CONCORD-CARLISLE SCHOOL COMMITTEE

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.1410.250.370.9.3510.25171.1	4,500	18,309		-306.86%	3,500	-423.10%
	201.1410.240.370.9.3510.25172.1	15,000	40,325		-168.83%	12,000	-236.04%
	201.1410.260.370.9.3510.25173.1	1,529	572		62.62%	1,529	62.62%
	201.1410.260.370.9.3510.25174.1	2,410	2,750		-14.11%	2,410	-14.11%
	201.1410.260.370.9.3510.25175.1	1,720	400		76.74%	1,720	76.74%
	201.1420.250.370.9.3510.25181.1	2,200	2,744		-24.74%	2,200	-24.74%
	201.1420.240.370.9.3510.25182.1	6,728	6,848		-1.78%	6,728	-1.78%
	201.1420.260.370.9.3510.25183.1	10,000	0		100.00%	10,000	100.00%
	201.1420.260.370.9.3510.25184.1	3,440	178		94.83%	3,440	94.83%
	201.1420.260.370.9.3510.25185.1	1,061	3,498		-229.69%	1,061	-229.69%
	201.1420.260.370.9.3510.25186.1	5,805	37,508		-546.13%	5,805	-546.13%
	201.1430.260.370.9.3510.25191.1	30,000	102,272		-240.91%	30,000	-240.91%
	201.1435.260.370.9.3510.25192.1	40,000	0		100.00%	40,000	100.00%
		138,820	232,849	-	-67.73%	140,724	-65.47%
Total Program		716,165	829,066	6.40	-15.76%	740,971	-11.89%
PROGRAM AREA 3520: PRINCIPALS		687,757	733,458	3.00	-6.64%	722,927	-1.46%
	201.2210.110.370.9.3520.25201.1	157,505	178,051	1.00	-13.04%	166,234	-7.11%
	201.2210.120.370.9.3520.25202.1	242,014	257,103	-	-6.23%	249,879	-2.89%
	201.2210.110.370.9.3520.25203.1	243,225	251,732	2.00	-3.50%	261,801	3.85%
		642,744	686,885	3.00	-6.87%	677,914	-1.32%
	201.2210.250.370.9.3520.25251.1	20,000	27,427		-37.14%	20,000	-37.14%
	201.2420.240.370.9.3520.25252.1	7,500	200		97.33%	7,500	97.33%
	201.2210.260.370.9.3520.25253.1	11,013	13,648		-23.93%	11,013	-23.93%
	201.2210.260.370.9.3520.25254.1	6,500	5,297		18.51%	6,500	18.51%
		45,013	46,572	-	-3.46%	45,013	-3.46%
Total Program		687,757	733,458	3.00	-6.64%	722,927	-1.46%
PROGRAM AREA 3530: SCHOOL COMMITTEE		12,058	4,668	-	61.29%	12,307	62.07%
	201.1110.120.370.9.3530.25301.1	2,021	2,723	-	-34.76%	3,500	22.19%
		2,021	2,723	-	-34.76%	3,500	22.19%
	201.1110.250.370.9.3530.25351.1	1,373	995		27.56%	1,500	33.69%

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
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CONCORD-CARLISLE SCHOOL COMMITTEE

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.1110.260.370.9.3530.25352.1	7,440	950		87.23%	5,800	83.62%
	201.1110.260.370.9.3530.25353.1	217	0		100.00%	500	100.00%
	201.1110.240.370.9.3530.25354.1	1,007	0		100.00%	1,007	100.00%
		10,037	1,945	-	80.63%	8,807	77.92%
Total Program		12,058	4,668	-	61.29%	12,307	62.07%
PROGRAM AREA 4610: CAPITAL OUTLAY		27,500	98,703	-	-258.92%	27,500	-258.92%
	201.7100.260.370.9.4610.26151.1	5,000	39,034		-680.68%	5,000	-680.68%
	201.7200.260.370.9.4610.26152.1	10,000	27,929		-179.29%	10,000	-179.29%
	201.7200.260.370.9.4610.26153.1	2,500	0		100.00%	2,500	100.00%
	201.7300.260.370.9.4610.26154.1	10,000	31,741		-217.41%	10,000	-217.41%
	201.7200.260.370.9.4610.91251.1	0	0			0	
		27,500	98,703	-	-258.92%	27,500	-258.92%
Total Program		27,500	98,703	-	-258.92%	27,500	-258.92%
PROGRAM AREA 4620: CUSTODIAL SERVICES		546,719	589,445	8.40	-7.82%	561,448	-4.99%
	201.4110.130.370.9.4620.26201.1	434,247	442,805	8.00	-1.97%	445,103	0.52%
	201.4110.130.370.9.4620.26202.1	75,707	75,313		0.52%	78,736	4.35%
	201.4110.130.370.9.4620.26203.1	24,662	28,465	0.40	-15.42%	25,402	-12.06%
	201.4110.130.370.9.4620.26204.1	2,160	864		60.01%	2,225	61.17%
	201.4110.120.370.9.4620.26205.1	1,313	900		31.45%	1,352	33.43%
		538,089	548,347	8.40	-1.91%	552,818	0.81%
	201.4110.250.370.9.4620.26251.1	5,109	38,040		-644.56%	5,109	-644.56%
	201.4110.250.370.9.4620.26252.1	324	0		100.00%	324	100.00%
	201.4110.260.370.9.4620.26253.1	3,001	3,059		-1.93%	3,001	-1.93%
	201.4110.260.370.9.4620.26254.1	196	0		100.00%	196	100.00%
	201.7400.260.370.9.4620.26255.1	0	0			0	
		8,630	41,099	-	-376.23%	8,630	-376.23%
Total Program		546,719	589,445	8.40	-7.82%	561,448	-4.99%

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
PROGRAM AREA 4630: INFO. TECH. SERVICES							
		760,311	635,192	6.80	16.46%	798,171	20.42%
201.1450.110.370.9.4630.26301.1	Dir. of Info. Tech.	63,394	64,827	0.49	-2.26%	68,465	5.31%
201.1450.130.370.9.4630.26302.1	I.T. Services Unit Ldr. Salary	138,667	135,458	1.47	2.31%	144,214	6.07%
201.1450.130.370.9.4630.26303.1	I.T. Sr. Support Analyst Sal.	271,442	187,583	3.98	30.89%	282,300	33.55%
201.1450.110.370.9.4630.26306.1	Digital Literacy Administrator	-	0			-	
201.1450.130.370.9.4630.26305.1	Communication Support Specialist	-	34,815	0.49		-	
201.1450.120.370.9.4630.26304.1	I.T. Services Clerical Sal.	26,867	25,507	0.37	5.06%	27,941	8.71%
		500,370	448,189	6.80	10.43%	522,920	14.29%
201.1450.250.370.9.4630.26351.1	I.T. Services Office S/M	5,858	8,763		-49.59%	15,000	41.58%
201.2451.250.370.1.4630.26352.1	Micro Computer Repair S/M	0	1,758			821	-114.14%
201.1450.240.900.9.4630.26353.1	Contr. Services - Web Page	6,360	13,012		-104.59%	6,500	-100.18%
201.1450.260.370.9.4630.26354.1	I. T. Services Server Maintenance	5,966	11,907		-99.59%	6,000	-98.46%
201.1450.260.370.9.4630.26355.1	I. T. Services New Equipment	50,000	8,815		82.37%	50,000	82.37%
201.4400.260.370.9.4630.26356.1	I. T. Services Networking	95,000	67,605		28.84%	95,000	28.84%
201.2455.260.370.1.4630.26361.1	I. T. Services Software Dev.	1,590	0		100.00%	1,590	100.00%
201.1450.260.370.9.4630.26362.1	I. T. Services Software Lease/Purchase	34,009	16,834		50.50%	35,000	51.90%
201.1450.260.370.9.4630.26363.1	I. T. Serv. Admin. Software Support	45,000	57,470		-27.71%	45,000	-27.71%
201.1450.260.370.9.4630.26365.1	I. T. Serv. Software Maint./Financials	2,120	0		100.00%	2,120	100.00%
201.2250.260.370.9.4630.26366.1	I. T. Serv. Software Maint./Student	10,818	0		100.00%	15,000	100.00%
201.4230.260.900.9.4630.26367.1	I.T. Vehicle Maint.	1,205	0		100.00%	1,205	100.00%
201.4230.260.900.9.4630.26368.1	I.T. Gasoline	1,584	503		68.23%	1,584	68.23%
201.4230.260.900.9.4630.26369.1	I.T. Vehicle Insurance	431	336		22.08%	431	22.08%
201.7600.260.900.9.4630.26370.1	I.T. Vehicle Replacement	0	0			0	
201.1450.260.370.9.4630.91251.1	Technology Stabilization	0	0			0	
		259,941	187,004	-	28.06%	275,251	32.06%
Total Program		760,311	635,192	6.80	16.46%	798,171	20.42%
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS							
		292,757	455,980	2.12	-55.75%	305,612	-49.20%
201.4200.130.370.9.4640.26401.1	Maintenance Manager Salary	43,988	42,395	0.40	3.62%	44,990	5.77%
201.4200.130.370.9.4640.26402.1	Maintenance Salary	107,337	105,255	1.60	1.94%	110,020	4.33%
201.4200.130.370.9.4640.26403.1	Maintenance Overtime	20,000	12,433		37.83%	20,000	37.83%
201.4200.130.370.9.4640.26404.1	Maint. Supplemental Labor	-	0			10,000	100.00%
201.4200.120.370.9.4640.26405.1	Maintenance Clerical Salary	3,602	3,636	0.12	-0.94%	3,602	-0.94%

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
		174,927	163,719	2.12	6.41%	188,612	13.20%
	201.4210.250.370.9.4640.26451.1 Maintenance S/M - Grounds	20,000	29,751		-48.76%	17,500	-70.01%
	201.4220.250.370.9.4640.26452.1 Maint. S/M - Buildings	20,000	48,751		-143.76%	17,500	-178.58%
	201.4210.240.370.9.4640.26453.1 Maint. Contr. Services - Grounds	7,000	68,975		-885.36%	7,000	-885.36%
	201.4220.240.370.9.4640.26454.1 Maint. Contr. Services - Buildings	45,000	95,033		-111.18%	45,000	-111.18%
	201.4210.240.370.9.4640.26455.1 Maint. Contr. Services - Snow Plow	15,000	23,385		-55.90%	15,000	-55.90%
	201.4200.260.370.9.4640.26456.1 Maintenance Uniforms	2,880	0		100.00%	3,000	100.00%
	201.4200.260.370.9.4640.26457.1 Trash Pickup & Recycling	950	22,477		-2266.03%	7,500	-199.70%
	201.4200.260.370.9.4640.26458.1 Maintenance Fees	2,000	3,888		-94.41%	2,000	-94.41%
	201.7400.260.370.9.4640.26459.1 Maint. Replacement Equipment	5,000	0		100.00%	2,500	100.00%
		117,830	292,261	-	-148.04%	117,000	-149.80%
Total Program		292,757	455,980	2.12	-55.75%	305,612	-49.20%
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES		32,791	24,580	-	25.04%	28,028	12.30%
	201.4230.250.370.9.4650.26551.1 Maintenance S/M - Vehicles	13,763	15,044		-9.31%	10,000	-50.44%
	201.4230.250.370.9.4650.26552.1 Maintenance S/M - Equipment	3,461	4,541		-31.20%	3,461	-31.20%
	201.4230.240.370.9.4650.26553.1 Maint. Contr. Serv. - Equipment	7,884	2,134		72.93%	7,884	72.93%
	201.4230.260.370.9.4650.26554.1 Maintenance Gasoline	6,606	1,854		71.94%	5,606	66.93%
	201.4230.260.370.9.4650.26555.1 Maint. Vehicle Insurance	1,077	1,007		6.46%	1,077	6.46%
	201.7600.260.370.9.4650.26556.1 Maint. Vehicle Replacement	0	0			0	
		32,791	24,580	-	25.04%	28,028	12.30%
Total Program		32,791	24,580	-	25.04%	28,028	12.30%
PROGRAM AREA 4660: REGULAR TRANSPORTATION		892,318	650,366	9.00	27.12%	957,693	32.09%
	201.3300.130.370.1.4660.26601.1 Transportation Manager Salary	29,405	30,361	0.40	-3.25%	31,575	3.85%
	201.3300.130.370.1.4660.26600.1 Trans. Drivers Salary - Acton	1,520	444	-	70.80%	1,581	71.93%
	201.3300.130.370.1.4660.26602.1 Drivers' Salary	336,331	298,327	7.00	11.30%	344,739	13.46%
	201.3300.130.370.1.4660.26603.1 Drivers' Overtime	40,000	10,447		73.88%	20,000	47.77%
	201.3300.130.370.1.4660.26604.1 Mechanics' Salary	77,202	67,275	0.80	12.86%	76,247	11.77%
	201.3300.130.370.1.4660.26605.1 Mechanics' Overtime	14,847	6,584		55.66%	12,551	47.55%
	201.3300.130.370.1.4660.26606.1 Trans. Coordinator Salary	40,551	44,336	0.80	-9.33%	47,548	6.76%
		539,856	457,773	9.00	15.20%	534,241	14.31%
	201.3300.250.370.1.4660.26651.1 Transportation S/M	100,000	64,797		35.20%	85,000	23.77%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
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CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.3300.260.370.1.4660.26652.1 Accident Repairs	1,159	171		85.29%	0	
	201.3300.260.370.1.4660.26653.1 Gasoline/Diesel Fuel	125,000	35,364		71.71%	85,000	58.40%
	201.3300.260.370.1.4660.26654.1 Trans. Vehicle Insurance	3,016	2,799		7.21%	3,008	6.96%
	201.3300.260.370.1.4660.26655.1 Trans. Computer Equipment	4,260	747		82.47%	3,772	80.20%
	201.3300.260.370.1.4660.26656.1 Trans. Alcohol & Drug Testing	1,160	69		94.05%	1,394	95.05%
	201.3300.260.370.1.4660.26657.1 Trans. Staff Development	8,234	1,555		81.12%	4,000	61.13%
	201.3300.260.370.1.4660.26658.1 Transportation Fees	4,527	1,080		76.14%	3,000	64.00%
	201.7600.260.370.1.4660.26659.1 Trans. Vehicle Replacement	0	0			100,000	100.00%
	201.3300.240.370.1.4660.26660.1 Trans. Contracted Service	45,000	28,515		36.63%	33,798	15.63%
	201.3300.260.370.1.4660.26661.1 Trans. Leases	60,106	57,498		4.34%	104,480	44.97%
		352,462	192,593	-	45.36%	423,452	54.52%
Total Program		892,318	650,366	9.00	27.12%	957,693	32.09%
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION		539,002	651,219	-	-20.82%	631,667	-3.10%
	201.3300.130.370.2.4670.26701.1 SPED Trans. Aide Salary	-	0	-		-	
		-	-	-		-	
	201.3300.260.370.2.4670.26751.1 SPED CASE Trans. Contracted Services	527,707	569,389		-7.90%	554,092	-2.76%
	201.3300.260.370.2.4670.26752.1 SPED OTHER Trans. Contracted Services	11,000	81,107		-637.34%	74,493	-8.88%
	201.7600.260.370.2.4670.26761.1 SPED Vehicle Replacement	0	0			0	
	201.3300.260.370.2.4670.26762.1 SPED Gasoline	0	499			424	-17.71%
	201.3300.260.370.2.4670.26763.1 SPED Vehicle Insurance	295	224		24.11%	241	7.10%
	201.3300.250.370.2.4670.26764.1 SPED VEHICLE S/M	0	0			2,417	100.00%
		539,002	651,219	-	-20.82%	631,667	-3.10%
Total Program		539,002	651,219	-	-20.82%	631,667	-3.10%
PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS		212,088	55,259	-	73.95%	159,452	65.34%
	201.4120.260.370.9.4680.26851.1 CCHS Heating	180,000	37,006		79.44%	130,000	71.53%
	201.4120.260.910.9.4680.26852.1 Ripley Heating	19,088	18,253		4.37%	19,926	8.39%
	201.4120.260.370.9.4680.26853.1 Trans. Repair Heating	0	0			2,242	100.00%
	201.4120.260.370.9.4680.26858.1 Maint. Storage Heating	0	0			0	
	201.4120.240.370.9.4680.26860.1 Contracted Serv. - Burners	9,000	0		100.00%	3,284	100.00%
	201.4120.240.370.9.4680.26861.1 Contr. Services - Ripley Burners	0	0			0	
	201.4120.240.370.9.4680.26862.1 Contr. Services - Controls	4,000	0		100.00%	4,000	100.00%
		212,088	55,259	-	73.95%	159,452	65.34%

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
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CONCORD-CARLISLE SCHOOL COMMITTEE

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
Total Program		212,088	55,259	-	73.95%	159,452	65.34%
PROGRAM AREA 4690: UTILITIES/OTHER		531,131	389,000	-	26.76%	473,377	17.82%
201.4130.260.370.9.4690.26951.1	CCHS Electricity	340,000	268,501		21.03%	275,000	2.36%
201.4130.260.910.9.4690.26952.1	Ripley Electricity	25,000	26,704		-6.81%	30,453	12.31%
201.4130.260.370.9.4690.26953.1	Trans. Repair Electricity	0	0			0	
201.4130.260.370.9.4690.26960.1	CCHS Water/Sewer	50,000	37,883		24.23%	49,900	24.08%
201.4130.260.910.9.4690.26961.1	Ripley Water/Sewer	3,000	1,557		48.09%	3,000	48.09%
201.4130.260.370.9.4690.26962.1	Trans. Water/Sewer	0	0			0	
201.4130.260.370.9.4690.26970.1	Telephone	85,000	54,356		36.05%	85,000	36.05%
201.4130.260.370.9.4690.26980.1	Trash Pickup & Recycling	28,131	0		100.00%	30,024	100.00%
		531,131	389,000	-	26.76%	473,377	17.82%
Total Program		531,131	389,000	-	26.76%	473,377	17.82%
PROGRAM AREA 5800: DEBT SERVICE		4,843,808	4,841,208	-	0.05%	5,136,993	5.76%
201.8200.260.370.9.5800.28051.1	Debt Service Banking	3,600	1,000		72.22%	3,600	72.22%
201.8100.260.370.9.5800.28052.1	H.S. '92 - Principal	0	0			0	
201.8200.260.370.9.5800.28053.1	H.S. '92 - Interest	0	0			0	
201.8100.260.370.9.5800.28054.1	H.S. '05 - Principal	0	0			0	
201.8200.260.370.9.5800.28055.1	H.S. '05 - Interest	0	0			0	
201.8100.260.370.9.5800.28056.1	H.S. '06 - Principal	0	0			0	
201.8200.260.370.9.5800.28057.1	H.S. '06 - Interest	0	0			0	
201.8100.260.370.9.5800.28058.1	H.S. '07 - Principal	0	0			0	
201.8200.260.370.9.5800.28059.1	H.S. '07 - Interest	0	0			0	
201.8100.260.370.9.5800.28060.1	H.S. '08 - Principal	245,000	245,000		0.00%	245,000	0.00%
201.8200.260.370.9.5800.28061.1	H.S. '08 - Interest	21,126	21,126		0.00%	12,606	-67.59%
201.8100.260.370.9.5800.28062.1	H.S. '10 - Principal	0	0			0	
201.8200.260.370.9.5800.28063.1	H.S. '10 - Interest	0	0			0	
201.8100.260.370.9.5800.28064.1	H.S. '11 - Principal	0	0			0	
201.8200.260.370.9.5800.28065.1	H.S. '11 - Interest	0	0			0	
201.8100.260.370.9.5800.28066.1	H.S. '12 Building - Principal	0	0			0	
201.8200.260.370.9.5800.28067.1	H.S. '12 Building - Interest	0	0			0	
201.8200.260.370.9.5800.28068.1	H.S. '13 Building - Principal	1,400,000	1,400,000		0.00%	1,350,000	-3.70%
201.8200.260.370.9.5800.28069.1	H.S. '13 Building - Interest	969,082	969,082		0.00%	930,987	-4.09%
201.8200.260.370.9.5800.28070.1	H.S. '17 Building \$1.9M - Bond Principal	0	0			0	

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
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PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
	201.8200.260.370.9.5800.28071.1 H.S. '17 Building \$1.9M - Bond Interest	0	0			0	
	201.8200.260.370.9.5800.28072.1 H.S. '15 Building - Principal	1,305,000	1,305,000		0.00%	1,350,000	3.33%
	201.8200.260.370.9.5800.28073.1 H.S. '15 Building - Interest	900,000	900,000		0.00%	949,500	5.21%
	201.8200.260.370.9.5800.28075.1 H.S. '16 Bus BAN - Interest		0			7,400	100.00%
	201.8100.260.370.9.5800.28074.1 H.S. '16 Bus BAN - Optional Principal		0			92,500	100.00%
	201.8100.260.370.9.5800.28076.1 H.S. '18 Landfill - Principal		0			0	
	201.8100.260.370.9.5800.28078.1 H.S. '16 Building - Principal		0			115,000	100.00%
	201.8200.260.370.9.5800.28077.1 H.S. '18 Landfill - Interest		0			0	
	201.8200.260.370.9.5800.28079.1 H.S. '16 Building - Interest		0			66,150	100.00%
	201.8200.260.370.9.5800.28080.1 H.S. '16 Building BAN - Interest		0			14,250	100.00%
		4,843,808	4,841,208	-	0.05%	5,136,993	5.76%
Total Program		4,843,808	4,841,208	-	0.05%	5,136,993	5.76%
PROGRAM AREA 5810: INSURANCE		2,168,418	2,106,540	-	2.85%	2,515,579	16.26%
	201.5200.260.370.9.5810.28151.1 Workers' Compensation	37,600	102,909		-173.69%	37,600	-173.69%
	201.5200.260.370.9.5810.28152.1 Employee Assistance Program	5,000	0		100.00%	0	
	201.5200.260.370.9.5810.28153.1 FICA Medical Insurance	226,210	250,383		-10.69%	280,742	3.97%
	201.5200.260.370.9.5810.28154.1 Unemployment Compensation	15,000	4,735		68.43%	15,000	68.43%
	201.5200.260.370.9.5810.28155.1 Hospital/Life Insurance	1,083,997	940,639		13.22%	1,172,028	19.74%
	201.5200.260.370.9.5810.28156.1 Social Security Tax	51,250	44,749		12.68%	55,539	19.43%
	201.5260.260.370.9.5810.28157.1 Public Liability Insurance	15,000	30,054		-100.36%	25,000	-20.22%
	201.5260.260.370.9.5810.28158.1 Sch. Comm. Prof. Liability	3,500	3,186		8.97%	3,500	8.97%
	201.5260.260.370.9.5810.28159.1 Nurses Liability Insurance	500	109		78.20%	500	78.20%
	201.5200.260.370.9.5810.28163.1 Retiree Medical Insurance	235,670	240,084		-1.87%	235,670	-1.87%
	201.5200.260.370.9.5810.28164.1 OPEB Liability - Active EE Retiree Medical Ins.	489,691	489,691		0.00%	705,000	30.54%
	201.5200.260.370.9.5810.28165.1 Ch. 32(b) Sec 9(a)1/2 Assessments	5,000	0		100.00%	5,000	100.00%
		2,168,418	2,106,540	-	2.85%	2,515,579	16.26%
Total Program		2,168,418	2,106,540	-	2.85%	2,515,579	16.26%
PROGRAM AREA 5820: RETIREMENT		580,748	580,748	-	0.00%	666,849	12.91%
	201.5100.260.370.9.5820.28251.1 Retirement	580,748	580,748		0.00%	666,849	12.91%

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PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
		580,748	580,748	-	0.00%	666,849	12.91%
Total Program		580,748	580,748	-	0.00%	666,849	12.91%
PROGRAM AREA 5830: ASSESSMENTS		135,000	106,066	-	21.43%	135,000	21.43%
	201.9110.260.370.9.5830.28351.1 School Choice Assessment	15,000	12,742		15.05%	15,000	15.05%
	201.9120.260.370.9.5830.28352.1 Charter School Assessment	120,000	93,324		22.23%	120,000	22.23%
		135,000	106,066	-	21.43%	135,000	21.43%
Total Program		135,000	106,066	-	21.43%	135,000	21.43%
PROGRAM AREA 5840: OTHER FIXED COSTS		65,177	49,861	-	23.50%	76,650	34.95%
	201.5500.260.900.9.5840.28451.1 Postage	27,107	9,289		65.73%	35,000	73.46%
	201.5500.240.370.9.5840.28452.1 Audit Contract	37,100	40,000		-7.82%	40,000	0.00%
	201.5500.260.370.9.5840.28453.1 Banking Services	88	0		100.00%	1,000	100.00%
	201.5500.260.370.9.5840.28454.1 Treasurer Bonds	882	572		35.15%	650	12.00%
		65,177	49,861	-	23.50%	76,650	34.95%
Total Program		65,177	49,861	-	23.50%	76,650	34.95%
Grand Total		30,643,037	30,635,037	167.82	0.03%	31,741,774	3.49%
- less Debt Service		4,840,208	4,840,208	-		5,133,393	
Total Operating Budget		25,802,829	25,794,829	167.82	0.03%	26,608,381	3.06%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PRELIMINARY BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE**

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	FY16 Actual vs. Budgeted	FY2017 Budget	FY16 Actual vs. FY17 Budgeted
PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 Actuals	FY2016 FTE	% Variance FY16 Actual vs. Budgeted	FY2017 Budget	% Variance FY16 Actual vs. FY17 Budgeted
	REGULAR EDUCATION \$	12,568,336	\$ 12,651,254	116.74	-0.66%	\$ 13,092,185	3.37%
	SPECIAL EDUCATION \$	5,569,955	\$ 5,833,643	15.36	-4.73%	\$ 5,331,032	-9.43%
	ADMINISTRATION \$	1,415,980	\$ 1,567,191	9.40	-10.68%	\$ 1,476,205	-6.16%
	OPERATIONS \$	3,295,615	\$ 2,898,527	26.32	12.05%	\$ 3,311,281	12.47%
	FIXED COSTS \$	7,793,151	\$ 7,684,423	-	1.40%	\$ 8,531,071	9.92%
	TOTAL BUDGET \$	30,643,037	\$ 30,635,037	167.82	0.03%	\$ 31,741,774	3.49%
	- - Less Debt Service \$	4,840,208	\$ 4,840,208	-		\$ 5,133,393	
	OPERATING BUDGET \$	25,802,829	\$ 25,794,829	167.82	0.03%	\$ 26,608,381	3.06%

Attachment #2

District Goals 2016-17- CCRSD

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

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

GOALS	ACTIONS	OUTCOMES
1. CCHS students will master critical end of year grade level standards.	<ul style="list-style-type: none">• Implement common assessments to analyze student work for instructional adjustments and/or targeted intervention.• Dept. chairs and teachers review underperforming student work on a quarterly basis to identify intervention strategies.• Implement school- wide intervention plan to support student achievement.• Review and revise Social Studies and Health curricula to reflect the State Frameworks.• Integrate Next Generation Science Standards into science courses.	<ul style="list-style-type: none">• 95% CCHS students earn 2.5 GPA or higher.• 95% CCHS students score 3-5 on AP exams.• Median SAT score is 600.• 100% Competency Determination for Class 2017.• 95% CCHS students score Adv./Prof. MCAS ELA/Math/Science.• CPI score is 75 or better for each student group in ELA and Math.• CCRSD will improve DESE classification from Level 2 to Level 1 Accountability Level.

Attachment #2

District Goals 2016-17- CCRSD

GOALS	ACTIONS	OUTCOMES
2. CCHS student learning experiences are personalized, engaging, standards-based, and include skills/strategies for college, career, and citizenship.	<ul style="list-style-type: none"> • Implement professional learning for teachers to increase their effective use of digital tools. • Provide coding classes in the Math Dept. • 100% teachers implement Google Classroom to manage assignments, assess student work, and provide timely feedback. • Collaboratively analyze student work to revise instructional practices or provide intervention. • Create learning experiences with interdisciplinary units. • Provide instructional coaching for increased student engagement and project-based learning. • Increase opportunities for students to make effective presentations. • Create more opportunities for students to participate in project-based interdisciplinary units in science, technology, engineering, math, and art through the STEAM committee. • Provide more opportunities for students to participate in the Global Literacy Certificate and Senior Internship programs. 	<ul style="list-style-type: none"> • 100% CCHS students use Google Apps. • All teachers will demonstrate how they made adjustments in instructional practices based on their collaborative analysis of student work. • All teachers will post student grades on the Aspen parent portal for progress monitoring by the students and their parents. • All departments will develop new interdisciplinary units. • All departments will use specific and measureable criteria for successful student presentation skills. • The curriculum review cycle is formalized with a multi-year timeline and vertical articulation with Concord and Carlisle K8. • More seniors participate in the Senior Internship program. • Students in the GLC program will attend the Global Student Leadership Conference in Peru.

Attachment #2

District Goals 2016-17- CCRSD

GOALS	ACTIONS	OUTCOMES
3. CCHS students feel safe, included, supported, and respected by peers and adults.	<ul style="list-style-type: none"> • Identify students who are not connected and implement strategic response to include these students in a community. • Increase student participation in decision- making that impacts school culture. • Implement activities and strategies that address race, equity, and inclusive school culture. • Participate in Challenge Success program to respond to student survey data 2016 and implement recommendations to reduce student stress. • Time and Learning Committee review daily schedule for improvements. 	<ul style="list-style-type: none"> • 95% or greater CCHS students report on a student survey that they have a connection to a least one adult at CCHS. • Student Advisory will provide opportunities for student feedback on school climate concerns. • Student participation on school-wide committees will increase. • Student-led diversity-based events and school-wide activities will address race and equity issues. • Student work loads and schedules will be revised to reduce stress.

GOALS	ACTIONS	OUTCOMES
4. Improve the Supervision and Evaluation process by calibrating the 5-step cycle, increasing rater-reliability, and aligning S&E with student data.	<ul style="list-style-type: none"> • Provide district course in S&E through Concord Fellows. • CCHS Admin. and CCHS Dept. Chairs participate in professional learning to calibrate the cycle, improve inter-rater reliability, and align S&E with student data. 	<ul style="list-style-type: none"> • Provide targeted constructive feedback for all educators as evidenced by a staff feedback. • Use multiple data sources to evaluate teacher and department performance as evidenced by evaluators professional practice goal attainment

Attachment #2

District Goals 2016-17- CCRSD

GOALS	ACTIONS	OUTCOMES
5. Provide students and staff with the resources, materials, and infrastructure to support high quality learning environments.	<ul style="list-style-type: none"> • Work with school administration, school Committee, and both Concord and Carlisle Finance Committees to develop FY18 CCRSD budget that supports district goals and is within the levy limit. • Discuss FY18 budget development at each Regional SC meeting to increase public understanding of the budget process. • Discuss preliminary FY18 budget with SC, CCHS faculty, and Concord and Carlisle Finance Committee. • Develop FY18 budget book and present SC adopted FY18 budget at Public Hearings and Town Meetings. • Digitize administrative functions in the Business, HR, and CCHS offices. • Reduce, reuse, and recycle districtwide. 	<ul style="list-style-type: none"> • FY18 CCRSD budget is approved at both Concord and Carlisle Town Meetings. • Reduce use of paper, water, gas, electricity by 10%.

Attachment #2

District Goals 2016-17- CCRSD

GOALS	ACTIONS	OUTCOMES
6. Build support, consensus, and community engagement for the district mission, core values, challenges, and accomplishments, and critical decisions using multiple communication strategies.	<ul style="list-style-type: none"> • Improve CCHS website to increase access to CCHS information. • Continue "Your Voice Matters" to solicit community feedback. • Conduct Principal and SC coffees during the school year to both share information and receive feedback. • Increase communication with Grade 8 families in both Concord and Carlisle for the transition to CCHS. • Continue communication to community through school meetings, parent meetings, PTG, district, CCHS websites, monthly updates, school newsletters, local media, social media, and the annual performance report. 	<ul style="list-style-type: none"> • Parents report on the parent survey improved home-school communication. • Parents of incoming Freshmen report 85% satisfaction with CCHS communication regarding transition to CCHS. • Increase community awareness of CCHS goals, accomplishments, and challenges as measured by informal and formal feedback.

Monthly Enrollments
10/1/2016 - 6/1/2017

Oct. 1, 2015 Enrollment with K-5 Ratios	K-5 Ratios 2015-2016	Oct. 1 2015	Oct. 1 2016	Nov. 1 2016	Dec. 1 2016	Jan. 1 2017	Feb. 1 2017	Mar. 1 2017	Apr. 1 2017	May 1 2017	June 1 2017	K-5 Ratios 2016-2017	
CCHS		333	301										
9		333	334										
10		309	325										
11		313	315										
12		0	0										
Other													
TOTAL CCHS:		1288	1275	0	0	0	0	0	0	0	0		
Peabody & Sanborn													
6		239	239										
7		232	249										
8	208	227											
TOTAL PEABODY (311) & SANBORN (404):		679	715	0	0	0	0	0	0	0	0		
	2015-2016	10/01/15										2016-2017	10/01/16
Alcott	Sections	Ratio										Sections	Ratio
K	4	21.8	87	67								4	16.8
1	4	18.8	75	90								4	22.5
2	4	20.3	81	75								4	18.8
3	4	20.8	83	81								4	20.3
4	4	18.3	73	83								4	20.8
5	4	17.8	71	71								4	17.8
TOTAL ALCOTT:	24		470	467	0	0	0	0	0	0	0	24	
	2015-2016	10/01/15										2016-2017	10/01/16
Thoreau	Sections	Ratio										Sections	Ratio
K	4	18.3	73	71								4	17.8
1	4	16.3	65	75								4	18.8
2	4	19.3	77	70								4	17.5
3	4	18.8	75	81								4	20.3
4	4	22.5	90	75								4	18.8
5	4	19.0	76	86								4	21.5
TOTAL THOREAU:	24		456	458	0	0	0	0	0	0	0	24	
	2015-2016	10/01/15										2016-2017	10/01/16
Willard	Sections	Ratio										Sections	Ratio
K	3	21.7	65	71								4	17.8
1	4	16.8	67	72								4	18.0
2	4	20.5	82	71								4	17.8
3	4	19.8	79	83								4	20.8
4	4	18.8	75	76								4	19.0
5	4	24.8	99	75								4	18.8
TOTAL WILLARD:	23		467	448	0	0	0	0	0	0	0	24	
TOTAL K-12													
Elementary - Grades K-5		1393	1373	0	0	0	0	0	0	0	0		
Elementary - Grades 1-5		1168	1164	0	0	0	0	0	0	0	0		
Middle - Grades 6-8		679	715	0	0	0	0	0	0	0	0		
CPS - Grades K-8		2072	2088	0	0	0	0	0	0	0	0		
CCHS - Grades 9-12		1288	1275	0	0	0	0	0	0	0	0		
TOTAL K-12: (Not including OOD SPED)		3360	3363	0	0	0	0	0	0	0	0		
Worksheet													
Kindergarten		225	209	0	0	0	0	0	0	0	0		0
1		207	237	0	0	0	0	0	0	0	0		0
2	240	216	0	0	0	0	0	0	0	0	0		
3	237	245	0	0	0	0	0	0	0	0	0		
4	238	234	0	0	0	0	0	0	0	0	0		
5	246	232	0	0	0	0	0	0	0	0	0		
TOTAL Grades K-5:	1393	1373	0	0	0	0	0	0	0	0	0		
Grade 6	239	239	0	0	0	0	0	0	0	0	0		
Grade 7	232	249	0	0	0	0	0	0	0	0	0		
Grade 8	208	227	0	0	0	0	0	0	0	0	0		
TOTAL Grades 6-8:	679	715	0	0	0	0	0	0	0	0	0		
TOTAL Grades K-8:	2072	2088	0	0	0	0	0	0	0	0	0		
Grade 9	333	301	0	0	0	0	0	0	0	0	0		
Grade 10	333	334	0	0	0	0	0	0	0	0	0		
Grade 11	309	325	0	0	0	0	0	0	0	0	0		
Grade 12	313	315	0	0	0	0	0	0	0	0	0		
Other	0	0	0	0	0	0	0	0	0	0	0		
TOTAL Grades 9-12:	1288	1275	0	0	0	0	0	0	0	0	0		
TOTAL K-12: (Not including OOD SPED)	3360	3363	0	0	0	0	0	0	0	0	0		

Monthly Enrollments
10/1/2016 - 6/1/2017

Oct. 1, 2015 Enrollment with K-5 Ratios	K-5 Ratios 2015-2016	Oct. 1 2015	Oct. 1 2016	Nov. 1 2016	Dec. 1 2016	Jan. 1 2017	Feb. 1 2017	Mar. 1 2017	Apr. 1 2017	May 1 2017	June 1 2017	K-5 Ratios 2016-2017
Worksheet												
SPECIAL EDUCATION OOD												
CPS OOD K-8		32	35									
CCHS OOD		46	37									
TOTAL K-12 OOD: (Not in K-12 Total)		78	72	0	0	0	0	0	0	0	0	
Pre-School OOD: (Not in K-12 Total)		0	1	0	0	0	0	0	0	0	0	
METCO STUDENTS												
CCHS		51	51									
Middle School		31	33									
Alcott		37	45									
Thoreau		11	5									
Willard		11	3									
TOTAL K-12: METCO Students:		141	137	0	0	0	0	0	0	0	0	
Other												
NON-TUITION-OUT OF TOWN Students												
CCHS—Carlisle Students		323	320									
CCHS—Staff Students		13	16									
TOTAL CCHS-Out of Town Students:		336	336	0	0	0	0	0	0	0	0	
Middle School-Staff Students		10	8									
Alcott-Staff Students		13	16									
Thoreau-Staff Students		3	3									
Willard-Staff Students		6	5									
TOTAL K-8 - Out of Town Students:		32	32	0	0	0	0	0	0	0	0	
CONCORD STUDENTS												
CCHS		901	888									
Peabody & Sanborn		638	674									
Alcott		420	406									
Thoreau		442	450									
Willard		450	440									
TOTAL CONCORD Students:		2851	2858	0	0	0	0	0	0	0	0	

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
October 13, 2016

DESCRIPTION		FY10 SC Budget	FY11 SC Budget	FY12 SC Adopted Budget	FY13 SC Adopted Budget	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 Adopted Budget	FY17 Adopted Budget	FY18 Preliminary Budget
NET OPERATING BUDGET		\$ 21,318,240	\$ 22,374,192	\$ 23,233,274	\$ 23,647,387	\$ 23,886,464	\$ 24,605,506	\$ 25,802,829	\$ 26,608,381	\$ 28,047,198
OPERATING BUDGET % INCREASE		5.53%	4.95%	3.84%	1.78%	1.01%	3.01%	4.87%	3.12%	5.41%
5 Year Operating Average Increases						3.42%	2.92%	2.90%	2.76%	3.48%
* -- Excluding FY2018 OPEB Increase of \$145,000 to \$850,000 -- 5.41% Operating Budget Increase is Decreased to 4.86%										4.86%
OPEB Actual & Planned Contributions				\$250,000	\$575,000	\$76,954	\$350,000	\$489,691	\$705,000	\$850,000
OPERATING INCREASE - net of total OPEB Contributions				2.72%	-0.69%	0.69%	1.54%	2.88%	0.39%	2.21%
5 Year Operating Average Increase net of total OPEB contribution								1.43%	0.96%	1.54%
SALARIES		\$ 13,228,658	\$ 13,844,285	\$ 14,380,781	\$ 15,071,039	\$ 15,833,348	\$ 16,124,599	\$ 16,889,996	\$ 17,420,598	\$ 18,423,177
NON - SALARIES		8,089,582	8,529,907	8,852,493	8,576,348	8,053,116	8,480,907	8,912,802	9,187,782	9,624,021
DEBT SERVICE AMOUNTS		1,038,831	1,124,235	747,738	643,036	2,419,139	2,831,824	4,840,209	5,133,393	4,984,609
TOTAL		\$ 22,357,071	\$ 23,498,427	\$ 23,981,012	\$ 24,290,423	\$ 26,305,603	\$ 27,437,330	\$ 30,643,007	\$ 31,741,774	\$ 33,031,807
OPERATING BUDGET FUNDING IMPACT		\$ 1,117,524	\$ 1,055,952	\$ 859,082	\$ 414,113	\$ 239,077	\$ 719,042	\$ 1,140,029	\$ 805,552	\$ 1,438,817
OPEB CONTRIBUTION				\$250,000	\$575,000	\$76,954	\$350,000	\$489,691	\$705,000	\$850,000
NET OPERATING BUDGET IMPACT		\$ 1,117,524	\$ 1,055,952	\$ 609,082	\$ (160,887)	\$ 162,123	\$ 369,042	\$ 650,338	\$ 100,552	\$ 588,817

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
October 13, 2016

DESCRIPTION			FY18 SC Adopted Budget
SOURCES OF REVENUE			
LOCAL SOURCES			
ASSESSMENTS			\$ 29,546,085
EXCESS & DEFICIENCY			610,000
INVESTMENT INCOME			45,000
MISCELLANEOUS INCOME			20,000
PRIOR YEAR RESERVED DEBT SERVICE			162
STATE SOURCES (DOE)			
CHAPTER 70			2,321,678
REGIONAL TRANSPORTATION AID <i>* Estimated at 85% of FY17 Cherry Sheet (August 2016)</i>			471,918
CHARTER TUITION REIMBURSEMENTS			16,963
OTHER STATE SOURCES			-
TOTAL			\$ 33,031,807
PROJECTED USES OF REVENUE			
SALARIES			\$ 18,423,177
NON-SALARIES			\$ 8,774,021
DEBT SERVICE			\$ 4,984,609
OPEB LIABILITY			\$ 850,000
TOTAL			\$ 33,031,807

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
October 13, 2016

MAJOR ESCALATION/COST DRIVERS		FY18 Preliminary Budget
	Program Area	INCREASED COSTS
STEPS	1010 -2410	\$ 176,003
LANES	1011 -2410	\$ 65,000
SCALE % - <i>To Be Negotiated - Each 1% equals</i>	1012 -2410	\$ 111,774
TEACHER SALARY ESCALATION	1.3%	\$ 352,777
SLBB & OTHER CONTINGENCY	2340	\$ 116,774
CO-CURRICULAR SALARIES	2330	\$ 43,326
PROFESSIONAL DEVELOPMENT	1160	\$ 28,918
SUBSTITUTES		\$ 9,915
OTHER CBU SALARIES	1010-4660	\$ 204,945
NON-CBU SALARIES	2350-4660	\$ 199,760
OTHER SALARY ESCALATION	2.3%	\$ 603,638
MUSIC EQUIPMENT	1150	\$ 10,000
INTERDEPARTMENTAL INSTRUCTION CONTRACTED SERVICES	1130	\$ 85,000
SCIENCE EQUIPMENT	1180	\$ 13,268
OTHER INSTRUCTIONAL MATERIALS	1090 & 1010	\$ 3,153
PROGRAMMATIC ADDITIONS - Coding FTE \$36.5K	1140	\$ 36,500
	0.6%	\$ 147,921
MEDICAL, WORKERS COMP. & OTHER INSURANCE	5810	\$ 100,442
RETIREMENT	5820	\$ 41,151
OPEB (\$850,000 Reserve - \$145,000 Net Increase)	5810	\$ 145,000
BENEFITS ESCALATION	1.1%	\$ 286,593
SPECIAL EDUCATION TRANSPORTATION SERVICES	4670	\$ 62,576
SPECIAL EDUCATION TRANSPORTATION ESCALATION	0.2%	\$ 62,576
INFORMATION TECHNOLOGY	4630	\$ 9,179
CAPITAL OUTLAY		\$ 47,500
1 BUS		\$ 100,000
BUILDING MAINTENANCE		\$ 121,799
OPERATIONS ESCALATION	1.0%	\$ 278,478
TOTAL INCREASES	6.5%	\$ 1,731,983

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2018 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
 October 13, 2016

MAJOR ESCALATION/REDUCTIONS		FY18 Preliminary Budget
	Program Area	DECREASED COSTS
STATE ASSESSMENTS (\$22.5K), OTHER NET REDUCTIONS	5830 & Various	\$ (32,500)
TRANSPORTATION	4660	\$ (127,952)
UTILITIES (<i>Heating , Electricity, Water</i>)	4680 & 4690	\$ (132,714)
OPERATIONS & FIXED COSTS REDUCTION	-1.1%	\$ - \$ (293,166)
TOTAL REDUCTIONS	-1.10%	\$ (293,166)
TOTAL	5.41%	\$ 1,438,817

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
 FY2018 PLANNING BUDGET
 CONCORD FINANCE COMMITTEE
 October 13, 2016

DESCRIPTION	FY13 SC Adopted Budget	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 SC Adopted Budget	FY17 SC Adopted Budget	FY18 Preliminary Budget
<u>GENERAL FUNDS</u>						
TOTAL GENERAL FUND BUDGET LEVELS	24,290,423	26,305,603	27,437,330	30,643,007	31,741,774	33,031,807
- less debt service	643,036	2,419,139	2,831,824	4,840,209	5,133,393	4,984,609
GENERAL FUND OPERATING BUDGET LEVELS	23,647,387	23,886,464	24,605,506	25,802,798	26,608,381	28,047,198
<u>EXTERNAL FUNDS</u>						
FEDERAL GRANTS	651,214	345,876	379,059	341,153	341,153	341,153
STATE GRANTS-METCO	460,137	369,509	367,342	344,719	344,719	344,719
EXTERNAL FUNDS TOTAL	1,111,351	715,385	746,401	685,872	685,872	685,872
ALL FUNDS TOTAL	25,401,774	27,020,988	28,183,731	31,328,879	32,427,646	33,717,679
EXTERNAL FUNDS AS % OF GRAND TOTAL	4.4%	2.6%	2.6%	2.2%	2.1%	2.0%

CONCORD FINANCE COMMITTEE
October 13, 2016

ACCOUNT TITLE	FY2016 Budget	FY2016 EXPENSES	FY2016 BALANCE	FY17 SC ADOPTED BUDGET	FY18 PRELIMINARY BUDGET	FY18 - FY17 \$ CHANGE	FY18 / FY17 BUDGET
REGULAR EDUCATION	\$ 12,568,337	\$ 12,651,255	\$ (82,918)	\$ 13,092,185	\$ 13,926,490	834,305	6.37%
SPECIAL EDUCATION	\$ 5,569,955	\$ 5,833,643	\$ (263,688)	\$ 5,331,032	\$ 5,471,114	140,082	2.63%
ADMINISTRATION	\$ 1,415,981	\$ 1,567,192	\$ (151,211)	\$ 1,476,205	\$ 1,599,099	122,894	8.32%
OPERATIONS	\$ 3,295,614	\$ 2,898,526	\$ 397,088	\$ 3,311,281	\$ 3,422,725	111,444	3.37%
FIXED COSTS	\$ 7,793,150	\$ 7,684,422	\$ 108,728	\$ 8,531,071	\$ 8,612,380	81,309	0.95%
TOTAL BUDGET	\$ 30,643,037	\$ 30,635,038	\$ 8,000	\$ 31,741,774	\$ 33,031,807	1,290,033	4.06%
-- Less Debt Service	\$ 4,840,208	\$ 4,837,608		\$ 5,133,393	\$ 4,984,609	(148,784)	-2.90%
OPERATING BUDGET	\$ 25,802,829	\$ 25,797,429		\$ 26,608,381	\$ 28,047,198	1,438,817	5.41%

CONCORD FINANCE COMMITTEE

October 13, 2016

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 EXPENSES	FY2016 BALANCE	FY17 SC ADOPTED BUDGET	FY18 PRELIMINARY BUDGET	FY18 - FY17 \$ CHANGE	FY18 / FY17 BUDGET
PROGRAM AREA 1010:	ART	621,698	640,451	-18,753	634,041	665,324	31,283	4.9%
PROGRAM AREA 1020:	COMPUTER INSTRUCTION	293,315	389,961	-96,646	518,003	478,109	(39,894)	-7.7%
PROGRAM AREA 1050:	ENGLISH	1,519,768	1,522,759	-2,992	1,590,325	1,694,492	104,167	6.6%
PROGRAM AREA 1070:	ELL	60,744	44,372	16,372	43,041	44,915	1,874	4.4%
PROGRAM AREA 1080:	FOREIGN LANGUAGES	1,207,344	1,232,204	-24,860	1,290,921	1,357,712	66,791	5.2%
PROGRAM AREA 1090:	GUIDANCE	927,754	966,383	-38,630	1,001,887	1,044,643	42,756	4.3%
PROGRAM AREA 1100:	HEALTH EDUCATION	3,302	7,080	-3,778	3,302	5,000	1,698	51.4%
PROGRAM AREA 1110:	HEALTH & FITNESS	534,424	518,816	15,608	568,723	585,649	16,926	3.0%
PROGRAM AREA 1120:	LIBRARY & MEDIA SERVICES	262,718	229,130	33,588	278,513	285,797	7,284	2.6%
PROGRAM AREA 1130:	INTERDEPARTMENTAL INSTRUCTION	178,842	168,485	10,357	183,657	273,450	89,793	48.9%
PROGRAM AREA 1140:	MATHEMATICS	1,620,071	1,591,669	28,402	1,715,872	1,838,521	122,649	7.1%
PROGRAM AREA 1150:	MUSIC	284,673	259,616	25,057	287,243	306,426	19,183	6.7%
PROGRAM AREA 1160:	PROFESSIONAL DEVELOPMENT	227,725	255,488	-27,762	242,644	274,909	32,265	13.3%
PROGRAM AREA 1180:	SCIENCE	1,783,797	1,772,230	11,567	1,764,431	1,829,655	65,224	3.7%
PROGRAM AREA 1190:	SOCIAL STUDIES	1,347,168	1,450,319	-103,152	1,378,456	1,440,938	62,482	4.5%
PROGRAM AREA 1200:	SPECIAL EDUCATION	5,030,953	5,182,424	-151,471	4,699,365	4,777,190	77,825	1.7%
PROGRAM AREA 1210:	SUBSTITUTES	82,000	101,398	-19,398	80,085	90,000	9,915	12.4%
PROGRAM AREA 1220:	TECH ED. - APPLIED TECHNOLOGY	9,745	10,237	-493	10,545	10,545	-	0.0%
PROGRAM AREA 1240:	CURRICULUM LEADERSHIP	0	0	0	0	0	-	0.0%
PROGRAM AREA 1250:	THEATRE ARTS	21,261	20,229	1,032	21,500	21,500	-	0.0%
PROGRAM AREA 2300:	ADULT & COMMUNITY EDUCATION	4	0	4	4	4	-	0.0%
PROGRAM AREA 2310:	ATHLETICS	686,672	587,533	99,139	593,778	632,683	38,905	6.6%
PROGRAM AREA 2320:	CENTRAL SUPPLY	2,103	8,874	-6,771	2,077	2,077	-	0.0%
PROGRAM AREA 2330:	CO-CURRICULAR	283,269	345,768	-62,499	282,971	326,297	43,326	15.3%
PROGRAM AREA 2340:	CONTINGENCY	244,188	58,723	185,465	229,240	341,014	111,774	48.8%
PROGRAM AREA 2350:	COPY SERVICE	62,239	44,131	18,108	66,558	75,894	9,336	14.0%
PROGRAM AREA 2360:	EQUIPMENT	2,000	38,773	-36,773	9,500	12,000	2,500	26.3%
PROGRAM AREA 2370:	FIELD TRIPS	30,000	30,713	-713	30,000	20,000	(10,000)	-33.3%
PROGRAM AREA 2390:	HEALTH SERVICES	133,832	170,897	-37,065	132,266	137,892	5,626	4.3%
PROGRAM AREA 2400:	PARAPROFESSIONALS	127,682	181,416	-53,734	121,102	125,545	4,443	3.7%
PROGRAM AREA 2410:	SCHOOL DISTRICT TRAVEL	10,000	3,600	6,400	11,500	5,500	(6,000)	-52.2%
PROGRAM AREA 3510:	ADMINISTRATION	716,166	829,066	-112,901	740,971	822,691	81,720	11.0%
PROGRAM AREA 3520:	PRINCIPALS	687,757	733,457	-45,701	722,927	764,100	41,173	5.7%
PROGRAM AREA 3530:	SCHOOL COMMITTEE	12,058	4,668	7,390	12,307	12,307	-	0.0%
PROGRAM AREA 4610:	CAPITAL OUTLAY	27,500	98,703	-71,203	27,500	75,000	47,500	172.7%
PROGRAM AREA 4620:	CUSTODIAL SERVICES	546,719	589,445	-42,726	561,448	607,502	46,054	8.2%
PROGRAM AREA 4630:	INFO. TECH. SERVICES	760,311	635,193	125,119	798,171	853,038	54,867	6.9%
PROGRAM AREA 4640:	MAINTENANCE/BUILDINGS&GROUNDS	292,756	455,979	-163,223	305,612	427,644	122,032	39.9%
PROGRAM AREA 4650:	MAINTENANCE/EQUIPMENT&VEHICLES	32,791	24,580	8,211	28,028	36,577	8,549	30.5%
PROGRAM AREA 4660:	REGULAR TRANSPORTATION	892,319	650,367	241,952	957,693	922,848	(34,845)	-3.6%
PROGRAM AREA 4670:	SPECIAL EDUCATION TRANSPORTATION	539,002	651,219	-112,217	631,667	693,923	62,256	9.9%
PROGRAM AREA 4680:	UTILITIES/HEATING OF BUILDINGS	212,088	55,259	156,829	159,452	94,784	(64,668)	-40.6%
PROGRAM AREA 4690:	UTILITIES/OTHER	531,131	389,000	142,131	473,377	405,331	(68,046)	-14.4%
PROGRAM AREA 5800:	DEBT SERVICE	4,843,808	4,841,208	2,600	5,136,993	4,988,209	(148,784)	-2.9%
PROGRAM AREA 5810:	INSURANCE	2,168,418	2,106,540	61,878	2,515,579	2,761,021	245,442	9.8%

CONCORD FINANCE COMMITTEE
October 13, 2016

PROGRAM AREA:	ACCOUNT TITLE	FY2016 Budget	FY2016 EXPENSES	FY2016 BALANCE	FY17 SC ADOPTED BUDGET	FY18 PRELIMINARY BUDGET	FY18 - FY17 \$ CHANGE	FY18 / FY17 BUDGET
PROGRAM AREA 5820: RETIREMENT		580,748	580,748	0	666,849	708,000	41,151	6.2%
PROGRAM AREA 5830: ASSESSMENTS		135,000	106,066	28,934	135,000	102,500	(32,500)	-24.1%
PROGRAM AREA 5840: OTHER FIXED COSTS		65,176	49,860	15,316	76,650	52,650	(24,000)	-31.3%
	Grand Total	30,643,037	30,635,038	8,000	31,741,774	33,031,807	1,290,033	4.06%
	– less Debt Service	4,840,208	4,840,208		5,133,393	4,984,609		
	Total Operating Budget	25,802,829	25,794,829	8,000	26,608,381	28,047,198	1,438,817	5.41%

**CONCORD FINANCE COMMITTEE
FY18 PRELIMINARY BUDGET**

October 13, 2016

		FY15 SC Adopted Budget	FY16 SC Adopted Budget	FY17 SC Adopted Budget	FY18 Preliminary Budget	FY18 / FY17 \$ Change Guideline	FY18 / FY17 % Fincom GL Change
<u>Concord-Carlisle Regional High School</u>							
Operations	\$	24,605,506	25,802,829	26,608,381	28,047,198	1,438,817	5.41%
Debt Service		2,831,824	4,840,208 *	5,133,393	4,984,609 *	(148,784)	-2.90%
Total Budget		27,437,330	30,643,037	31,741,774	33,031,807	1,290,033	4.06%
Financing Sources							
State Aid - Chapter 70		1,867,899	2,020,931	2,053,456	2,321,678	268,222	13.06%
State Aid - MSBA (Excluded Debt)		288,950	0	0	0		
Prior Year Reserved Debt Service			72,294	40,375	162	(40,213)	
State Aid -							
-- Regional Transportation		387,114	617,584	707,224	471,918	(235,306)	-33.27%
-- Charter Tuition Reimbursement		59,356	28,019	30,458	16,963	(13,495)	-44.31%
-- Charter Facility Reimbursement		0	0	0	0	-	
District Funds							
-- Excess & Deficiency		580,000	610,000	610,000	610,000	-	0.00%
-- Investment Income		15,000	45,000	45,000	45,000	-	0.00%
-- Miscellaneous Income		5,000	20,000	20,000	20,000	-	0.00%
		3,203,319	3,413,828	3,506,513	3,485,721	(20,792)	
Assessments to Member Towns	\$	24,234,010	27,229,209	28,235,261	29,546,085	1,310,825	
Total Financing Sources		27,437,329	30,643,037	31,741,774	33,031,807	1,290,033	
<u>Assessments</u>							
Concord							
		73.10%	73.71%	73.61%	73.51% **		
Within the levy limit	\$	15,856,221	16,556,221	17,035,005	18,055,260	1,020,255	5.99%
Debt service		1,858,841	3,514,429	3,748,971	3,561,484	(187,487)	-5.00%
School Bus Debt Service					102,583		
		17,715,062	20,070,650	20,783,976	21,719,327	935,351	4.50%
Carlisle							
		26.90%	26.29%	26.39%	26.49% **		
Within the levy limit		5,834,916	5,905,074	6,107,238	6,506,378	399,140	6.54%
Debt service		684,033	1,253,485	1,344,047	1,320,380	(23,667)	-1.76%
		6,518,949	7,158,559	7,451,285	7,826,758	375,473	5.04%
Total Assessments	\$	24,234,011	27,229,209	28,235,261	29,546,085	375,473	4.64%

CCRSD Operating FY2018 Budget Development Process

October 13, 2016

FY18 – CCRSD Cost Growth Analysis

- One of the first actions in budget development is calculation of contractual teacher salary changes.
- A snapshot of current year teacher scale and step placement is used to develop planning numbers.

<i>FY17 CCTA Baselin@11:00 AM on August 2, 2016</i>										
	BACH	B+15	MAST	M+15	M+30	M+45	M+60	DOC		
Step 1	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.50	
Step 2	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	
Step 3	1.00	0.00	2.00	1.00	0.00	0.00	0.00	0.00	4.00	
Step 4	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00	
Step 5	0.00	0.00	1.00	2.00	0.00	0.00	0.00	0.00	3.00	
Step 6	0.00	0.00	1.00	1.75	0.00	0.00	0.00	0.00	2.75	
Step 7	0.00	0.00	2.75	1.00	0.00	0.00	0.00	0.00	3.75	
Step 8	0.00	0.00	0.50	0.00	0.00	0.00	4.00	0.00	4.50	
Step 9	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.50	
Step 10	0.00	0.00	0.00	2.00	1.00	2.00	3.00	1.00	9.00	
Step 11	0.00	0.00	2.75	1.00	0.00	1.00	1.50	0.00	6.25	
Step 12	0.00	0.00	0.00	1.00	1.00	0.75	0.00	0.00	2.75	
Step 13	0.00	0.00	2.00	1.00	1.00	1.00	1.00	1.00	7.00	
Step 14	0.00	0.00	0.00	1.50	2.00	0.00	0.00	2.00	5.50	
Step 15	0.00	0.00	0.50	0.00	1.00	0.00	0.00	0.00	1.50	
Step 16	0.00	1.00	8.00	9.50	12.90	10.50	19.00	5.50	66.40	55.6%
	1.00	1.50	22.00	21.75	19.90	15.25	28.50	9.50	119.40	

FY18 – CCRSD Cost Growth Analysis

- The current year teacher step placement is advanced by one step to show FY18 projected cost growth due to step movement

FY18 CCTA Baselin@11:20 AM on August 2, 2016 -- FY18 Step Cost									
	BACH	B+15	MAST	M+15	M+30	M+45	M+60	DOC	
Step 1									0.00
Step 2	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.50
Step 3	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00
Step 4	1.00	0.00	2.00	1.00	0.00	0.00	0.00	0.00	4.00
Step 5	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00
Step 6	0.00	0.00	1.00	2.00	0.00	0.00	0.00	0.00	3.00
Step 7	0.00	0.00	1.00	1.75	0.00	0.00	0.00	0.00	2.75
Step 8	0.00	0.00	2.75	1.00	0.00	0.00	0.00	0.00	3.75
Step 9	0.00	0.00	0.50	0.00	0.00	0.00	4.00	0.00	4.50
Step 10	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.50
Step 11	0.00	0.00	0.00	2.00	1.00	2.00	3.00	1.00	9.00
Step 12	0.00	0.00	2.75	1.00	0.00	1.00	1.50	0.00	6.25
Step 13	0.00	0.00	0.00	1.00	1.00	0.75	0.00	0.00	2.75
Step 14	0.00	0.00	2.00	1.00	1.00	1.00	1.00	1.00	7.00
Step 15	0.00	0.00	0.00	1.50	2.00	0.00	0.00	2.00	5.50
Step 16	0.00	1.00	8.50	9.50	13.90	10.50	19.00	5.50	67.90
	1.00	1.50	22.00	21.75	19.90	15.25	28.50	9.50	119.40

- The teacher step placement is advanced by one step to show FY18 cost growth due to step movement, multiplied by FY17 pay scale and the difference is the FY18 step cost growth, a \$176,003, or 1.54% increase in Teacher Staff Baseline cost.

FY18 – CCRSD Cost Growth Analysis

- The process then measures the FY18 cost growth due to increases in the pay scale

FY18 CCTA Baseline@11:20 AM on August 2, 2016 – FY18 1% Planning Example

	BACH	B+15	MAST	M+15	M+30	M+45	M+60	DOC
Step1								
Step2	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00
Step3	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Step4	1.00	0.00	2.00	1.00	0.00	0.00	0.00	0.00
Step5	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
Step6	0.00	0.00	1.00	2.00	0.00	0.00	0.00	0.00
Step7	0.00	0.00	1.00	1.75	0.00	0.00	0.00	0.00
Step8	0.00	0.00	2.75	1.00	0.00	0.00	0.00	0.00
Step9	0.00	0.00	0.50	0.00	0.00	0.00	4.00	0.00
Step10	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00
Step11	0.00	0.00	0.00	2.00	1.00	2.00	3.00	1.00
Step12	0.00	0.00	2.75	1.00	0.00	1.00	1.50	0.00
Step13	0.00	0.00	0.00	1.00	1.00	0.75	0.00	0.00
Step14	0.00	0.00	2.00	1.00	1.00	1.00	1.00	1.00
Step15	0.00	0.00	0.00	1.50	2.00	0.00	0.00	2.00
Step16	0.00	1.00	8.50	9.50	13.90	10.50	19.00	5.50
	1.00	1.50	22.00	21.75	19.90	15.25	28.50	9.50

X

Salary Escalator 1% Planning Example

	BACH	B+15	MAST	M+15	M+30	M+45	M+60	DOC
Step 1	48,077	50,484	56,253	57,695	59,136	60,578	62,021	63,572
Step 2	50,000	52,500	58,501	60,003	61,504	63,003	64,503	66,113
Step 3	52,001	54,602	60,840	62,403	63,962	65,522	67,083	68,759
Step 4	54,082	56,786	63,278	64,899	66,523	68,142	69,765	71,510
Step 5	56,244	59,058	65,806	67,492	69,183	70,869	72,556	74,371
Step 6	58,494	61,420	68,439	70,195	71,947	73,704	75,458	77,346
Step 7	60,825	63,878	71,177	73,002	74,828	76,651	78,475	80,437
Step 8	63,266	66,432	74,023	75,922	77,821	79,719	81,617	83,657
Step 9	65,799	69,089	76,985	78,959	80,932	82,922	84,880	87,001
Step 10	68,433	71,851	80,065	82,118	84,170	86,225	88,274	90,481
Step 11	71,169	74,726	83,269	85,403	87,539	89,672	91,807	94,104
Step 12	74,017	77,714	86,599	88,818	91,038	93,258	95,480	97,868
Step 13	76,974	80,825	90,062	92,372	94,680	96,990	99,299	101,782
Step 14	80,055	84,058	93,662	96,066	98,467	100,870	103,270	105,853
Step 15	83,257	87,423	97,409	99,909	102,407	104,905	107,402	110,088
Step 16	87,863	92,256	102,798	105,437	108,071	110,704	113,343	116,176

- The step advanced teacher matrix is then multiplied by the FY18 planning scale and the difference is the FY18 scale growth, a \$117K, or 1.0% example increase in Teacher Staff Baseline cost.

FY18 – CCRSD Cost Growth Analysis

1. EMPLOYEE COSTS

For FY18 projected salary costs account for approximately 66%, \$18.4M of operating budget

- FY18, FY19 and FY20 Teacher scale percentage increases are unknown**
- Teachers are estimated at 2/3, \$13.4M of the \$18.4M**
- Other Employees 1/3 of the \$18.4**
- Contingency accounts for three CBU plus other salary escalation**

Known Costs

- While FY18 teacher scale is unknown, we do know that a 1% increase equals \$117K plus step cost of \$176K plus \$60K for lane changes requires \$358K, or 1.3% above FY17 Operating Budget**
- OPEB increase = \$145K or .5% increase in operating budget**
- Medical Insurance & Retirement Assessment = \$142K, or .5%**
- Contingency Accounts = \$111K, or .4%**

FY18 – CCRSD Cost Growth Analysis

- FY18 Step Cost Growth is calculated at \$176,003
 - FY18 Scale Cost Growth example is calculated at 1.0% \$117,119
 - FY 18 Lane Change Cost Growth is estimated at \$60,000
- A. Total Teacher Baseline Cost Growth 1.3% of total operating budget or, \$353,122**

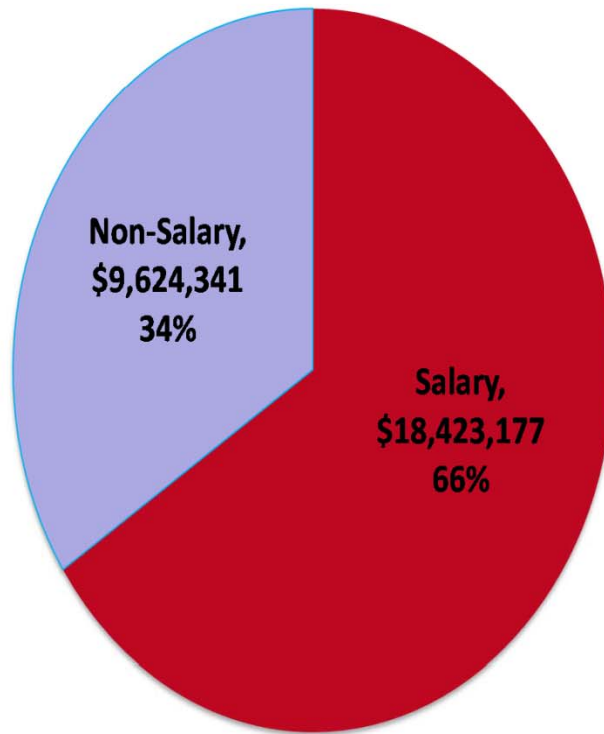
B. Other Employees

All other employees account for approximately 1/3 of salary budgets

Assuming an average non-CB 3% COLA equates to a **.7% to .9%** impact in yearly operating budget cost increase for FY18

Salary Growth Alone Requires a projected 2 – 2.5% Increase in the Region's Operating Budget Using the 1% Example for Teacher Scale Change

FY2018 CCRSD Salary & Non-Salary



CCRSD FY18 Budget Development

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FY18 – CCRSD Cost Growth Analysis

MAJOR ESCALATION/COST DRIVERS		FY18 Preliminary Budget
	Program Area	INCREASED COSTS
STEPS	1010 -2410	\$ 176,003
LANES	1011 -2410	\$ 65,000
SCALE % - <i>To Be Negotiated - Each 1% equals</i>	1012 -2410	\$ 111,774
TEACHER SALARY ESCALATION	1.3%	\$ 352,777
SLBB & OTHER CONTINGENCY	2340	\$ 116,774
CO-CURRICULAR SALARIES	2330	\$ 43,326
PROFESSIONAL DEVELOPMENT	1160	\$ 28,918
SUBSTITUTES		\$ 9,915
OTHER CBU SALARIES	1010-4660	\$ 204,945
NON-CBU SALARIES	2350-4660	\$ 199,760
OTHER SALARY ESCALATION	2.3%	\$ 603,638
MUSIC EQUIPMENT	1150	\$ 10,000
INTERDEPARTMENTAL INSTRUCTION CONTRACTED SERVICES	1130	\$ 85,000
SCIENCE EQUIPMENT	1180	\$ 13,268
OTHER INSTRUCTIONAL MATERIALS	1090 & 1010	\$ 3,153
PROGRAMMATIC ADDITIONS - Coding FTE \$36.5K	1140	\$ 36,500
	0.6%	\$ 147,921
MEDICAL, WORKERS COMP. & OTHER INSURANCE	5810	\$ 100,442
RETIREMENT	5820	\$ 41,151
OPEB (\$850,000 Reserve - \$145,000 Net Increase)	5810	\$ 145,000
BENEFITS ESCALATION	1.1%	\$ 286,593
SPECIAL EDUCATION TRANSPORTATION SERVICES	4670	\$ 62,576
SPECIAL EDUCATION TRANSPORTATION ESCALATION	0.2%	\$ 62,576
INFORMATION TECHNOLOGY	4630	\$ 9,179
CAPITAL OUTLAY		\$ 47,500
1 BUS		\$ 100,000
BUILDING MAINTENANCE		\$ 121,799
OPERATIONS ESCALATION	1.0%	\$ 278,478
TOTAL INCREASES	6.5%	\$ 1,731,983

FY18 – CCRSD Cost Growth Analysis

MAJOR ESCALATION/REDUCTIONS		FY18 Preliminary Budget
Program Area		DECREASED COSTS
STATE ASSESSMENTS (\$22.5K), OTHER NET REDUCTIONS	5830 & Various	\$ (32,500)
TRANSPORTATION	4660	\$ (127,952)
UTILITIES (<i>Heating , Electricity, Water</i>)	4680 & 4690	\$ (132,714)
OPERATIONS & FIXED COSTS REDUCTION	-1.1%	\$ (293,166)
TOTAL REDUCTIONS	-1.10%	\$ (293,166)
TOTAL	5.41%	\$ 1,438,817

FY2018 CCRSD

Budget Development Status

An area of focus in this year's regional budget process will be the impact of OPEB on operating budget increases

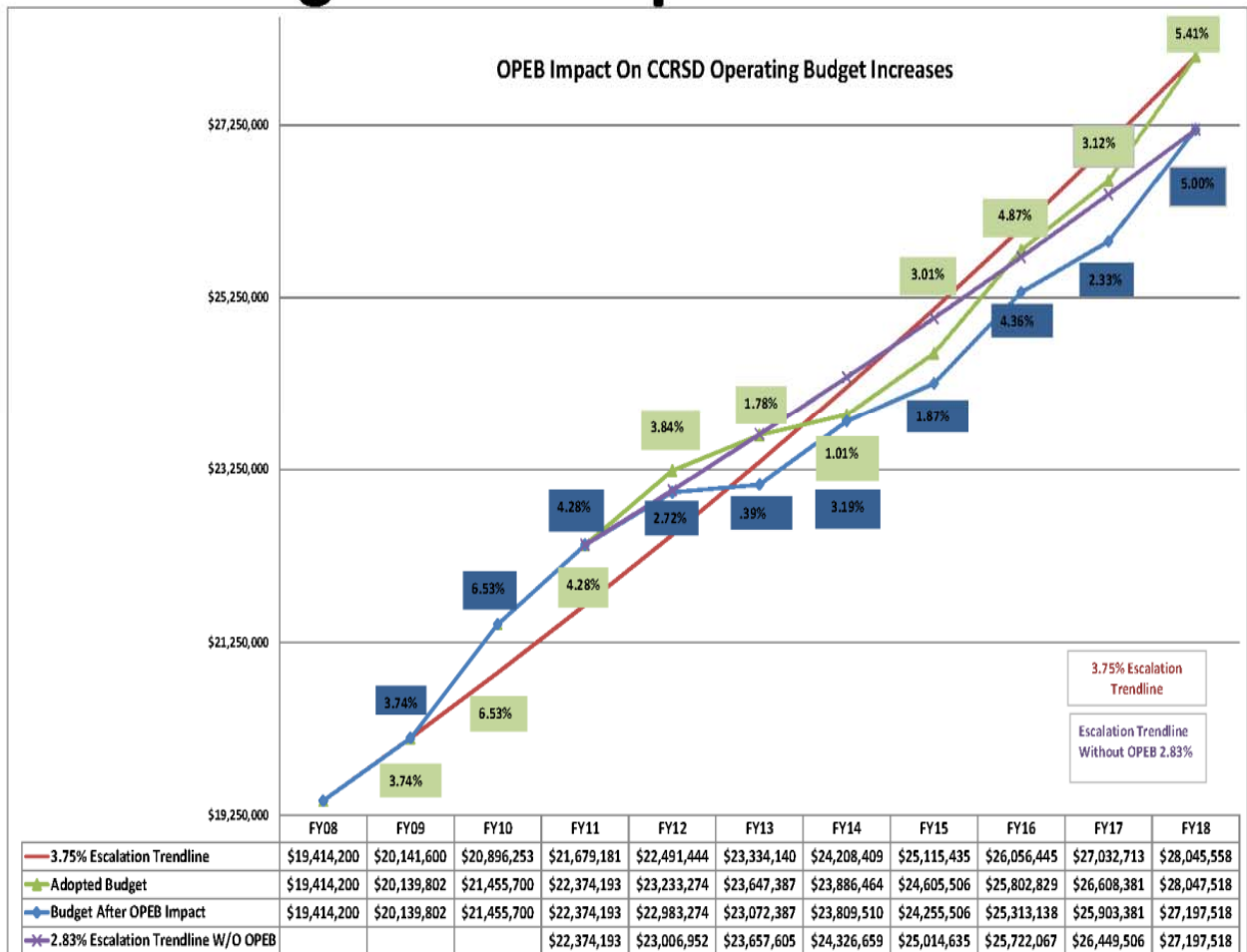
In FY12 OPEB contributions started and there has been focus on the incremental yearly change

With 5 years of actual contributions we can now examine the impact of the total OPEB contribution

DESCRIPTION		FY12 SC Adopted Budget	FY13 SC Adopted Budget	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 Adopted Budget	FY17 Adopted Budget	FY18 Preliminary Budget
NET OPERATING BUDGET		\$ 23,233,274	\$ 23,647,387	\$ 23,886,464	\$ 24,605,506	\$ 25,802,829	\$ 26,608,381	\$ 28,047,518
OPERATING BUDGET % INCREASE		3.84%	1.78%	1.01%	3.01%	4.87%	3.12%	5.41%
5 Year Operating Average w/o OPEB Incremental Increases				3.82%	2.92%	2.90%	2.76%	3.48%
OPEB Actual & Planned Contributions		\$250,000	\$575,000	\$76,954	\$350,000	\$489,691	\$705,000	\$850,000
OPERATING INCREASE - net of total OPEB Contributions		2.72%	-0.69%	0.69%	1.54%	2.88%	0.39%	2.21%
5 Year Operating Average Increase net of total OPEB contribution						1.43%	0.96%	1.54%

FY2018 CCRSD

Budget Development Status

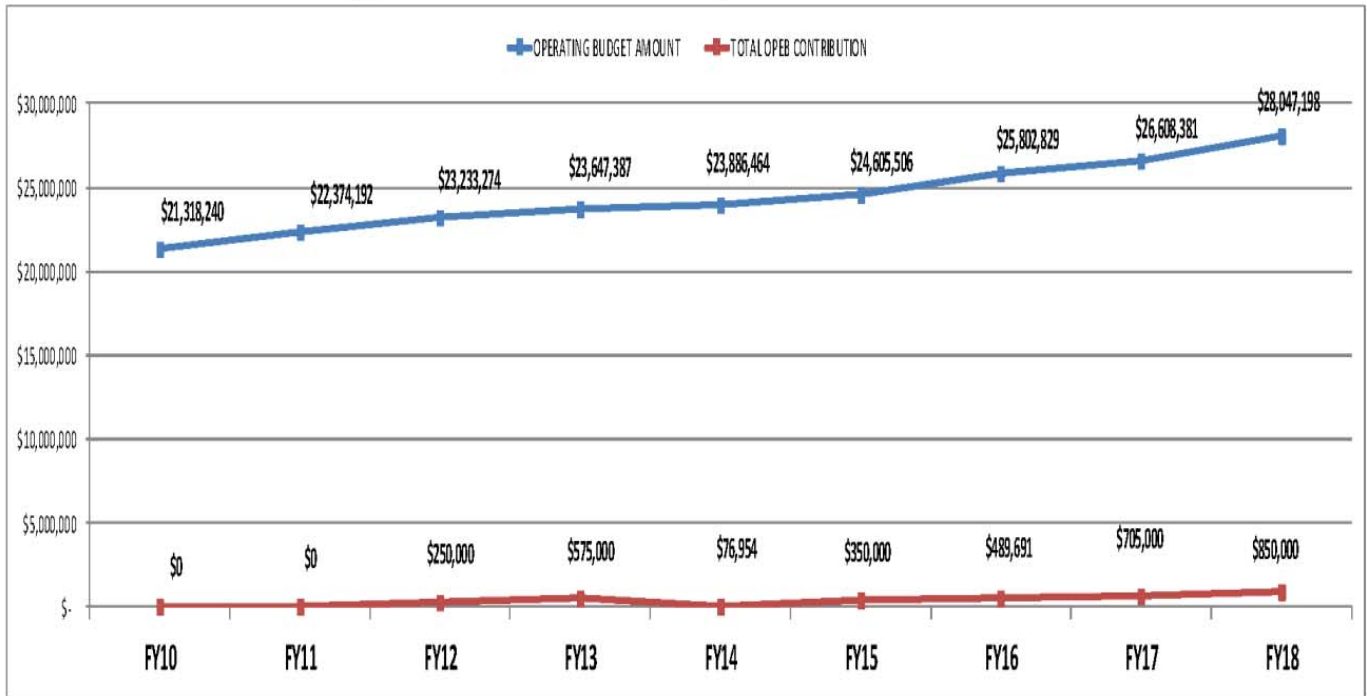


CCRSD FY18 Budget Development

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FY2018 CCRSD

Budget Development Status



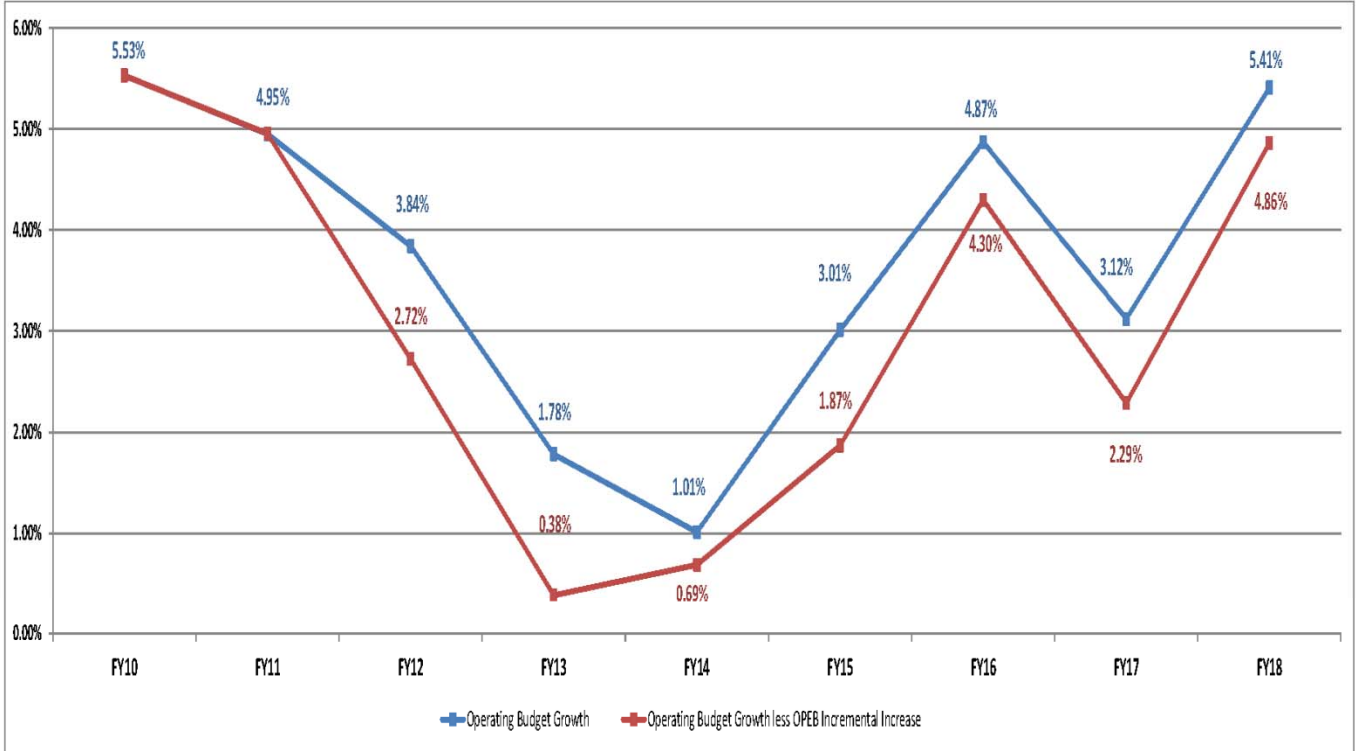
FISCAL YEAR	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
OPERATING BUDGET AMOUNT	\$21,318,240	\$22,374,192	\$23,233,274	\$23,647,387	\$23,886,464	\$24,605,506	\$25,802,829	\$26,608,381	\$28,047,198
TOTAL OPEB CONTRIBUTION	\$0	\$0	\$250,000	\$575,000	\$76,954	\$350,000	\$489,691	\$705,000	\$850,000
OPEB as a % of Operating Budget	0.00%	0.00%	1.08%	2.43%	0.32%	1.42%	1.90%	2.65%	3.03%

CCRSD FY18 Budget Development

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FY2018 CCRSD

Budget Development Status

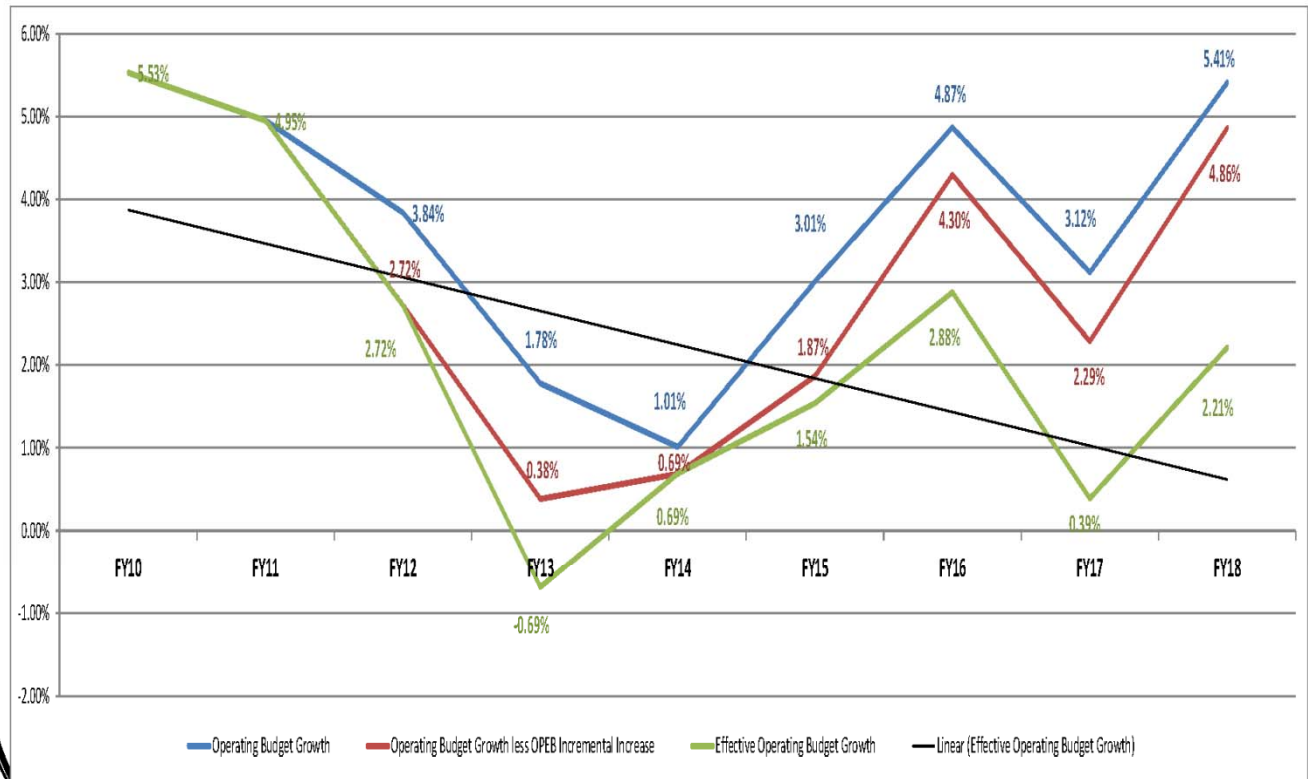


CCRSD FY18 Budget Development

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FY2018 CCRSD

Budget Development Status



CCRSD FY18 Budget Development

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November 22, 2016 Finance Committee Response Letter

CONCORD PUBLIC SCHOOLS

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537 www.concordpublicschools.net

To: Karle Packard, Chair, Guidelines Subcommittee, Concord Finance Committee

From: Diana Rigby, Superintendent of Schools

John Flaherty, Deputy Superintendent for Finance and Operations

Date: November 4, 2016

Re: Annual Budget Data Request – Concord-Carlisle Regional School District

Our presentation this evening provides a response to questions in the October 31, 2016 second Annual Guidelines Request memorandum from the Concord Guidelines Subcommittee Chairperson, Karle Packard. Budget discussions for FY18 are continuing with the school principal, central office administration, and the Regional School Committee. Our core budgeting principles continue to include the following:

- Students and their learning are at the center of decisions;
- Teaching and learning conditions matter for student success;
- Requested resources for programs, services, and activities reflect the districts' core values of academic excellence, respectful and empathic community, professional collaboration, educational equity, and continuous improvement;
- Maintain balance between responsive and reasonable operating budgets and impact on taxpayers.

The Regional School Committee will give direction to the administration as we move forward in the budgeting process.

1. **Please identify how you will accommodate this guidelines recommendation relative to the program you presented to the Finance Committee at our meeting on Thursday, October 13th.**

We will not recommend that the Concord Finance Committee Guideline for the Concord-Carlisle Regional School District be adopted by the Regional School Committee. If necessary, to accommodate the \$720,000 guideline increase, we would decrease the planned OPEB contribution of \$850,000, by \$408,455 to \$441,545.

2. **Please restate your analysis of the impact of your OPEB funding schedule on prior years and future years operating budgets on an absolute and percentage basis to present a consistent relationship between either total dollar amounts or year-to-year changes in dollar amounts in the presentation.**

How do your OPEB funding demands on resources compare to other increases in costs on a ranked basis?

What is your most recent date for the actuarial assessment of your OPEB liability? Under that assessment and your current funding schedule, when will you meet your ARC?

The table on the following page indicates that OPEB incremental contributions are growing at a high rate as a percentage of the Operating Budget increases. Since FY2015, and including our FY18 requested, the incremental OPEB increases, on average have used nearly 22% of the operating budget increases. The latest actuarial report was June 30, 2014. The report states, "Based on a 25-year

funding schedule at a 5.00% discount rate, the Fiscal Year 2014 contribution would be \$1,491,902. This figure is referred to as the Annual Required Contribution (ARC)”. In FY14, the entire FINCOM Operating Budget guideline growth was \$239,077 and the OPEB contribution was \$76,954.

We will not be able to meet our ARC with the current funding policy of OPEB within the operating budget guidelines provided by the Concord Finance Committee and meet contractual and legal obligations.

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Operating Budget	\$21,318,240	\$ 22,374,192	\$ 23,233,274	\$ 23,647,387	\$ 23,886,464	\$24,605,506	\$ 25,802,829	\$ 26,608,381	\$ 28,047,198
Total OPEB Contribution	\$0	\$0	\$250,000	\$575,000	\$76,954	\$350,000	\$489,691	\$705,000	\$850,000
OPEB Increment as % of Operating Budget	0.00%	0.00%	1.08%	1.37%	0.32%	1.42%	1.90%	2.65%	3.03%
OPEB Increment of Operating Budget									
Operating Budget Growth	\$ 1,117,524	\$ 1,055,952	\$ 859,082	\$ 414,113	\$ 239,077	\$ 719,042	\$ 1,197,323	\$ 805,552	\$ 1,438,817
OPEB Incremental Increase	\$0	\$0	\$250,000	\$325,000	(\$498,046)	\$273,046	\$139,691	\$215,309	\$145,000
OPEB Incremental Growth as % of Budget Increase	0.0%	0.0%	29.1%	78.5%		38.0%	11.7%	26.7%	10.1%

3. How does your budget request meet the Finance Committee’s goal of financial sustainability?

We believe that our 11 year history of no override requests and matching Finance Committee Guidelines, often below LLG, meet the Finance Committee’s sustainability goals. Our full 5.4% request is below LLG, and keeps us on our ten growth rate of approximately 3.75%. We believe this is a sustainable average growth rate for the Concord-Carlisle Regional School District.

4. Do you have ongoing administrative and or operational cost management programs? If so, what savings have they resulted in and how have you redirected those funds?

The table below contains the reductions from the FY17 budget levels that offset \$1,731,983 of expenditure growth in the FY18 budget.

MAJOR ESCALATION/REDUCTIONS			FY18 Preliminary Budget
Program Area			DECREASED COSTS
STATE ASSESSMENTS (\$22.5K), OTHER NET REDUCTIONS	5830 & Various		\$ (32,500)
TRANSPORTATION	4660		\$ (127,952)
UTILITIES (<i>Heating , Electricity, Water</i>)	4680 & 4690		\$ (132,714)
OPERATIONS & FIXED COSTS REDUCTION	-1.1%	\$ -	\$ (293,166)
TOTAL REDUCTIONS	-1.10%		\$ (293,166)

5. Regarding changes to the enrollment ratio between Concord and Carlisle, please provide copies of the NESDEC projections for Concord, Concord-Carlisle, and Carlisle. Do you believe the trends are realistic based on more recent Concord enrollment trends?

The table below illustrates NESDEC's projection of assessment ratios for SY 15- 16 through SY 203 - 2024. It is based on October 1, 2015 projections. We will receive a projection based on October 1, 2016 within the next few months from NESDEC. For the past two years the shift in assessment ratios has been favoring Concord's assessment proportion; this is contrary to the table below.

PROJECTED % OF CONCORD AND CARLISLE RESIDENTS IN CCHS						
School Year	Gr. 9-12 Enrollment	Resident Enrollment	Concord Residents	Concord %	Carlisle Residents	Carlisle %
2015-16	1288	1224	901	73.61%	323	26.39%
2016-17	1270	1206	896	74.30%	310	25.70%
2017-18	1273	1209	910	75.27%	299	24.73%
2018-19	1260	1196	888	74.25%	308	25.75%
2019-20	1254	1190	902	75.80%	288	24.20%
2020-21	1262	1198	922	76.96%	276	23.04%
2021-22	1244	1180	908	76.95%	272	23.05%
2022-13	1249	1185	912	76.96%	273	23.04%
2023-24	1200	1136	874	76.94%	262	23.06%

CCRSD Operating FY2018 Budget Development Process

November 22, 2016

CCRSD FY18 Budget Development

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FY2018 CCRSD

Budget Development Status

An area of focus in this year's regional budget process has been the impact of OPEB on operating budget increases

In FY12 OPEB contributions started and there has been focus on the incremental yearly change

Following 5 years of actual contributions we had a meaningful discussion with the Finance Committees on OPEB's budgetary impact

DESCRIPTION		FY12 SC Adopted Budget	FY13 SC Adopted Budget	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 Adopted Budget	FY17 Adopted Budget	FY18 Preliminary Budget
NET OPERATING BUDGET		\$ 23,233,274	\$ 23,647,387	\$ 23,886,464	\$ 24,605,506	\$ 25,802,829	\$ 26,608,381	\$ 28,047,518
OPERATING BUDGET % INCREASE		3.84%	1.78%	1.01%	3.01%	4.87%	3.12%	5.41%
5 Year Operating Average w/o OPEB Incremental Increases				3.82%	2.92%	2.90%	2.76%	3.48%
OPEB Actual & Planned Contributions		\$250,000	\$575,000	\$76,954	\$350,000	\$489,691	\$705,000	\$850,000
OPERATING INCREASE - net of total OPEB Contributions		2.72%	-0.69%	0.69%	1.54%	2.88%	0.39%	2.21%
5 Year Operating Average Increase net of total OPEB contribution						1.43%	0.96%	1.54%

FY18 – CCRSD Revised Recommendation

DESCRIPTION		FY10 SC Budget	FY11 SC Budget	FY12 SC Adopted Budget	FY13 SC Adopted Budget	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 Adopted Budget	FY17 Adopted Budget	FY18 Fin Com GL=SC Budget
NET OPERATING BUDGET		\$21,318,240	\$22,374,192	\$23,233,274	\$23,647,387	\$23,886,464	\$24,605,506	\$25,802,829	\$26,608,381	\$27,967,000
OPERATING BUDGET % INCREASE	■	5.53%	4.95%	3.84%	1.78%	1.01% ■	3.01%	4.87%	3.12%	5.11%
5 Year Operating Average Increases						3.42%	2.92%	2.90%	2.76%	3.42%
*-- Excluding FY2018 OPEB increase of \$145,000 to \$850,000 -- $=((28047518-145000)/26608381)-1=4.86\%$										4.56%
OPEB Actual & Planned Contributions				\$250,000	\$575,000	\$76,954	\$350,000	\$489,691	\$705,000	\$850,000
OPERATING INCREASE - net of total OPEB Contributions				2.72%	-0.69%	0.69%	1.54%	2.88%	0.39%	1.91%
5 Year Operating Average Increase net of total OPEB contribution								1.43%	0.96%	1.48%
SALARIES		\$13,228,658	\$13,844,285	\$14,380,781	\$15,071,039	\$15,833,348	\$16,124,599	\$16,889,996	\$17,420,598	\$18,423,177
NON - SALARIES		8,089,582	8,529,907	8,852,493	8,576,348	8,053,116	8,480,907	8,912,802	9,187,782	9,543,823
DEBT SERVICE AMOUNTS		1,038,831	1,124,235	747,738	643,036	2,419,139	2,831,824	4,840,209	5,133,393	4,984,609
TOTAL		\$22,357,071	\$23,498,427	\$23,981,012	\$24,290,423	\$26,305,603	\$27,437,330	\$30,643,007	\$31,741,774	\$32,951,609
OPERATING BUDGET FUNDING IMPACT		\$ 1,117,524	\$ 1,055,952	\$ 859,082	\$ 414,113	\$ 239,077	\$ 719,042	\$ 1,140,029	\$ 805,552	\$ 1,358,619
OPEB CONTRIBUTION				\$250,000	\$575,000	\$76,954	\$350,000	\$489,691	\$705,000	\$850,000
NET OPERATING BUDGET IMPACT		\$ 1,117,524	\$ 1,055,952	\$ 609,082	\$ (160,887)	\$ 162,123	\$ 369,042	\$ 650,338	\$ 100,552	\$ 508,619

FY18 – CCRSD Cost Growth Analysis

Two sets of actions recommended to meet the raised FINCOM Guideline that closes the gap from \$408K to \$163.6K

- 1) Revenue Revisions, Increased In-District Contribution and Raised forecast on Regional Transportation Reimbursement
- 2) Reductions in requested line item increases, and increases in the list of previous reductions

DESCRIPTION			FY18 SC = GL Recommend
SOURCES OF REVENUE		Actions taken to Meet Concord's FINCOM GL Growth of \$900,000	
LOCAL SOURCES			
ASSESSMENTS	Reduce Concord's assessments by \$120,255 and Carlisle's by \$43,335	\$ (163,590)	\$ 29,382,495
EXCESS & DEFICIENCY	Increased In-District E & D Contribution by \$50,000	\$ 50,000	660,000
INVESTMENT INCOME		\$ -	45,000
MISCELLANEOUS INCOME		\$ -	20,000
PRIOR YEAR RESERVED DEBT SERVICE		\$ -	162
STATE SOURCES (DOE)			
CHAPTER 70		\$ -	2,321,678
REGIONAL TRANSPORTATION AID	Revised Transportation Reimbursement by \$33,393 (New bus Depreciation)	\$ 33,393	505,311
CHARTER TUITION REIMBURSEMENTS		\$ -	16,963
OTHER STATE SOURCES			
			-
TOTAL			\$32,951,609

FY18 – CCRSD Cost Growth Analysis

MAJOR ESCALATION/COST DRIVERS		FY18 Preliminary Budget
	Program Area	INCREASED COSTS
STEPS	1010 -2410	\$ 176,003
LANES	1011 -2410	\$ 65,000
SCALE % - To Be Negotiated - Each 1% equals	1012 -2410	\$ 111,774
TEACHER SALARY ESCALATION	1.3%	\$ 352,777
SLBB & OTHER CONTINGENCY	2340	\$ 116,774
CO-CURRICULAR SALARIES	2330	\$ 43,326
PROFESSIONAL DEVELOPMENT	1160	\$ 28,918
SUBSTITUTES		\$ 9,915
OTHER CBU SALARIES	1010-4660	\$ 204,945
NON-CBU SALARIES	2350-4660	\$ 199,760
OTHER SALARY ESCALATION	2.3%	\$ 603,638
MUSIC EQUIPMENT	Reduce Music Equipment Increase by \$5,000 1150	\$ (5,000) \$ 5,000
INTERDEPARTMENTAL INSTRUCTION CONTRACTED SERVICES	1130	\$ 85,000
SCIENCE EQUIPMENT	Reduce Science Equipment Increase by \$6,500 1180	\$ (6,500) \$ 6,768
OTHER INSTRUCTIONAL MATERIALS	1090 & 1010	\$ 3,153
PROGRAMMATIC ADDITIONS - Coding FTE \$36.5K	1140	\$ 36,500
	0.5%	\$ 136,421
MEDICAL, WORKERS COMP. & OTHER INSURANCE	5810	\$ 100,442
RETIREMENT	5820	\$ 41,151
OPEB (\$850,000 Reserve - \$145,000 Net Increase)	5810	\$ 145,000
BENEFITS ESCALATION	1.1%	\$ 286,593
SPECIAL EDUCATION TRANSPORTATION SERVICES	4670	\$ 62,576
SPECIAL EDUCATION TRANSPORTATION ESCALATION	0.2%	\$ 62,576
INFORMATION TECHNOLOGY	4630	\$ 9,179
CAPITAL OUTLAY	Reduce Capital Outlay Increase by \$7,500	\$ (7,500) \$ 40,000
1 BUS		\$ 100,000
BUILDING MAINTENANCE	Reduce Capital Outlay Increase by \$12,179	\$ (12,179) \$ 109,620
OPERATIONS ESCALATION	1.0%	\$ 258,799
TOTAL INCREASES	6.4%	\$ 1,700,804

CCRSD FY18 Budget Development

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FY18 – CCRSD Cost Growth Analysis

MAJOR ESCALATION/REDUCTIONS			FY18 Preliminary Budget
		Program Area	DECREASED COSTS
COMPUTER HARDWARE (INSTRUCTIONAL)	Reduce Computer Hardware budget by \$16,000	1020	\$ (16,000)
COMPUTER SOFTWARE SUPPORT	Reduce Software Support budget by \$10,519	4630	\$ (10,519)
COPIER PURCHASES	Reduce Photocopier budget by \$5,000	2350	\$ (5,000)
EQUIPMENT	Reduce Equipment budget by \$2,500	2360	\$ (2,500)
STATE ASSESSMENTS (\$22.5K), OTHER NET REDUCTIONS		5830 & Various	\$ (32,500)
TRANSPORTATION		4660	\$ (127,952)
UTILITIES (Heating , Electricity, Water)	Increase Heating Savings forecast by \$15,000	4680 & 4690	\$ (15,000) \$ (147,714)
OPERATIONS & FIXED COSTS REDUCTION		-1.3%	\$ (15,000) \$ (342,185)
TOTAL REDUCTIONS		-1.29%	\$ (342,185)
TOTAL		5.11%	\$ 1,358,619

FY2018 CCRSD Budget Status

		FY17 SC Adopted Budget	FY18 Preliminary Budget	FY18 / FY17 \$ Change Guideline	FY18 / FY17 % Fincom GL Change	FY18 Fincom GL = SC Budget	FY18 - FY17 \$ Change Guideline	FY18 / FY17 % Fincom GL Change
Concord-Carlisle Regional High School								
Operations	\$	26,608,381	28,047,198	1,438,817	5.41%	27,967,000	1,358,619	5.11%
Debt Service	*	5,133,393	4,984,609	(148,784)	-2.90%	4,984,609	(148,784)	-2.90%
Total Budget		31,741,774	33,031,807	1,290,033	4.06%	32,951,609	1,209,835	3.81%
Financing Sources								
State Aid - Chapter 70		2,053,456	2,321,678	268,222	13.06%	2,321,678	268,222	13.06%
State Aid - MSBA (Excluded Debt)		0	0			0		
Prior Year Reserved Debt Service		40,375	162	(40,213)		162	(40,213)	
State Aid -								
-- Regional Transportation		707,224	471,918	(235,306)	-33.27%	505,311	(201,913)	-28.55%
-- Charter Tuition Reimbursement		30,458	16,963	(13,495)	-44.31%	16,963	(13,495)	-44.31%
-- Charter Facility Reimbursement		0	0	-		0	-	
District Funds								
-- Excess & Deficiency		610,000	610,000	-	0.00%	660,000	50,000	8.20%
-- Investment Income		45,000	45,000	-	0.00%	45,000	-	0.00%
-- Miscellaneous Income		20,000	20,000	-	0.00%	20,000	-	0.00%
		3,506,513	3,485,721	(20,792)		3,569,114	62,601	
Assessments to Member Towns	\$	28,235,261	29,546,085	1,310,825		29,382,495	1,147,234	
Total Financing Sources		31,741,774	33,031,807	1,290,033		32,951,609	1,209,835	
Assessments								
<i>Concord</i>		73.61%	73.51% **			73.51% **		
Within the levy limit	\$	17,035,005	18,055,260	1,020,255	5.99%	17,935,005	900,000	5.28%
Debt service		3,748,971	3,561,484	(187,487)	-5.00%	3,561,484	(187,487)	-5.00%
School Bus Debt Service			102,583			102,583		
		20,783,976	21,719,327	935,351	4.50%	21,599,072	815,096	3.92%
<i>Carlisle</i>		26.39%	26.49% **			26.49% **		
Within the levy limit		6,107,238	6,506,378	399,140	6.54%	6,463,043	355,805	5.83%
Debt service		1,344,047	1,320,380	(23,667)	-1.76%	1,320,380	(23,667)	-1.76%
		7,451,285	7,826,758	375,473	5.04%	7,783,423	332,138	4.46%
Total Assessments	\$	28,235,261	29,546,085	375,473	4.64%	29,382,495	332,138	4.06%