

Present: Wallace Johnston, Chair, CCSC; CSC  
David Model, Vice Chair, CCSC  
Heather Bout, Chair, CSC; CCSC  
Courtland Booth, Vice Chair, CSC; CCSC  
Cynthia Rainey, CSC, CCSC  
Yuval Erlich, CSC, CCSC  
Eva Mostoufi, CCSC

Present from Administration: Dr. Laurie Hunter, Superintendent of Schools, CPS & CCRSD  
Jared Stanton, Director of Finance & Operations, CPS & CCRSD

**I. CALL TO ORDER**

Mr. Johnston called the CCSC meeting to order at 6:33 PM, noting that it was being recorded. Ms. Bout then called the CSC meeting to order.

**II. PUBLIC COMMENT**

None.

**III. RECOGNITIONS**

CMS Principal, Justin Cameron, introduced 7<sup>th</sup> grade CMS student Anna Ames, noting that Anna's presentation was previously shared with the CMS Leadership Team. Anna stated that her presentation was on support and therapy dogs and how they might help in the schools in Concord. She shared research on therapy dogs in schools that supports that therapy dogs can help with trauma, reading, interventions and school climate. She noted that there were several nearby schools that have therapy dogs, including Hopkinton Public Schools, Medway Public Schools and Hanover Public Schools. Mr. Cameron noted that this was an abridged version of her presentation. Mr. Booth asked how she arrived at this idea and Anna stated that she had seen a therapy dog and had discussed it with Mr. Cameron, noting that it meant a lot to her that he had several conversations with her about therapy dogs. Ms. Rainey stated that there is a therapy dog at the school where she works, noting how helpful the dog is during MCAS and other challenging times during the year, and also how the dog helps both the students and the adults. Anna stated that some of the benefits of therapy dogs include: companionship, reduced stress levels, and community building. Mr. Cameron stated that CMS would like to find ways to slowly integrate a therapy dog in small chunks of time at Sanborn and visiting different programs.

Mr. Cameron introduced Martha McCown, from the "Pets and People Foundation", and her therapy dog, Greta. CCHS Student Rep, Linda Xu, noted that petting a dog helps lower the heart rate and commended Anna for her great presentation. Ms. McCown stated that Pets and People certify teams of dogs and handlers, noting that all of the dogs are pets first. She stated that she and her dog Greta have worked in over 20 different places over a course of 8 years, noting that she always holds her leash. Ms. Bout stated that she was a huge fan of Pets and People and that she was so impressed with Anna's research, asking Mr. Cameron what his thoughts were on moving forward. Mr. Cameron stated that CMS would have to get paired with a team and spend time getting the animal assimilated by visiting several programs. He stated that the English Department has a Social/Emotional goal of finding ways of empowering the silent, sustained reading programs, noting that a therapy dog could visit programs like this. Dr. Hunter noted how thankful she was that Anna brought this forward. Mr. Booth asked Ms. McCown how Pets and People is supported and Ms. McCown stated that the Foundation is supported by donations and has been around for 35 years as a nonprofit. She stated that most of her colleagues are volunteers, noting that the Foundation doesn't charge for services and is covered by insurance.

#### **IV. READING OF THE MINUTES**

A. Open Session – Joint Meeting 10/22/19, 10/29/19, 11/5/19. A motion was made by Mr. Booth, seconded by Mr. Erlich, to approve the most current version of joint minutes of 10/22/19, 10/29/19, and 11/5/19. The motion was unanimously approved.

#### **V. CHAIRS & LIAISONS REPORT**

Ms. Bout stated that she joined The League of Women Voters Education Committee, noting what a great meeting it was. She stated that the League is very enthusiastic to support and engage in the budget process, as well as the CMSBC.

Mr. Model stated that the Budget Subcommittee met and determined that it made sense to look quarterly at how excess funds are being spent. Ms. Bout questioned if he meant projected excess and Mr. Model stated that most of the budget is encumbered and known, noting that he was referring to looking at variances that occur on a quarterly basis.

Mr. Erlich stated that the Policy Subcommittee met and updated several policies that would be brought for initial review at the next SC meeting. Mr. Booth noted that the Subcommittee remains open to any policies that the SC feels should be reviewed out of order. He noted that he was voted in as Chair by the Subcommittee and the SC affirmed his appointment. Mr. Booth noted that the next Policy Subcommittee meeting would be December 19<sup>th</sup> at 9:30 AM at Ripley.

Ms. Mostoufi stated that on November 21<sup>st</sup> from 12:30 – 2:30 PM, there is a Board Members meeting for SEPAC. She stated that there was a well-attended “Meet the Superintendent and Director of Student Services” event on November 7<sup>th</sup>, noting that the feedback showed that parents really appreciated the conversation.

CCHS Student Rep, Linda Xu, stated that the Laramie Project opens up on Thursday, November 21<sup>st</sup> and will run daily through Sunday, November 24<sup>th</sup>. She stated that all of the athletic teams are out of the playoffs, but that the girls cross country team won first in states, and the boys team came in 3<sup>rd</sup>. She stated that the boys soccer team lost on Sunday in sectional finals and the boys football team will play on Thanksgiving, noting the upcoming spirit assembly, cornhole tournament and Powder Puff. She noted that all of the proceeds from these events will go to the Matthew Shepard Foundation, in honor of the Laramie Project. Mr. Erlich noted the State Senior District of Music, noting the achievement of CCHS is unprecedented.

#### **VI. CORRESPONDENCE**

Mr. Johnston stated that he received an email regarding laptop recommendations. He stated that he received a letter regarding cancellation of the November 22<sup>nd</sup> EDCO Collaborative 50<sup>th</sup> Anniversary Celebration, due to low attendance.

#### **VII. SUPERINTENDENT’S REPORT**

Dr. Hunter stated that the Social and Emotional Learning Committee conducted a SWOT analysis, noting that the Committee will be continuing that work towards a collective vision, and ultimately a professional development plan. She stated that the Leadership Team has had early conversations around restorative justice and are reviewing culture surveys to be implemented this winter. Regarding Educator Evaluation, Dr. Hunter stated that she has been working with the evaluators around the goals, having regular building walks, and meeting with the CCTA regularly, noting the great, professional and collaborative discussions. Dr. Hunter stated that the District Innovative Teaching Committee has met and are in the process of a SWOT analysis to create a vision. She stated that Rivers and Revolutions has been out the 5<sup>th</sup> grade classrooms in half of the Concord schools, visiting the other half in the spring. Regarding Inclusion and Cultural Competency, Dr. Hunter stated that an equity audit is planned to look at feedback from focus groups and surveys. She noted the paths for professional development PreK-12, occurring over 3 afternoons in December, February and April. She noted that words in the Strategic Plan, such as inclusion, cultural competency, special education, are found throughout the paths.

Dr. Hunter stated that there was a very productive meeting with SEPAC, noting that Student Services is working on providing all of the descriptions of the program in one place. She noted discussions around Best Buddies and Unified

Track and Basketball at CCHS, noting that the energy has been fantastic around both programs. She stated that these programs combine regular education population students with special needs students, who play competitively against other districts. Dr. Hunter stated that there was a District Safety Committee meeting the prior week, noting that the District will soon be piloting the CrisisGo app. She stated that the District Sustainability Committee met and is reviewing priorities, noting the student led composting at CCHS. Dr. Hunter stated that she attended the fundraiser for the Concord Education Fund on Saturday night, noting how well attended and highly supported it was. She stated that the Concord Ed Fund has offered to be part of the discussion around an outdoor classroom and greenhouse at CCHS, noting that Bryce MacKnight is also engaged in the vision as well. Dr. Hunter stated that she and Ruth Grube, Director of Student Services, will be visiting Minuteman ARC after the Thanksgiving break. She stated that she is speaking at the Rotary Club in January, noting that it is very interested in an update on the middle school. Dr. Hunter stated that she is drafting a letter highlighting concerns over recent substance abuse issues at CCHS, noting that the letter will be in collaboration with the Police Department.

Ms. Bout thanked Dr. Hunter and Mr. MacKnight, Director of Food and Nutrition Service, for attending the fundraiser on Saturday, noting that the time investment meant a lot. Dr. Hunter noted that she would also be attending the Senior Citizen luncheon at CCHS, The Laramie Project, Willard's International Fair, the Rotary Luncheon, and the Football Luncheon. Mr. Erlich inquired if Dr. Hunter heard back from Challenge Success and Dr. Hunter stated that she had posed the question of benchmarking and assessing progress and that Challenge Success needed more time to think on it and would get in touch with her. Mr. Booth asked if the group involved in Innovative Pedagogy would also be involved with the middle school project and Dr. Hunter stated that each of those visions need to inform the other. Mr. Johnston noted how exciting the amount of collaboration and inclusion is across the spectrum of stakeholders in all of the processes taking place, noting how grateful he is to everyone involved.

#### **VIII. NEW BUSINESS**

A. FY21 CCRSD Budget. Mr. Model noted that the Budget Subcommittee should be advocating for the budget, once it's set. Dr. Hunter thanked Mr. Stanton, his office, and the entire Leadership Team for all of their hard work. Mr. Stanton stated that, during the zero based budget process, every budget line was reviewed, including salaries, staffing, and class sizes. He stated that the FY21 CCRSD recommended budget is \$35,444,885, 2.18% higher than the FY20 School Committee approved budget. He noted that if the debt number is excluded, the increase is 2.83%. He shared the budget breakdown by DESE 100 function. Mr. Stanton reviewed budget drivers, including District Leadership and Administration, Instructional Leadership and Fixed Assets; and reductions, including: programs with other districts. He stated that the budget was broken down into 48 different expense types and 17 different salary categories, noting that for something to be considered a budget driver, it had to have a difference of \$60,000 from the previous year. Mr. Stanton reviewed the FY21 budget drivers totaling \$1,396,041: salary-guidance, contract services, bus leases, insurance, teacher and tutor salaries, and utilities. He then reviewed \$675,608 worth of cost savings, including: charter/school choice assessments, special education tuitions, and debt. Mr. Stanton reviewed the projected early retirement incentive savings, stating that the projected 6 FTEs would save about \$136,505, noting that this is already embedded in the budget. Mr. Stanton shared an FTE chart, including 15 different types of FTE's. Regarding grant/revolving account salary offsets, he stated that there is \$190,311 in METCO salaries and \$50,000 in Campus Monitors.

Mr. Stanton stated that there is a total of \$2,775,850 in special education tuitions and \$956,371 in tuition offsets, noting that there are 41 Out of District students currently in FY20 and that 35 are projected for FY21. He shared data from Clear.gov, benchmarking the District with eleven comparable districts: per pupil expenditures, instructional services per student, total FTEs, student to teacher ratio, and total teacher per student. Mr. Stanton shared the OPEB funding schedule, noting that the FY21 proposed contribution is \$550,000. He shared the approximate costs for health insurance for FY21, noting that it was only a slight increase over the FY20 budgeted amount. Mr. Stanton shared the debt service chart, noting that debt service continues to decrease. Regarding General Fund Revenue, he stated that he is projecting \$3,831,261 in total estimated General Fund Revenue, including: \$132,318 increase in Chapter 70 over what was budgeted last year, \$143,972 increase in Chapter 71 Transportation, a decrease in E & D contribution from \$350,000 to \$300,000, interest to remain the same at \$100,000, \$50,000 decrease in miscellaneous revenue, \$10,000 increase in rentals and a \$5,440 increase in charter reimbursements. Mr. Stanton stated that, according to the October 1<sup>st</sup> enrollments, Concord had 76.1% of the enrollment share and Carlisle had 23.9%. He

stated that the CCRSD budget is coming in at 3.75%, with a Concord guideline of 4.5% and -.93% for Carlisle, without debt service.

Mr. Model questioned the large percentage increase in teacher salaries and Mr. Stanton stated that the salary increase was inclusive of steps, lanes, scale and COLA increases. Mr. Model noted that the District needs to make sure to educate the community on the concepts included in these increases. Mr. Booth asked when the SC could discuss adding a line item for purposes of trip support for students. Mr. Stanton stated that adding a budget line to offset trip costs is not a legal expense, unless it benefits all students, but noted that there could be a revolving account that takes in donations for the purpose of trip support. Dr. Hunter stated that for the elementary and middle school trips, since they are curriculum connected, the money is budgeted in since every child is participating. She noted that this is the only place the operating budget is carrying money for field trips. Mr. Erlich asked about the CMS Washington Trip and Dr. Hunter stated that this trip has been handled through the revolving account and donations, noting that any child who needs a subsidy is provided with one.

Dr. Hunter stated Mr. Stanton would be presenting the budgets to the Concord Finance Committee on Thursday night, November 21<sup>st</sup> and to the Carlisle Finance Committee on Monday night, November 25<sup>th</sup>. Mr. Booth noted his thanks to the team for all of the budget work. Dr. Hunter noted that the SC will be holding a budget hearing on December 3<sup>rd</sup>.

#### **IX. ONGOING BUSINESS**

A. CCRSD Warrant Article. Mr. Stanton stated that he has been in discussions with Gale Associates and the Town of Concord over the past few weeks to get updated numbers for the Warrant Article. He stated that Gale will be updating their numbers for the December 3<sup>rd</sup> SC meeting and will be sharing a price proposal for the costs for the design being done by Gale. Mr. Erlich questioned the discrepancy in Gale's reports in parking space options of 125 and 104 and Dr. Hunter stated that there were moving pieces, but she and Mr. Stanton would determine with Gale what the maximum amount of spaces would be. Mr. Johnston confirmed with the other SC members that they would like to focus on just parking in the Warrant Article. Ms. Rainey noted that she hasn't decided on supporting parking, but that she would not support both parking and paving. Dr. Hunter stated that she is researching options for parking, noting that Wellesley offers an incentive for carpooling. Mr. Erlich stated that parking design options that are friendly to sustainability should be included.

B. OPEB Trust Committee. Mr. Johnston stated that background work on the OPEB Trust Committee is being conducted and asked to table discussion on this item. A motion was made by Ms. Rainey, seconded by Ms. Bout, to table the discussion on the OPEB Trust Committee. The motion was unanimously approved.

#### **X. ACTION ITEMS**

A. Vote to Approve Gift from Youth Lacrosse. A motion was made by Ms. Bout, seconded by Ms. Rainey, to approve the gift of fence installation at CCHS from Concord-Carlisle Youth Lacrosse, as outlined in the attached document. Dr. Hunter noted how grateful she is to Youth Lacrosse for its gift, noting that the fence will benefit many. The motion was unanimously approved.

#### **XI. ADJOURNMENT**

A motion was made by Ms. Rainey, seconded by Mr. Erlich, to adjourn. The motion was unanimously approved and the CCSC meeting adjourned at 8:31 PM.

#### **XII. NEW BUSINESS**

A. FY21 CPS Budget. Mr. Stanton presented the FY21 CPS Budget, noting that the same zero based approach as the District's budget was taken. He stated that the Superintendent's FY21 CPS Recommended Budget is \$40,795,072, 3.57% higher than the FY20 SC Approved Budget and about \$150,000 higher than the Concord Finance Committee Guideline. He shared the FY21 Budget by 1000 Function chart. Mr. Stanton stated that the budget drivers were broken down in 37 different expense types, instead of by DESE function. He noted that, for something to be considered over budget, it needed to have a budget difference from the previous year of over \$60,000. He then reviewed budget drivers, including: salary-admin, salary-aid, principals/asst. principals, salary-teachers, salary-

tutors, vehicles, special education tuitions and utilities; totaling \$1,546,338. Mr. Stanton then reviewed \$234,574 worth of cost savings, including: contract services and salary-clerical. He stated that the projected early retirement incentive savings for FY21 is projected at \$394,659. Mr. Stanton reviewed the twelve categories of FTE's, noting that some of them were split employees. He stated that grant/revolving account salary offsets included: \$290,774 in METCO salaries, \$138,347 in Title I salaries, and \$140,000 in preschool tuition. Mr. Stanton stated that CPS Special Education tuitions totaled \$2,297,660 and offsets totaled \$1,050,906. He stated that there are currently 27 Out of District students and for FY21, 20 students are projected, noting that this number is very fluid. Mr. Stanton shared data from 13 comparable districts from Cleargov, including: per pupil expenditures, instructional services per student, total FTEs, and student to teacher ratio.

Mr. Stanton reviewed the CPS budget by each location (Preschool - -14.03%, District Wide Elementary - -26.87%, Alcott - 3.79%, Thoreau - 3.01%, Willard - 1.58%, CMS - 1.54%, and District Wide/Ripley - 21.74%). He noted that the large decrease in District Wide Elementary was due to moving tuitions from the CMS and District Wide Elementary locations to one account in District Wide. He noted the large increase in Alcott's Salary-Principal/Asst. Principal Total line, stating that the money was in the teachers' lines last year. Regarding CMS, he stated that money was moved out of the Tuitions line to the District Wide line. He also noted that the increase in the Salary-Admin line was due to the Team Chair. For District Wide/Ripley, Mr. Stanton noted that he requested more in the Contingency line and that Contract Services was up, due the ink/toner. He noted that the Tuitions line included tuitions minus the offset.

Dr. Hunter stated that both budgets are below the Concord guideline, if combined. Mr. Stanton noted that the CCRSD budget came in @ \$150,000 below the guideline, and CPS came in @ \$150,000 above the guideline. Ms. Bout thanked Mr. Stanton for bringing forward a budget that is just what is needed. Dr. Hunter noted that the budget is dependent on the needs of kids, and will look different from year to year. Mr. Erlich asked about redistricting and Dr. Hunter stated that the Leadership Team is looking at the numbers and options, noting the 70 student discrepancy between Willard and Alcott. Mr. Booth questioned summer school planning and Dr. Hunter stated that she has had extensive conversations on summer school, noting that they are trying to maximize the resources and opportunities for the kids. She noted that it's very atypical for a district to have any regular education summer school services. Ms. Bout questioned leasing the buses and Mr. Stanton stated that, on the region side, the District is able to receive Chapter 71 funds yearly with leasing. Dr. Hunter noted that they are in much better shape now than in previous years.

### **XIII. ONGOING BUSINESS**

A. Concord Middle School Building Update. Ms. Bout stated that SMMA (Symmes, Maini & McKee Associates Inc.) was chosen as designer for the CMS Building Project, noting that the firm has great experience and had worked on Alcott, Thoreau and Lincoln Public Schools. Ms. Rainey thanked Mr. Booth, Dr. Hunter and those on the Design Subcommittee for all of their hard work in selecting SMMA. Mr. Booth noted that the school visits proved invaluable in how design can support learning and learning can inform design. Ms. Bout stated that the Building Committee visited Hanscom Middle School recently, noting that the people from Hanscom shared how amazed they were at how their new building supported the education envisioned, and truly supported a transformation of the educational experience. Dr. Hunter noted that the transformation was intentional. Ms. Bout noted that the Building Committee is also working on the charter and are continuing to aspire to be transparent by proactively getting communication out through a distribution list including various groups in town. She stated that the next meeting of the Building Committee will be held Thursday, November 21<sup>st</sup> at 7:30 AM at Ripley and Dr. Hunter noted that SMMA would be at the meeting.

B. CPS Capital Plan. Mr. Stanton stated that a few changes were made since the plan was last presented, including: FY21 ERU replacements going down, \$50,000 in FY21 for an integrated playground at Thoreau, boiler exhaust height increase moved to FY21 from FY22, and ERU decrease by \$70,000 in FY21 and increase by \$20,000 in FY22. Dr. Hunter noted that the \$50,000 towards an integrated playground at Thoreau is not enough, noting that they would probably need a grant as well.

Ms. Bout thanked Dr. Hunter, Mr. Stanton, and his staff for all of their hard work on the budget. She also thanked the SC, noting that this is some of the most important work that the do.

#### **XIV. ADJOURNMENT**

A motion was made by Mr. Booth, seconded by Mr. Johnston, to adjourn the meeting. The motion was unanimously approved and the CSC meeting adjourned at 9:23 PM.

Respectfully submitted,

Erin E. Higgins

Approved: 12/18/19

Abbreviations:

CCHS	Concord-Carlisle High School
CCRS	Concord-Carlisle Regional School District
CCSC	Concord-Carlisle Regional District School Committee
CCTA	Concord-Carlisle Teachers' Association
CMS	Concord Middle School
CMSBC	Concord Middle School Building Committee
COLA	Cost-of-Living Increase
CPS	Concord Public Schools
CSC	Concord School Committee
DESE	Massachusetts Department of Elementary and Secondary Education
E&D	Excess and Deficiency
ERU	Energy Recovery Unit
FINCOM	Finance Committee
MASC	Massachusetts Association of School Committees
MICCA	Massachusetts Instrumental & Choral Conductors Association
NEASC	New England Association of Schools and Colleges
NRC	Natural Resources Commission
OPM	Owner's Project Manager
PTG	Parent Teacher Group
SC	School Committee
SEPAC	Special Education Parent Advisory Council
SWOT	Strengths, Weaknesses, Opportunities and Threats