



Concord-Carlisle
Regional School District
Concord, Massachusetts

Superintendent's FY2017 Proposed Budget



January 2016

www.concordpublicschools.net

Concord-Carlisle Regional School Committee

Johanna Boynton, Chairperson

Bill Fink, Vice Chairperson

Heather Bout

Dan Conti

Wallace Johnston

Kathleen Snook

Mary Storrs

Student Reps

Allie Haney

Lee Bernstein

Concord-Carlisle Regional School District Administration

Diana F. Rigby, Superintendent of Schools

John Flaherty, Deputy Superintendent of Finance and Operations

Kristen Herbert, Director of Teaching and Learning

Kelly McCausland, Director of Human Resources

Peter Kelly, Director of Information Technology

Jessica Murphy, Director of Special Education

Peter Badalament, CCHS Principal

Aaron Joncas, METCO Director

Brian Schlegel, Facilities Manager

Maria Barker, Food Services Manager

Wayne Busa, Transportation Manager

Mission

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



CORE VALUES & BELIEFS

Academic Excellence

Empathic and Respectful Community

Educational Equity

Continuous Improvement

Professional Collaboration

Table of Contents

Section I: Introduction	5
Executive Summary	6
District Goals	8
Organization Chart	9
Section II: FY2017 Budget Summaries	11
Budget Summary	12
Assessments	15
Summary of Cost Drivers	16
Revenue	16
Major Escalation & Cost Drivers	17
Offsetting Reductions	17
External Funds	18
Program Area Budget	19
Section III: FY2017 Budget Detail	21
Adopted Budget	22
Section IV: Enrollment & NESDEC Projections	43
Monthly Enrollments	44
NESDEC Projections	45
Section V: Appendix	47
October 6, 2015 Finance Committee Response Letter	48
November 4, 2015 Finance Committee Response Letter	102
District Goals	122

Section I: Introduction

Executive Summary

The Concord Public Schools and Concord-Carlisle Regional School District for the past few years have produced a single annual budget book to provide visibility into the annual budget development process. Although some items are addressed in each district as a complete school system, this year each district will produce a separate budget book addressing the individual needs of each system with the objective of providing greater clarity for the individual districts budget. The following will address the Concord-Carlisle Regional School District.

The district administration begins this process 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. As always the core budgeting principles 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 the impact on taxpayers.

Regular meetings with the administrative team and school committee helped to provide a response to the Concord Finance Committee's annual budget data request. The district administration presented to each of Concord and Carlisle's Finance Committees during October and November, as well as at the Concord December Town Coordination meeting. For nine years the district has been able to meet the guidelines set by the Finance Committee without an override request to the Concord voters, and for seven years without an override request to the Carlisle voters. The FY2017 request continues this trend providing sustainable growth to the taxpayers and sufficient funding for educational programs.

Funding

State funding levels continue to remain stable but are not correlating to the increase in the budgetary demands associated with broadening State data and reporting requirements. The increased workload associated with these requirements falls upon district and school site administration. The support of these requirements will continue to be provided by the local contribution. Special Education Circuit Breaker reimbursement funds, which are provided only on costs that exceed 4 times the state average foundation budget with a maximum reimbursement of 75% of those exceeded costs, are expected to remain level. The district will continue to budget circuit breaker level assumptions due to past volatility in the reimbursement percentage. External funds through state and federal grants are expected to remain flat.

Budget

The FY2017 operating budget request for CCHS of \$26,608,381 represents a 3.12% increase above the FY2016 appropriation. The five year average increase reduces to 2.76% versus last year's average of 2.90%. This request is below the levy limits and matches the guidelines issued by both Concord and Carlisle. The district maintained both a strong Excess and Deficiency (E&D) fund balance at 4.9% and the Aaa bond rating, predicting favorable borrowing results in the future.

The FY2017 budget process involved the following cost drivers: \$490,008 required for CCTA contract obligations, \$220,000 to continue the technology replacement plan, \$88,031 for medical insurance, \$86,101 for retirement, a net increase of \$215,309 for Other Post-Employment Benefits (future Retiree health insurance benefits, referred to as OPEB) funding, \$92,666 increase in Special Education Transportation, and \$100,000 for the purchase of a new bus. These increases totaling \$1,292,115 are offset by \$486,563 of the following reductions: instructional equipment in art (\$23,725), music (\$7,773) and science (\$50,788), transferred of expenses to revolving accounts with no reduction to activities or service levels for athletics (\$92,894) and a campus monitor salary (\$6,580), special education Out-Of-District (OOD) tuitions (\$150,000), contingency (\$14,948), contracted services for maintenance, boilers and vehicles (\$17,979) and transportation (\$11,202), and utilities in heating, electricity and water (\$110,674).

Cost growth in the FY2017 operating budget is apportioned 68% employee costs and 32% non-employee costs. Teachers at the top step have increased from 54.5% in FY2016 to 55.3% in FY2017. The \$490K represents \$173.3K for step costs, \$256.7K for scale percentage, and \$60K for lane changes. Non-employee costs spread through the operating budget with the most notable increases occurring in OPEB based on the district funding schedule, technology in support of the district technology plan, and the return to the replacement cycle for school buses.

Enrollment

Enrollment at the high school increased this year by 33 students to 1,288. The 5-year outlook based upon the historical actuals is fairly level with a slight downward trend. The assessment ratio on October 1, 2015 for the FY2017 budget year is 73.61% Concord and 26.39% Carlisle which is calculated based on the most recent enrollment reports. There are no anticipated policies or DESE changes that would affect student enrollment of students; however English Language Learner DESE requirements may impact our Foreign Exchange student programming for one or two students per year. We anticipate that the design of the new high school will provide future flexibility in how an increase in student population could be well managed without capital investment.

District Goals

District goals apply to both the Concord Public Schools and the Concord-Carlisle Regional School District. The major priorities for the district this year include increasing achievement for all students and narrowing the achievement gaps for identified student groups, providing students with a rigorous, coherent, and aligned curriculum, fostering a respectful and inclusive school culture, implementing the new educator evaluation system, and building support and consensus for the district mission, core values, challenges, and accomplishments. Attainment of these goals will be measured using student achievement data. During FY2016 the district will be facilitating a five-year strategic planning process to identify future priorities for improved student learning and preparation for college and careers.

The Concord-Carlisle Regional School District School Committee voted to adopt the FY2017 budget at the December 8, 2015 School Committee Meeting. This adopted budget and additional district data are presented in the following pages.

District Goals

Mission:

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

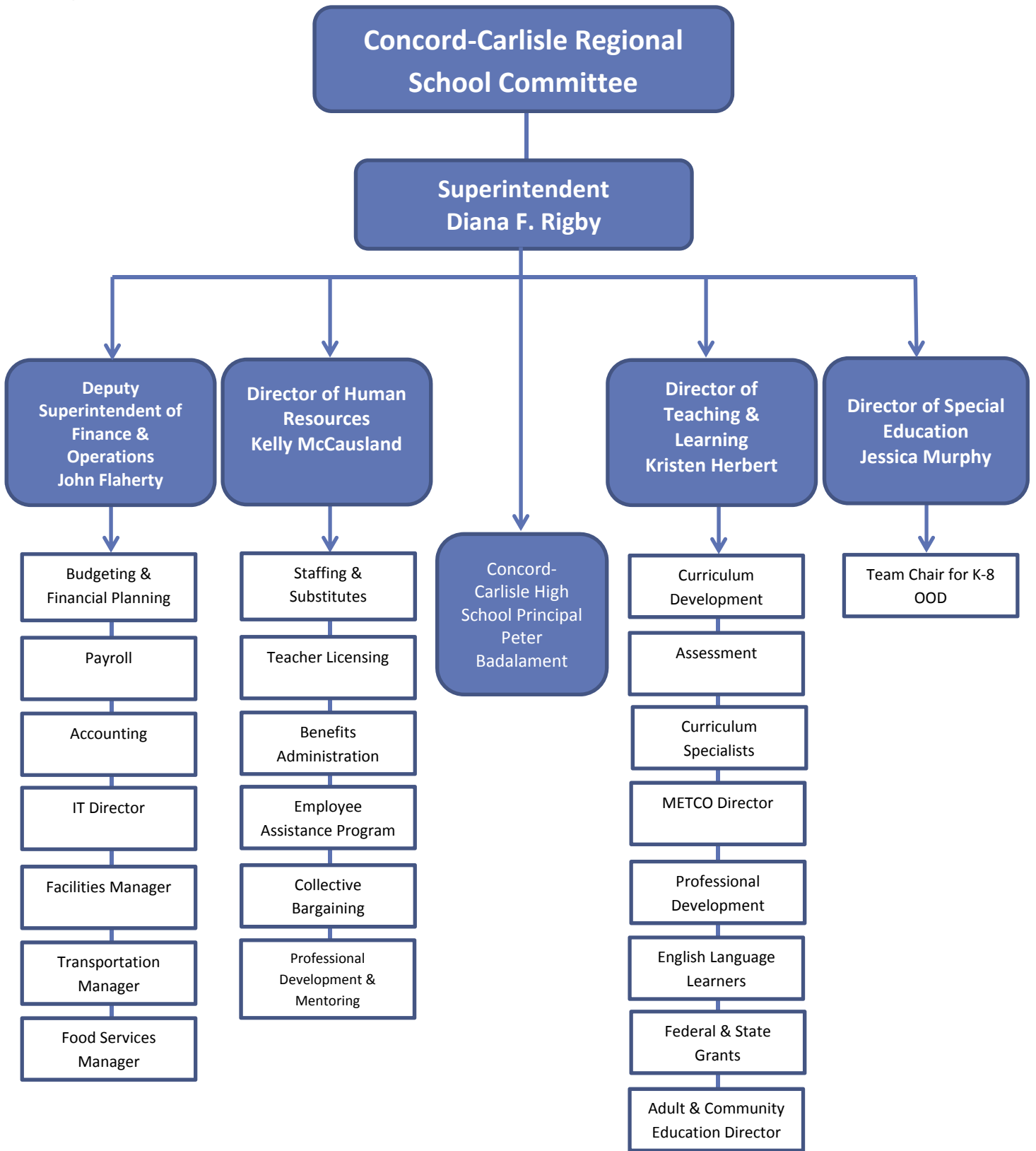
Core Values:

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

2016-2017 District Goals

1. Increase achievement for all students and narrow the achievement gaps for identified student groups.
2. Provide students with a rigorous, coherent, and aligned curriculum that includes a variety of authentic learning experiences, high student engagement, innovation, interdisciplinary units, differentiation, and increased use of digital tools.
3. Foster a respectful and inclusive school culture that promotes growth and well-being for all.
4. Effectively implement the new Educator Evaluation system with a focus on continuous improvement in teaching and learning.
5. Develop FY17 budget to support educational excellence and enrollment growth while maintaining fiscal sustainability.
6. Manage CCHS building project to completion in December 2015.
7. Build support, consensus, and community engagement for the district mission, core values, challenges, and accomplishment, and critical decisions using multiple communication strategies.

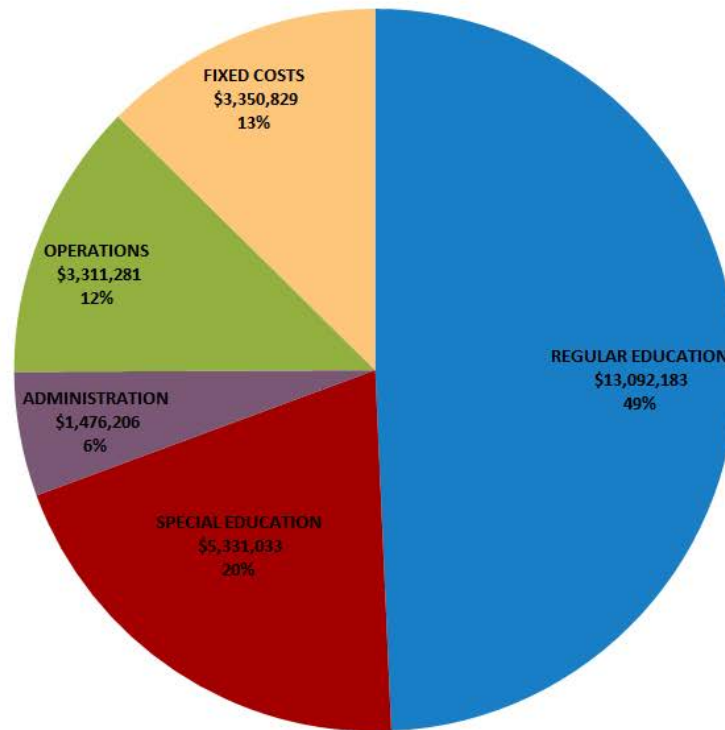
Organization Chart



Section II: FY2017 Budget Summaries

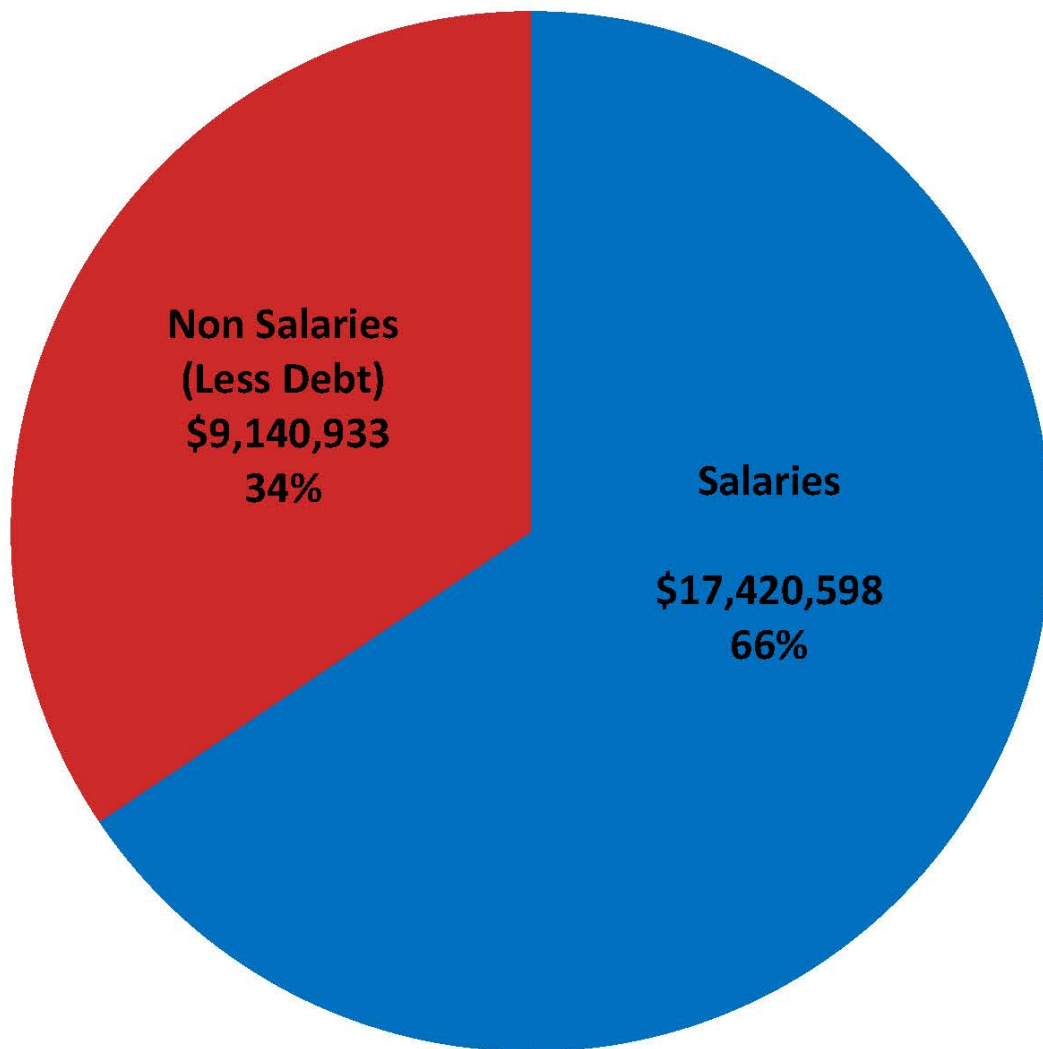
Budget Summary

CCRSB FY17 Preliminary Operating Budget



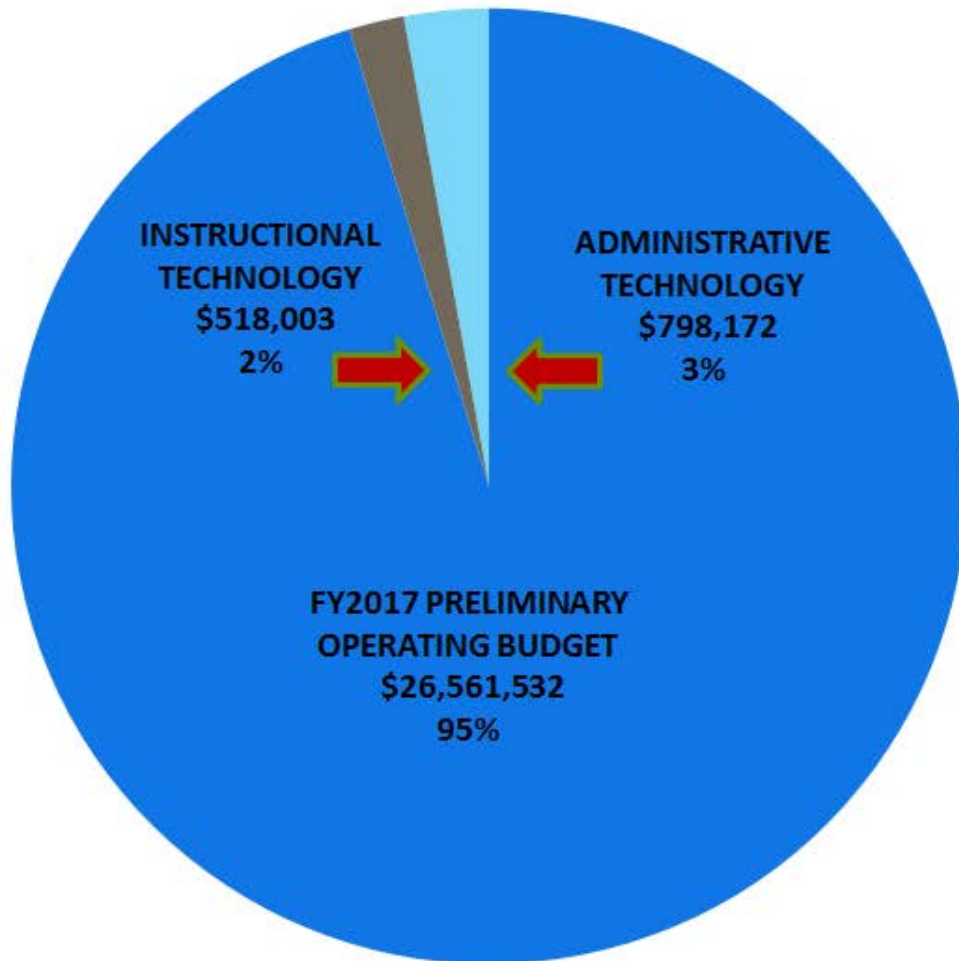
Major Program Area	FY2016 Budget	FY17 Preliminary Budget	\$ Change	% Change
REGULAR EDUCATION	\$ 12,568,337	\$ 13,092,183	523,845	4.17%
SPECIAL EDUCATION	\$ 5,569,955	\$ 5,331,033	(238,921)	-4.29%
ADMINISTRATION	\$ 1,415,981	\$ 1,476,206	60,225	4.25%
OPERATIONS	\$ 3,295,614	\$ 3,311,281	15,666	0.48%
FIXED COSTS	\$ 2,952,942	\$ 3,350,829	\$ 395,771	5.08%
OPERATING BUDGET	\$ 25,802,829	\$ 26,561,532	\$ 756,587	2.94%
Without OPEB Increase				2.11%

FY2017 CCRSD PRELIMINARY OPERATING BUDGET



CCRSD FY17 Preliminary Operating Budget

FY2017 CCRSD TECHNOLOGY BUDGET COMPONENTS



Assessments

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY17 SC ADOPTED BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE
December 8, 2015**

	FY13 CCSC TM Adopted Budget	FY14 CCRS ToC TM Budget	FY15 CCRS Adopted Budget	FY16 SC Adopted Budget	FY17 SC Adopted Budget	FY16 / FY15 \$ Change Guideline	FY16 / FY15 % Fincom GL Change
Concord-Carlisle Regional High School							
Operations	\$ 23,647,387	23,886,464	24,605,506	25,802,829	26,608,381	805,552	3.12%
Excluded Debt Service	643,036	2,419,139	2,831,824	4,840,208 +	5,046,092 +	205,884	4.25%
Total Budget	24,290,423	26,305,603	27,437,330	30,643,037	31,654,473	1,011,436	3.30%
Financing Sources							
State Aid - Chapter 70	1,783,206	1,836,274	1,867,899	2,020,931	2,053,456	32,525	1.61%
State Aid - MSBA (Excluded Debt)	288,950	288,950	288,950	0	0		
Prior Year Reserved Debt Service				72,294	40,375	(31,919)	
State Aid -							
-- Regional Transportation	256,142	327,264	387,114	617,584	707,224	89,640	14.51%
-- Charter Tuition Reimbursement	15,673	43,693	59,356	28,019	30,458	2,439	8.70%
-- Charter Facility Reimbursement	0	0	0	0	0	-	
District Funds							
-- Excess & Deficiency	580,000	580,000	580,000	610,000	610,000	-	0.00%
-- Investment Income	15,000	15,000	15,000	45,000	45,000	-	0.00%
-- Miscellaneous Income	5,000	5,000	5,000	20,000	20,000	-	0.00%
	2,943,971	3,096,181	3,203,319	3,413,828	3,506,513	92,685	
Assessments to Member Towns	\$ 21,346,452	23,209,422	24,234,010	27,229,209	28,147,960	918,751	
Total Financing Sources	24,290,423	26,305,603	27,437,329	30,643,037	31,654,473	1,011,436	
Assessments							
<i>Concord</i>	71.77%	72.85%	73.10%	73.71%	73.61% **	-	-0.14%
Within the levy limit	\$ 15,066,221	15,356,221	15,856,221	16,556,221	17,035,005	478,784	2.89%
Excluded debt service	254,128	1,551,843	1,858,841	3,514,429	3,684,708	170,279	4.85%
	15,320,349	16,908,064	17,715,062	20,070,650	20,719,713	649,063	3.23%
<i>Carlisle</i>	28.23%	27.15%	26.90%	26.29%	26.39% **		0.38%
Within the levy limit	5,926,145	5,723,012	5,834,916	5,905,074	6,107,238	202,164	3.42%
Excluded debt service	99,958	578,346	684,033	1,253,485	1,321,009	67,524	5.39%
	6,026,103	6,301,358	6,518,949	7,158,559	7,428,247	269,688	3.77%
Total Assessments	\$ 21,346,452	23,209,422	24,234,011	27,229,209	28,147,960	269,688	3.37%

* Preliminary Estimated Debt Service

**

** Using FY17 Official Ratio as determined on October 1, 2015.

Summary of Cost Drivers

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2017 SC ADOPTED BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE
December 8, 2015**

DESCRIPTION	FY12 SC Adopted Budget	FY13 SC Adopted Budget	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 Adopted Budget	FY17 SC Adopted Budget
NET OPERATING BUDGET	\$ 23,233,274	\$ 23,647,387	\$ 23,886,464	\$ 24,605,506	\$ 25,802,829	\$ 26,608,381
OPERATING BUDGET % INCREASE	3.84%	1.78%	1.01%	3.01%	4.87%	3.12%
<i>5 Year Operating Average Increase</i>			3.42%	2.58%	2.90%	2.76%
<i>* -- Excluding FY2017 Increase of \$215,039 to \$705,000 -- OPEB SC 3.12% Operating Budget Increase is Decreased to 2.28%</i>						
SALARIES	\$ 14,380,781	\$ 15,071,039	\$ 15,833,348	\$ 16,124,599	\$ 16,889,996	\$ 17,420,598
NON - SALARIES	8,852,493	8,576,348	8,053,116	8,480,907	8,912,802	9,187,782
DEBT SERVICE AMOUNTS	747,738	643,036	2,419,139	2,831,824	4,840,209	5,046,092
TOTAL	\$ 23,981,012	\$ 24,290,423	\$ 26,305,603	\$ 27,437,330	\$ 30,643,007	\$ 31,654,473
OPERATING BUDGET FUNDING IMPACT	\$ 859,082	\$ 414,113	\$ 239,077	\$ 719,042	\$ 1,140,029	\$ 805,552
BALANCE						\$ (0)

Revenue

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2017 SC ADOPTED BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE
December 8, 2015**

DESCRIPTION	FY16 SC Adopted Budget	FY17 SC Adopted Budget
SOURCES OF REVENUE		
LOCAL SOURCES		
ASSESSMENTS	\$ 27,229,209	\$ 28,147,960
EXCESS & DEFICIENCY	610,000	610,000
INVESTMENT INCOME	45,000	45,000
MISCELLANEOUS INCOME	20,000	20,000
PRIOR YEAR RESERVED DEBT SERVICE	72,294	40,375
STATE SOURCES (DOE)		
CHAPTER 70	2,020,931	2,053,456
REGIONAL TRANSPORTATION AID	617,584	707,224
CHARTER TUITION REIMBURSEMENTS	28,019	30,458
OTHER STATE SOURCES (MSBA)		
SBAB REIMBURSEMENT	-	-
TOTAL	\$ 30,643,037	\$ 31,654,473
PROJECTED USES OF REVENUE		
SALARIES	\$ 16,890,026	\$ 17,420,598
NON-SALARIES	\$ 8,423,111	\$ 8,482,782
DEBT SERVICE	\$ 4,840,209	\$ 5,046,092
OPEB LIABILITY	\$ 489,691	\$ 705,000
TOTAL	\$ 30,643,037	\$ 31,654,473

Major Escalation & Cost Drivers

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2017 SC ADOPTED BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE
 December 8, 2015

MAJOR ESCALATION/COST DRIVERS		FY17 SC Adopted Budget
	Program Area	INCREASED COSTS
STEPS	1010 -2410	\$ 173,271
LANES	1010 -2410	\$ 60,000
SCALE %	1010 -2410	\$ 256,737
TEACHER SALARY ESCALATION	1.9%	\$ 490,008
TECHNOLOGY REPLACEMENT PLAN	1020	\$ 220,000
INSTRUCTIONAL TECHNOLOGY ESCALATION	0.9%	\$ 220,000
MEDICAL INSURANCE	5810	\$ 88,031
RETIREMENT	5820	\$ 86,101
OPEB (\$705,000 Reserve - \$215,309 Net Increase)	5810	\$ 215,309
BENEFITS ESCALATION	1.5%	\$ 389,441
SPECIAL EDUCATION TRANSPORTATION SERVICES	4670	\$ 92,666
SPECIAL EDUCATION TRANSPORTATION ESCALATION	0.4%	\$ 92,666
TRANSPORTATION (1 Bus purchase)	4660	\$ 100,000
OPERATIONS ESCALATION	0.4%	\$ 100,000
TOTAL INCREASES	5.01%	\$ 1,292,115

Offsetting Reductions

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2017 SC ADOPTED BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE
 December 8, 2015

MAJOR ESCALATION/REDUCTIONS		FY17 SC Adopted Budget
	Program Area	DECREASED COSTS
ART EQUIPMENT	1010	\$ (23,725)
MUSIC EQUIPMENT	1150	\$ (7,773)
SCIENCE EQUIPMENT	1180	\$ (50,788)
INSTRUCTIONAL EQUIPMENT	-0.3%	\$ (82,286)
CAMPUS MONITORS SALARY	2400	\$ (6,580)
ATHLETICS (No Reduction in activities or service level)	2310	\$ (92,894)
REVOLVING ACCOUNT EXPENDITURE TRANSFER	-0.4%	\$ (99,474)
SPECIAL EDUCATION OOD TUITIONS	1200	\$ (150,000)
SPECIAL EDUCATION REDUCTION	-0.6%	\$ (150,000)
CONTINGENCY	2340	\$ (14,948)
CONTINGENCY REDUCTION	-0.1%	\$ (14,948)
CONTRACTED SERVICES - (Maintenance, Boilers, Vehicles)	4640, 4650, 4680	\$ (17,979)
CONTRACTED SERVICES - TRANSPORTATION	4660	\$ (11,202)
UTILITIES (Heating , Electricity, Water)	4680 & 4690	\$ (110,674)
OPERATIONS REDUCTION	-0.5%	\$ (139,855)
TOTAL REDUCTIONS	-1.89%	\$ (486,563)
TOTAL	3.12%	\$ 805,552

External Funds

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2017 SC ADOPTED BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE
 December 8, 2015

DESCRIPTION	FY13 SC Adopted Budget	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 SC Adopted Budget	FY17 SC Adopted Budget
<u>GENERAL FUNDS</u>					
TOTAL GENERAL FUND BUDGET LEVELS	24,290,423	26,305,603	27,437,330	30,643,007	31,654,473
- less debt service	643,036	2,419,139	2,831,824	4,840,209	5,046,092
GENERAL FUND OPERATING BUDGET LEVELS	23,647,387	23,886,464	24,605,506	25,802,798	26,608,381
<u>EXTERNAL FUNDS</u>					
FEDERAL GRANTS	651,214	345,876	379,059	341,153	341,153
STATE GRANTS-METCO	460,137	369,509	367,342	344,719	344,719
EXTERNAL FUNDS TOTAL	1,111,351	715,385	746,401	685,872	685,872
ALL FUNDS TOTAL	25,401,774	27,020,988	28,183,731	31,328,879	32,340,345
EXTERNAL FUNDS AS % OF GRAND TOTAL	4.4%	2.6%	2.6%	2.2%	2.1%

Program Area Budget

PROGRAM AREA:	ACCOUNT TITL	FY2015 BUDGET	FY2015 EXPENSES	FY2015 BALANCE	FY2016 BUDGET	Y17 SC ADOPTED BUDGET	FY17 - FY16 \$ CHANGE	FY17 / FY16 BUDGET
PROGRAM AREA 1010:	ART	555,727	585,628	-29,901	621,698	634,041	12,343	2.0%
PROGRAM AREA 1020:	COMPUTER INSTRUCTION	427,977	588,355	-160,378	293,315	518,003	224,688	76.6%
PROGRAM AREA 1050:	ENGLISH	1,469,204	1,477,541	-8,337	1,519,768	1,590,324	70,556	4.6%
PROGRAM AREA 1070:	ELL	28,165	39,710	-11,545	60,744	43,041	(17,702)	-29.1%
PROGRAM AREA 1080:	FOREIGN LANGUAGES	1,031,517	1,271,916	-240,399	1,207,344	1,290,921	83,577	6.9%
PROGRAM AREA 1090:	GUIDANCE	926,106	970,436	-44,330	927,754	1,001,888	74,134	8.0%
PROGRAM AREA 1100:	HEALTH EDUCATION	4,453	2,717	1,736	3,302	3,302	(0)	0.0%
PROGRAM AREA 1110:	HEALTH & FITNESS	540,256	532,944	7,312	534,424	568,723	34,299	6.4%
PROGRAM AREA 1120:	LIBRARY & MEDIA SERVICES	204,910	222,799	-17,889	262,718	278,512	15,794	6.0%
PROGRAM AREA 1130:	INTERDEPARTMENTAL INSTRUCTION	113,273	161,523	-48,250	178,842	183,658	4,816	2.7%
PROGRAM AREA 1140:	MATHEMATICS	1,532,710	1,606,495	-73,785	1,620,071	1,715,872	95,801	5.9%
PROGRAM AREA 1150:	MUSIC	250,598	273,881	-23,283	284,673	287,243	2,570	0.9%
PROGRAM AREA 1160:	PROFESSIONAL DEVELOPMENT	208,577	185,070	23,687	227,725	242,644	14,918	6.6%
PROGRAM AREA 1180:	SCIENCE	1,636,686	1,658,415	-21,729	1,783,797	1,764,431	(19,366)	-1.1%
PROGRAM AREA 1190:	SOCIAL STUDIES	1,239,967	1,286,851	-46,884	1,347,168	1,378,456	31,288	2.3%
PROGRAM AREA 1200:	SPECIAL EDUCATION	4,702,339	4,184,327	518,012	5,030,953	4,699,366	(331,587)	-6.6%
PROGRAM AREA 1210:	SUBSTITUTES	85,000	76,398	8,603	82,000	80,085	(1,915)	-2.3%
PROGRAM AREA 1220:	TECH ED. - APPLIED TECHNOLOGY	9,304	24,275	-14,971	9,745	10,545	800	8.2%
PROGRAM AREA 1240:	CURRICULUM LEADERSHIP	0	0	0	0	0	-	-
PROGRAM AREA 1250:	THEATRE ARTS	56,261	17,032	39,229	21,261	21,500	239	1.1%
PROGRAM AREA 2300:	ADULT & COMMUNITY EDUCATION	4	0	4	4	4	-	0.0%
PROGRAM AREA 2310:	ATHLETICS	624,445	708,032	-83,587	686,672	593,778	(92,894)	-13.5%
PROGRAM AREA 2320:	CENTRAL SUPPLY	0	15,965	-15,965	2,103	2,077	-26	-0.1%
PROGRAM AREA 2330:	CO-CURRICULAR	259,731	324,132	-64,401	283,269	282,971	(298)	-0.1%
PROGRAM AREA 2340:	CONTINGENCY	281,853	49,620	232,233	244,188	229,240	(14,948)	-6.1%
PROGRAM AREA 2350:	COPY SERVICE	65,564	58,194	7,370	62,239	66,558	4,318	6.9%
PROGRAM AREA 2360:	EQUIPMENT	11,500	13,424	-1,924	2,000	9,500	7,500	375.0%
PROGRAM AREA 2370:	FIELD TRIPS	12,000	6,927	5,073	30,000	30,000	-	0.0%
PROGRAM AREA 2390:	HEALTH SERVICES	125,447	128,764	-3,317	133,832	132,266	(1,566)	-1.2%
PROGRAM AREA 2400:	PARAPROFESSIONALS	118,508	101,766	16,742	127,682	121,102	(6,580)	-5.2%
PROGRAM AREA 2410:	SCHOOL DISTRICT TRAVEL	15,000	11,549	3,451	10,000	11,500	1,500	15.0%
PROGRAM AREA 3510:	ADMINISTRATION	694,225	739,276	-45,051	716,166	740,972	24,806	3.5%
PROGRAM AREA 3520:	PRINCIPALS	691,267	675,155	16,112	687,757	722,927	35,171	5.1%
PROGRAM AREA 3530:	SCHOOL COMMITTEE	12,135	9,827	2,308	12,058	12,307	249	2.1%
PROGRAM AREA 4610:	CAPITAL OUTLAY	37,500	58,610	-21,110	27,500	27,500	-	0.0%
PROGRAM AREA 4620:	CUSTODIAL SERVICES	577,063	505,202	71,861	546,719	561,447	14,729	2.7%
PROGRAM AREA 4630:	INFO. TECH. SERVICES	804,125	781,161	22,964	760,311	798,172	37,861	5.0%
PROGRAM AREA 4640:	MAINTENANCE/BUILDINGS&GROUNDS	356,605	405,654	-49,049	292,756	305,613	12,856	4.4%
PROGRAM AREA 4650:	MAINTENANCE/EQUIPMENT&VEHICLES	24,874	30,016	-5,142	32,791	28,028	(4,763)	-14.5%
PROGRAM AREA 4660:	REGULAR TRANSPORTATION	748,589	872,591	-124,002	892,319	957,693	65,374	7.3%
PROGRAM AREA 4670:	SPECIAL EDUCATION TRANSPORTATION	528,002	600,892	-72,890	539,002	631,668	92,666	17.2%
PROGRAM AREA 4680:	UTILITIES/HEATING OF BUILDINGS	257,683	204,811	52,872	212,088	159,451	(52,636)	-24.8%
PROGRAM AREA 4690:	UTILITIES/OTHER	541,507	656,314	-114,807	531,131	473,377	(57,754)	-10.9%
PROGRAM AREA 5800:	DEBT SERVICE	2,835,424	2,831,824	3,600	4,843,808	5,049,692	205,884	4.3%
PROGRAM AREA 5810:	INSURANCE	2,142,052	1,793,566	348,486	2,168,418	2,515,579	347,161	16.0%
PROGRAM AREA 5820:	RETIREMENT	523,666	533,364	-9,698	580,748	666,849	86,101	14.8%
PROGRAM AREA 5830:	ASSESSMENTS	51,403	77,022	-25,619	135,000	135,000	-	0.0%
PROGRAM AREA 5840:	OTHER FIXED COSTS	73,948	69,360	4,588	65,176	76,650	11,474	17.6%
Grand Total		27,437,330	27,429,330	8,000	30,643,037	31,654,473	1,011,436	3.30%
-- less Debt Service		2,831,824	2,831,824		4,840,208	5,046,092		
Total Operating Budget		24,605,506	24,597,506		25,802,829	26,608,381	805,552	3.12%

Section III: FY2017 Budget Detail

Adopted Budget

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1010: ART	585,628	621,698	634,041	12,343	2.0%
Art Teaching Salary	544,028	543,924	581,692	37,768	6.9%
Art Clerical Salary	0	-	-	-	
Art Dept. Chair	0	-	-	-	
Art Longevity	5,004	6,946	5,246	(1,700)	-24.5%
	549,032	550,870	586,938	36,068	6.5%
Art Teaching S/M	20,752	60,021	35,000	(25,021)	-41.7%
Art Textbooks	186	211	197	(14)	-6.6%
Art Maintenance Contracts	1,323	0	1,403	1,403	
Art New Equipment	10,463	6,400	6,400	(0)	0.0%
Art Replacement Equipment	3,871	4,196	4,103	(93)	-2.2%
	36,596	70,828	47,103	(23,725)	-33.5%
Total Program	585,628	621,698	634,041	12,343	1.99%

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 Technology course offerings include courses utilizing the latest computer and video technology in addition to an architecture class involving traditional drawing and design materials. Technical 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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1020: COMPUTER INSTRUCTION	588,355	293,315	518,003	224,688	76.6%
Instr. Tech. Spec. Salary	107,600	111,967	115,919	3,952	3.5%
Comp. Instr. Teaching Salary	80	-	84	84	
	107,680	111,967	116,003	4,036	3.6%
Computer Instr. S/M	15,146	26,943	27,000	57	0.2%
Computer Software	16,748	54,405	55,000	595	1.1%
Computer Hardware	448,781	100,000	320,000	220,000	220.0%
	480,675	181,348	402,000	220,652	121.7%
Total Program	588,355	293,315	518,003	224,688	76.60%

250 MacBook Airs were purchased for laptop replacements in FY16 through a Lease Purchase with Apple that have a FY17 cost of \$83,872, and the same costs will need to be funded within the FY18 operating budgets. This increase in technology is directly beneficial and fully attributable to the student computing environment funded within program area 1020. For FY17 the computer hardware account in program area is increased to \$320,000 to fund resumption of five year replacement needs of the older equipment (two or more years old in FY14) that did move from the old high school to the new building. Each classroom teacher has a MacBook Air (180), interactive whiteboard and data projector, infrared Lightspeed sound amplification system, Apple TV, and access to iPads (133) Desktops (452) scanners, digital cameras, digital video cameras, document cameras, usb probes and microscopes, digital recording equipment, ActiVote devices, eBooks, and audiobooks. 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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1050: ENGLISH	1,477,541	1,519,768	1,590,324	70,556	4.6%
English Teaching Salary	1,397,565	1,422,601	1,494,321	71,720	5.0%
English Dept. Chair	53,800	56,250	56,397	146	0.3%
English Longevity	21,684	24,041	22,731	(1,310)	-5.5%
	1,473,049	1,502,892	1,573,448	70,556	4.7%
English Teaching S/M	1,680	8,004	8,004	0	0.0%
English Textbooks	2,812	8,872	8,872	0	0.0%
	4,492	16,876	16,876	0	0.0%
Total Program	1,477,541	1,519,768	1,590,324	70,556	4.64%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1070: ELL	39,710	60,744	43,041	(17,702)	-29.1%
ELL Teaching Salary	26,900	46,742	28,762	(17,979)	-38.5%
ELL Tutor Salary	12,757	13,096	13,373	277	2.1%
	39,657	59,838	42,135	(17,702)	-29.6%
ELL S/M	53	906	906	-	0.0%
	53	906	906	-	0.0%
Total Program	39,710	60,744	43,041	(17,702)	-29.14%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1080: FOREIGN LANGUAGES	1,271,916	1,207,344	1,290,921	83,577	6.9%
For. Language Teaching Salary	1,168,114	1,098,106	1,179,494	81,389	7.4%
Foreign Lang. Dept. Chair	61,723	62,492	64,702	2,210	3.5%
Foreign Lang. Longevity	13,344	10,415	13,988	3,573	34.3%
	1,243,180	1,171,013	1,258,184	87,171	7.4%
For. Language Teaching S/M	2,898	6,778	6,778	0	0.0%
Foreign Language Textbooks	19,937	21,095	17,500	(3,595)	-17.0%
For. Language Maint. Contracts	5,900	8,459	8,459	0	0.0%
	28,736	36,331	32,737	(3,594)	-9.9%
Total Program	1,271,916	1,207,344	1,290,921	83,577	6.92%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1090: GUIDANCE	970,436	927,754	1,001,888	74,134	8.0%
Guidance Professional Salary	787,668	752,797	810,685	57,888	7.7%
Career Ed. Coordinator Salary	0	-	-	-	
Guidance Home Tutor Salary	11,393	2,640	11,942	9,302	352.3%
Career Ed. Assistant Salary	0	-	-	-	
Registrar Salary	0	-	-	-	
Guidance Clerical Salary	96,966	100,627	101,646	1,019	1.0%
Guidance Dept. Chair	55,035	54,893	57,692	2,798	5.1%
Guidance Longevity	6,672	5,207	6,994	1,787	34.3%
	957,733	916,165	988,960	72,795	7.9%
Guidance S/M	1,106	2,503	1,172	(1,331)	-53.2%
Guidance Testing S/M	1,924	2,968	2,039	(929)	-31.3%
Career Ed. S/M	0	1,443	0	(1,443)	-100.0%
Guidance Publications	619	1,486	656	(830)	-55.9%
Career Ed. Computer Software	3,423	530	3,423	2,893	545.8%
ELL Consultant	0	0	0	-	
Guidance College Visits	125	0	132	132	
Guidance Contractual	5,506	2,659	5,506	2,847	107.1%
	12,702	11,589	12,928	1,339	11.6%
Total Program	970,436	927,754	1,001,888	74,134	7.99%

CCHS has 7 FTE Counselors, and 3 FTE School Adjustment Counselors. 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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1100: HEALTH EDUCATION	2,717	3,302	3,302	(0)	0.0%
Health Ed. Curriculum Specialist	0	-	-	-	
Health Ed. Longevity	0	-	-	-	
Health Ed. Clerical	0	-	-	-	
	0	0	-	-	
Health Ed. S/M	2,717	3,302	3,302	(0)	0.0%
	2,717	3,302	3,302	(0)	0.0%
Total Program	2,717	3,302	3,302	(0)	-0.01%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1110: HEALTH & FITNESS	532,944	534,424	568,723	34,299	6.4%
Health & Fitness Teaching Salary	452,410	443,890	483,731	39,841	9.0%
Hlth. & Fitness Dept. Chair	61,307	63,795	64,266	471	0.7%
Hlth. & Fitness Longevity	12,498	15,625	13,101	(2,524)	-16.2%
	526,215	523,310	561,099	37,788	7.2%
Health & Fitness S/M	3,376	4,893	3,579	(1,314)	-26.9%
Hlth. & Fitness Replacement Equipment	1,991	3,636	2,110	(1,526)	-42.0%
Health Textbooks	1,362	2,584	1,936	(649)	-25.1%
	6,729	11,113	7,624	(3,489)	-31.4%
Total Program	532,944	534,424	568,723	34,299	6.42%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1120: LIBRARY & MEDIA SERVICES	222,799	262,718	278,512	15,794	6.0%
Library/Media Coord. Salary	0	-	-	-	
CCHS Librarian Salary	102,595	98,696	115,026	16,330	16.5%
Library/Media Clerical Salary	1,083	324	1,136	812	250.8%
Library Aides Salary	90,615	139,012	129,989	(9,024)	-6.5%
Media Aide Salary	0	-	-	-	
Media Repair Tech. Salary	0	-	-	-	
Library/Media Longevity	0	-	-	-	
Library/Media Addtl. Comp.	0	-	-	-	
	194,293	238,032	246,150	8,118	3.4%
Library/Media Office S/M	123	405	405	0	0.1%
Library S/M	559	866	866	(0)	0.0%
Library/Media Software S/M	1,873	0	2,500	2,500	
Library/Media Audio-Visual S/M	3,017	0	2,500	2,500	
Media Repair S/M	3,115	3,500	3,500	-	0.0%
Library Books	4,663	4,768	4,943	175	3.7%
Media AV Maintenance Contracts	0	0	0	-	
CCHS On-Line Search	2,040	4,148	4,148	0	0.0%
Database Subscriptions/Film Rental	13,116	9,500	12,000	2,500	26.3%
Library/Media Professional Ref.	0	500	500	-	
Library/Media New Equipment	0	500	500	-	
Library/media Replacement Equip.	0	500	500	-	
	28,506	24,686	32,362	7,675	31.1%
Total Program	222,799	262,718	278,512	15,794	6.01%

CCHS has 1 FTE Library/Media Specialist and 3 FTE additional library staff in the Learning Commons. The CCHS Learning Commons provides classes on basic and advanced research, media production, copyright licensing, and book selection through collaborative planning with classroom 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 (Gale, JSTOR, LexisNexis, OED, Teen Health & Wellness) and over 500 ebooks.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTI	161,523	178,842	183,658	4,816	2.7%
Instr: Senior Project Advisor Salary	52,785	51,563	55,332	3,769	7.3%
Planning Room Supervisor	97,589	101,549	102,299	750	0.7%
MCAS Remedial Instr.	0	-	-	-	
VHS Coordinator	2,649	17,229	17,016	(213)	-1.2%
Virtual H.S. Membership Fee	8,500	8,500	9,010	510	6.0%
MCAS Remedial S/M	0	0	0	-	
Total Program	161,523	178,842	183,658	4,816	2.69%

Senior Project provides opportunities for CCHS seniors to engage in an independent learning project. The Senior Project Advisor, .25 FTE, coordinates and guides the efforts of approximately 25-40 seniors.

All School Advisory Program connects adults and students outside the classroom and helps ensure every student has an advocate when needed, The Advisory Coordinator, .5FTE, 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 is a 1 FTE School Adjustment Counselor who works with students with inappropriate behaviors and provides appropriate consequences, academic support, and counseling.

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 .25 FTE CCHS teacher to teach one VHS course.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1140: MATHEMATICS	1,606,495	1,620,071	1,715,872	95,801	5.9%
Mathematics Teaching Salary	1,511,712	1,525,887	1,616,371	90,483	5.9%
Mathematics Dept. Chair	60,055	56,182	62,953	6,771	12.1%
Mathematics Longevity	22,514	23,607	23,601	(5)	0.0%
	1,594,281	1,605,676	1,702,925	97,249	6.1%
Mathematics S/M	5,829	8,218	6,179	(2,039)	-24.8%
Mathematics Textbooks	6,385	6,177	6,768	591	9.6%
	12,214	14,395	12,947	(1,448)	-10.1%
Total Program	1,606,495	1,620,071	1,715,872	95,801	5.91%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1150: MUSIC	273,881	284,673	287,243	2,570	0.9%
Music Teaching Salary	219,033	223,163	229,604	6,442	2.9%
Music Clerical Salary	0	-	-	-	
Music Field Trip Salary	3,059	3,210	3,207	(4)	-0.1%
Music Dept. Chair	0	-	-	-	
Music Longevity	0	-	-	-	
	222,092	226,373	232,811	6,438	2.8%
Music S/M	6,060	8,500	8,500	-	0.0%
Music Registration Fees	7,933	2,500	2,500	-	0.0%
Music Maintenance Contracts	0	3,922	3,922	0	0.0%
Sheet Music	6,911	4,784	4,415	(369)	-7.7%
Music New Equipment	15,911	318	4,297	3,979	1251.3%
Music Replacement Equipment	1,000	25,000	17,267	(7,733)	-30.9%
Music Accompanist	13,975	13,277	13,531	254	1.9%
	51,790	58,300	54,432	(3,868)	-6.6%
Total Program	273,881	284,673	287,243	2,570	0.90%

CCHS has 1 FTE Band/Orchestra Director and 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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT	185,070	227,725	242,644	14,918	6.6%
Prof. Dev. Director Salary	0	-	-	-	
Curr. Dev. Stipends	41,991	34,653	52,413	17,761	51.3%
Staff Development/Pupil	0	15,690	15,724	34	0.2%
Professional Dev. Substitute Salary	15,700	19,317	23,586	4,269	22.1%
Professional Sabbatical Salary	0	-	-	-	
Staff Dev. Developer Salary	0	-	-	-	
Staff Dev. Professional Salary	44	33,275	10,483	(22,792)	-68.5%
Staff Dev. Tuition Reimbursement	10,136	30,200	30,200	-	0.0%
Staff Dev. Mentoring	12,908	7,028	7,862	834	11.9%
Curr. Dev. Summer Clerical Salary	0	-	-	-	
Dept Chair Training Reimbursement	0	-	-	-	
	80,779	140,163	140,268	105	0.1%
Curr. Dev. S/M	0	0	0	-	
Staff Dev. S/M	0	222	0	(222)	-100.0%
Dimensions S/M	0	0	0	-	
Staff Dev. Student Support	2,258	284	2,393	2,109	742.4%
Staff Dev. Conferences	13,197	26,475	13,989	(12,486)	-47.2%
Staff Dev. Contracted Services	64,188	35,000	50,000	15,000	42.9%
Alt. Sabbatical Prof. Dev.	0	0	0	-	
District Prof. Dev. Memberships	11,049	1,299	11,712	10,413	802.0%
District Memberships	13,600	24,282	24,282	(0)	0.0%
	104,291	87,562	102,376	14,814	16.9%
Total Program	185,070	227,725	242,644	14,918	6.55%

Funds from this Program Area are used to support professional development opportunities for teachers that include Encouraging Multicultural Initiatives (EMI), Teachers as Scholars 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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1180: SCIENCE	1,658,415	1,783,797	1,764,431	(19,366)	-1.1%
Science Teaching Salary	1,531,932	1,596,292	1,622,276	25,984	1.6%
Science Dept. Chair	64,320	66,930	68,773	1,843	2.8%
Science Longevity	16,680	13,889	17,485	3,596	25.9%
Chemical Hygiene Coord.	0	4,500	4,500	-	0.0%
	1,612,932	1,681,611	1,713,034	31,422	1.9%
Science S/M	21,012	45,000	22,273	(22,727)	-50.5%
Science Textbooks	14,371	31,500	15,233	(16,267)	-51.6%
Science Maintenance Contracts	0	572	572	(0)	
Science Toxic Waste Disposal	0	2,613	2,613	(0)	0.0%
Science Equipment	10,100	22,500	10,706	(11,794)	-52.4%
	45,483	102,186	51,397	(50,788)	-49.7%
Total Program	1,658,415	1,783,797	1,764,431	(19,366)	-1.09%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1190: SOCIAL STUDIES	1,286,851	1,347,168	1,378,456	31,288	2.3%
Social Studies Teaching Salary	1,199,986	1,250,815	1,276,773	25,958	2.1%
Soc. Studies Dept. Chair	59,222	61,625	63,322	1,697	2.8%
Soc. Studies Longevity	21,684	19,098	22,731	3,633	19.0%
	1,280,892	1,331,538	1,362,826	31,287	2.3%
Social Studies S/M	2,976	7,333	7,333	0	0.0%
Social Studies Textbooks	2,983	5,722	5,722	0	0.0%
Social Studies Collaborative	0	2,575	2,575	-	0.0%
	5,959	15,630	15,630	0	0.0%
Total Program	1,286,851	1,347,168	1,378,456	31,288	2.32%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1200: SPECIAL EDUCATION	4,184,327	5,030,953	4,699,366	(331,587)	-6.6%
SPED Director Salary	59,526	60,830	63,302	2,472	4.1%
SPED Teaching Salary	519,472	702,397	736,299	33,902	4.8%
SPED Tutor Salary	834,220	883,469	874,484	(8,985)	-1.0%
SPED Home Tutor Salary	0	557	-	(557)	-100.0%
SPED Alt. Ed. Regular Teaching Salary	19,237	20,017	20,165	148	0.7%
SPED H.S. Psych. Salary	210,352	198,811	224,915	26,104	13.1%
SPED Aides Salary	0	-	-	-	-
SPED Clerical Salary	42,200	50,136	51,640	1,504	3.0%
Pathways Summer Program Sal.	24,616	27,353	28,174	821	3.0%
H.S. S/L Pathologist	100,094	104,156	107,281	3,125	3.0%
Special Ed. Dept. Chair	64,320	66,930	67,424	494	0.7%
Special Ed. Longevity	14,220	13,797	14,906	1,109	8.0%
Special Ed. Addtl. Comp.	0	-	-	-	-
	1,888,257	2,128,452	2,188,590	60,138	2.8%
SPED Supervision S/M	2,263	3,830	3,758	(72)	-1.9%
SPED Teaching S/M	4,337	2,644	4,597	1,953	73.9%
SPED Testing S/M	3,920	3,267	4,155	888	27.2%
SPED Alternative Ed. S/M	47	1,434	1,407	(27)	-1.9%
SPED Contracted Services	254,323	350,000	350,000	-	0.0%
SPED Evaluation Services	36,117	27,173	38,284	11,111	40.9%
SPED Non-District Travel	0	53	53	-	0.0%
SPED Computer Software	0	0	0	-	-
SPED Massachusetts Tuitions	122,990	162,782	162,782	0	0.0%
SPED Out-of-State Tuitions	93,506	127,023	127,023	(0)	0.0%
SPED Non-Public Tuitions	1,649,378	1,855,226	1,705,226	(150,000)	-8.1%
SPED Collaborative Tuitions	123,430	104,969	104,969	0	0.0%
SPED New Equipment	3,128	4,483	4,399	(84)	-1.9%
SPED Assistive Technology	0	0	0	-	-
Pathways Program S/M	2,633	3,684	3,615	(69)	-1.9%
SPED Director Travel	0	350	343	(7)	-1.9%
SPED Equipment Repair	0	167	164	(3)	-1.7%
Collaborative Pre-Paid Tuition	0	255,415	0	(255,415)	-100.0%
	2,296,071	2,902,501	2,510,775	(391,725)	-13.5%
Total Program	4,184,327	5,030,953	4,699,366	(331,587)	-6.59%

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, 19% of CCHS students are enrolled in special education, which is higher than the State average of 17%. Out of District (OOD) enrollment has increased from 48 students in FY15 to 52 students in FY16, which increased OOD costs by \$300,000. For FY17, the projected placements will decline to 48 students with projected OOD costs to decline approx. \$150,000. Out of District (OOD) tuitions range from \$36,143 to 226,188. 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 provides a continuum of special education services including the Pathways program which serves more than 9 developmentally disabled students ages 18-22. This year, we hired a Transition Specialist and tutor to support the students in the Pathways program. 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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1210: SUBSTITUTES	76,398	82,000	80,085	(1,915)	-2.3%
Substitute Caller Salary	0	-	-	-	
Substitute Salary	74,973	78,000	78,591	591	0.8%
Substitute SPED Salary	1,425	4,000	1,494	(2,506)	-62.7%
	76,398	82,000	80,085	(1,915)	-2.3%
Total Program	76,398	82,000	80,085	(1,915)	-2.34%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOG	24,275	9,745	10,545	800	8.2%
Tech. Ed./Applied Tech. Teaching Salary	0	-	-	-	
Applied Tech. Longevity	0	-	-	-	
	0	0	0	-	
Applied Tech. Teaching S/M	20,076	8,508	8,508	0	0.0%
Applied Tech. Textbooks	0	589	589	(0)	0.0%
Applied Tech. Maint. Contracts	0	148	148	0	
Appl. Tech. New Equipment	3,438	500	500	-	0.0%
Applied Tech. YTE Contr. Serv.	762	0	800	800	
	24,275	9,745	10,545	800	8.2%
Total Program	24,275	9,745	10,545	800	8.21%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1240: CURRICULUM LEADERSHIP	0	0	0	-	
Special Ed. Coord. Salary	0	-	-	-	0.0%
Info. Tech. Coord. Salary	0	-	-	-	0.0%
K-12 For. Lang. Curr. Chair	0	-	-	-	0.0%
K-12 Soc. Studies Curr. Chair	0	-	-	-	0.0%
K-12 Library/Media Curr. Chair	0	-	-	-	0.0%
	0	0	0	-	0.0%
Total Program	0	0	0	-	#DIV/0!

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 1250: THEATRE ARTS	17,032	21,261	21,500	239	1.1%
Theatre Arts Teaching Salary	16,243	20,665	20,800	135	0.7%
Theatre Arts Tch. S/M	789	596	700	104	17.4%
	17,032	21,261	21,500	239	1.1%
Total Program	17,032	21,261	21,500	239	1.12%

CCHS has 1 FTE 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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2300: ADULT & COMMUNITY EDUCATION	0	4	4	-	0.0%
Adult Ed. Director Salary	0	2	2	-	0.0%
Adult Ed. Clerical Salary	0	2	2	-	0.0%
	0	4	4	-	0.0%
Total Program	0	4	4	-	0.00%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2310: ATHLETICS	708,032	686,672	593,778	(92,894)	-13.5%
Athletics Director Salary	118,480	122,627	103,148	(19,479)	-15.9%
Coaches Salary	385,519	361,558	306,838	(54,720)	-15.1%
Trainers Salary	67,287	43,767	43,767	(0)	0.0%
Intramural Stipends	0	-	-	-	-
Athletics Drivers Salary	85,039	85,584	84,525	(1,059)	-1.2%
Athletics Dept. Clerical Sal.	0	-	-	-	-
Athletics Coordinator Salary	0	-	-	-	-
Athletics Longevity	0	-	-	-	-
	656,325	613,536	538,278	(75,258)	-12.3%
Athletic Insurance	5,340	3,401	3,000	(401)	-11.8%
Officials	27,935	34,795	30,000	(4,795)	-13.8%
Facilities Rental	18,432	29,368	20,000	(9,368)	-31.9%
Contracted Service	0	5,572	2,500	(3,072)	-55.1%
	51,707	73,136	55,500	(17,636)	-24.1%
Total Program	708,032	686,672	593,778	(92,894)	-13.53%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2320: CENTRAL SUPPLY	15,965	2,103	2,077		-1.2%
Central Supply S/M	15,965	2,103	2,077	(26)	-1.2%
	15,965	2,103	2,077	(26)	-1.2%
Total Program	15,965	2,103	2,077	(26)	-1.24%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2330: CO-CURRICULAR	324,132	283,269	282,971	(298)	-0.1%
Co-Curricular Professional Salary	234,050	184,508	184,508	-	0.0%
Radio Station Mgr. Salary	69,631	71,763	74,983	3,220	4.5%
Radio Station Staff Assistants	7,782	14,298	14,298	-	0.0%
	311,463	270,569	273,789	3,220	1.2%
Co-Curricular S/M	643	4,200	682	(3,518)	-83.8%
Co-Curricular Fees	12,027	8,500	8,500	-	0.0%
	12,670	12,700	9,182	(3,518)	-27.7%
Total Program	324,132	283,269	282,971	(298)	-0.11%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2340: CONTINGENCY	49,620	244,188	229,240	(14,948)	-6.1%
Sick Leave - Instructional	49,620	74,188	59,240	(14,948)	-20.1%
Professional Contingency	0	100,000	100,000	-	0.0%
Early Retirement Incentive	0	-	-	-	-
Negotiation Funds - Contracts	0	35,000	35,000	-	0.0%
Neg. Funds - Non-Bargaining	0	35,000	35,000	-	0.0%
	49,620	244,188	229,240	(14,948)	-6.1%
Total Program	49,620	244,188	229,240	(14,948)	-6.12%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2350: COPY SERVICE	58,194	62,239	66,558	4,318	6.9%
Copy Service Operator Salary	19,489	20,246	21,056	810	4.0%
Copy Serv. Transportation Salary	12,031	12,460	12,958	498	4.0%
	31,520	32,705	34,014	1,308	4.0%
Copy Service S/M	4,435	8,515	4,025	(4,490)	-52.7%
Canon IR105 Copier Maint./Purchase	21,389	20,019	25,019	5,000	25.0%
IR550 Copier Maintenance	0	0	0	-	
Canon IR5000 Copier Maintenance	850	1,000	3,500	2,500	250.0%
	26,674	29,534	32,544	3,010	10.2%
Total Program	58,194	62,239	66,558	4,318	6.94%

The Copy Center located at the Ripley Administrative Building is a high efficiency reproduction center. With 1 FTE staff the Center is able to format and reproduce documents 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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2360: EQUIPMENT	13,424	2,000	9,500	7,500	375.0%
CCHS New Equipment	11,636	0	2,500	2,500	#DIV/0!
CCHS Replacement Equipment	1,177	0	2,500	2,500	#DIV/0!
CCHS Classroom Equipment	0	0	2,500	2,500	#DIV/0!
Ripley Equipment	610	2,000	2,000	-	0.0%
	13,424	2,000	9,500	7,500	375.0%
Total Program	13,424	2,000	9,500	7,500	375.00%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2370: FIELD TRIPS	6,927	30,000	30,000	-	0.0%
Field Trip Drivers Salary	6,927	30,000	30,000	-	0.0%
	6,927	30,000	30,000	-	0.0%
Total Program	6,927	30,000	30,000	-	0.00%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2390: HEALTH SERVICES	128,764	133,832	132,266	(1,566)	-1.2%
Nurse/Nurse Asst. Sal.	127,522	126,582	125,016	(1,566)	-1.2%
	127,522	126,582	125,016	(1,566)	-1.2%
Health Services S/M	1,093	5,000	5,000	-	0.0%
Hlth. Serv. Contr. Services	0	1,250	1,250	-	0.0%
Hlth. Serv. Equipment Maintenance	149	1,000	1,000	-	0.0%
	1,242	7,250	7,250	-	0.0%
Total Program	128,764	133,832	132,266	(1,566)	-1.17%

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.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2400: PARAPROFESSIONALS	101,766	127,682	121,102	(6,580)	-5.2%
Paras: Dept. Clerical Salary	97,037	96,742	95,545	(1,197)	-1.2%
Paras: Campus Monitor Salary	4,729	30,940	25,557	(5,383)	-17.4%
	101,766	127,682	121,102	(6,580)	-5.2%
Total Program	101,766	127,682	121,102	(6,580)	-5.15%

CCHS has 3 FTE Department Chair Secretaries and 2 FTE Campus Monitors.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL	11,549	10,000	11,500	1,500	15.0%
School District Travel	11,549	10,000	11,500	1,500	15.0%
	11,549	10,000	11,500	1,500	15.0%
Total Program	11,549	10,000	11,500	1,500	15.00%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 3510: ADMINISTRATION	739,276	716,166	740,972	24,806	3.5%
Superintendent's Salary	87,418	92,021	94,551	2,531	2.8%
Superintendent Support Staff	31,754	33,843	34,741	898	2.7%
Asst. Supt. Salary	0	-	-	-	
Director of Teaching & Learning	60,800	62,100	64,896	2,796	4.5%
Teaching & Learning Support Staff	23,661	-	0	0	
Dir. of Finance & Operations Sal.	-	-	-	-	
Deputy Superintendent	85,875	89,526	93,775	4,248	4.7%
Financial Serv. Staff	171,647	181,461	188,688	7,227	4.0%
Director of Human Resources Salary	59,987	62,538	65,506	2,968	4.7%
Human Resources Staff Sal.	45,126	55,856	58,090	2,234	4.0%
	566,268	577,346	600,248	22,903	4.0%
Supt. S/M	6,941	5,400	5,625	225	4.2%
Supt. Consultant Contract	2,500	0	2,500	2,500	
Supt. Contracted Services	4,000	207	2,500	2,293	1107.7%
Supt. Memberships	6,821	4,000	4,000	-	0.0%
Supt. Insurance	0	145	145	-	0.0%
Supt. Prof. Development	380	3,000	3,000	-	0.0%
Annual School Census	0	0	0	-	
Admin. Annuity	0	0	0	-	
Administrative Membership	0	0	0	-	
Director of Teaching & Learning/Asst. Supt	1,944	1,000	2,061	1,061	106.1%
Director of Teaching & Learning/Asst. Supt	0	0	0	-	
Director of Teaching & Learning/Asst. Supt	0	500	0	(500)	-100.0%
Director of Teaching & Learning/Asst. Supt	925	175	500	325	185.7%
Business Office S/M	2,100	4,500	3,500	(1,000)	-22.2%
Bus. Office Contr. Services	36,423	15,000	12,000	(3,000)	-20.0%
Bus. Office Legal Adv.	322	1,529	1,529	-	0.0%
Bus. Office Memberships	950	2,410	2,410	-	0.0%
Bus. Office Prof. Dev.	745	1,720	1,720	-	0.0%
Human Resources Office S/M	2,972	2,200	2,200	-	0.0%
Human Resources Contr. Serv.	8,696	6,728	6,728	-	0.0%
Human Resources Legal Adv.	0	10,000	10,000	-	0.0%
Human Resources Memberships	191	3,440	3,440	-	0.0%
Human Resources Prof. Dev.	3,430	1,061	1,061	-	0.0%
Human Resources Recruiting Exp.	7,221	5,805	5,805	-	0.0%
Legal Services	86,446	30,000	30,000	-	0.0%
Legal Settlements	0	40,000	40,000	-	0.0%
	173,007	138,820	140,724	1,904	1.4%
Total Program	739,276	716,166	740,972	24,806	3.46%

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

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 3520: PRINCIPALS	675,155	687,757	722,927	35,171	5.1%
Principal's Salary	155,192	157,505	166,234	8,728	5.5%
Principals Clerical Salary	237,090	242,014	249,879	7,865	3.3%
Asst. Principals	242,050	243,225	261,801	18,576	7.6%
	634,332	642,744	677,914	35,170	5.5%
Principals S/M	26,232	20,000	20,000	-	0.0%
Principals Copier Maintenance	2,400	7,500	7,500	-	0.0%
Graduation Expenses	8,506	11,013	11,013	0	0.0%
Prin. Prof. Development	3,685	6,500	6,500	-	0.0%
	40,823	45,013	45,013	0	0.0%
Total Program	675,155	687,757	722,927	35,171	5.11%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 3530: SCHOOL COMMITTEE	9,827	12,058	12,307	249	2.1%
School Comm. Clerical Salary	2,904	2,021	3,500	1,479	73.2%
	2,904	2,021	3,500	1,479	73.2%
School Committee S/M	1,690	1,373	1,500	127	9.3%
School Committee Dues	5,233	7,440	5,800	(1,640)	-22.0%
School Committee Conferences	0	217	500	283	130.1%
School Comm. Contr. Services	0	1,007	1,007	-	0.0%
	6,923	10,037	8,807	(1,230)	-12.3%
Total Program	9,827	12,058	12,307	249	2.06%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 4610: CAPITAL OUTLAY	58,610	27,500	27,500	-	0.0%
Capital Outlay - Grounds	20,455	5,000	5,000	-	0.0%
Capital Outlay - Buildings	0	10,000	10,000	-	0.0%
Capital Outlay - Designers	6,600	2,500	2,500	-	0.0%
Capital Outlay - Equipment	31,555	10,000	10,000	-	0.0%
Capital Stabilization	0	0	0	-	0.0%
	58,610	27,500	27,500	-	0.0%
Total Program	58,610	27,500	27,500	-	0.00%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 4620: CUSTODIAL SERVICES	505,202	546,719	561,447	14,729	2.7%
Bldg. Serv. Wkr. Salary	395,507	434,247	445,103	10,856	2.5%
Bldg. Serv. Wkr. Overtime	80,924	75,707	78,736	3,028	4.0%
Ripley Bldg. Serv. Wkr. Sal.	23,736	24,662	25,402	740	3.0%
Ripley Bldg. Serv. Wkr. Overtime	1,660	2,160	2,225	65	3.0%
Receptionist Salary	900	1,313	1,352	39	3.0%
	502,727	538,089	552,817	14,729	2.7%
Bldg. Serv. Wkr. S/M	0	5,109	5,109	0	0.0%
Ripley Bldg. Serv. Wkr. S/M	0	324	324	-	0.0%
Bldg. Serv. Wkr. Uniforms	2,475	3,001	3,001	0	0.0%
Bldg. Serv. Wkr. Fees	0	196	196	-	0.0%
Bldg. Serv. Wkr. Equipment	0	0	0	-	0.0%
	2,475	8,630	8,630	0	0.0%
Total Program	505,202	546,719	561,447	14,729	2.69%

CCHS has 8 FTE Custodians and Ripley has 1 FTE Custodian.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 4630: INFO. TECH. SERVICES	781,161	760,311	798,172	37,861	5.0%
Dir. of Info. Tech.	62,762	63,394	68,465	5,072	8.0%
I.T. Services Unit Ldr. Salary	109,086	138,667	144,214	5,547	4.0%
I.T. Sr. Support Analyst Sal.	279,170	271,442	282,300	10,858	4.0%
I.T. Services Clerical Sal.	27,370	26,867	27,941	1,075	4.0%
	478,389	500,370	522,920	22,551	4.5%
I.T. Services Office S/M	34,186	5,858	15,000	9,142	156.0%
Micro Computer Repair S/M	775	0	821	821	
Contr. Services - Web Page	25,807	6,360	6,500	140	2.2%
I. T. Services Server Maintenance	6,470	5,966	6,000	34	0.6%
I. T. Services New Equipment	28,415	50,000	50,000	-	0.0%
I. T. Services Networking	103,867	95,000	95,000	-	0.0%
I. T. Services Softw are Dev.	0	1,590	1,590	-	0.0%
I. T. Services Software Lease/Purchase	31,950	34,009	35,000	991	2.9%
I. T. Serv. Admin. Software Support	54,347	45,000	45,000	-	0.0%
I. T. Serv. Software Maint./Financials	0	2,120	2,120	-	0.0%
I. T. Serv. Software Maint./Student	14,463	10,818	15,000	4,182	38.7%
I.T. Vehicle Maint.	1,031	1,205	1,205	(0)	0.0%
I.T. Gasoline	1,121	1,584	1,584	(0)	0.0%
I.T. Vehicle Insurance	341	431	431	0	0.0%
I.T. Vehicle Replacement	0	0	0	-	
Technology Stabilization	0	0	0	-	
	302,772	259,941	275,251	15,310	5.9%
Total Program	781,161	760,311	798,172	37,861	4.98%

The Information Technology department has a 1 FTE Director, 2 FTE Unit Leaders, 3 FTE Senior Support Analysts, 1 FTE System Administrator, and 0.75 FTE Secretary that are all shared with the Concord Public Schools. CCHS also has 2 FTE Senior Support Analysts and 1 FTE Music Lab Technician that serve the high school exclusively. The IT department is responsible for the components and infrastructure that comprise the district network. All seven buildings are connected via 3 pairs of fiber, 2 pairs of which are active with 2 GB connectivity between district buildings. Our network includes more than 100 switches, 88 Xirrus Wifi Access points, 44 Servers and close to 4000 workstations, all centrally managed using tools like Casper, Procurve Manager, and Xirrus XMS Server.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROU	405,654	292,756	305,613	12,856	4.4%
Maintenance Manager Salary	41,200	43,988	44,990	1,003	2.3%
Maintenance Salary	108,358	107,337	110,020	2,683	2.5%
Maintenance Overtime	20,837	20,000	20,000	-	0.0%
Maint. Supplemental Labor	0	-	10,000	10,000	
Maintenance Clerical Salary	3,270	3,602	3,602	(0)	0.0%
	173,665	174,926	188,613	13,686	7.8%
Maintenance S/M - Grounds	22,207	20,000	17,500	(2,500)	-12.5%
Maint. S/M - Buildings	96,740	20,000	17,500	(2,500)	-12.5%
Maint. Contr. Services - Grounds	28,700	7,000	7,000	-	0.0%
Maint. Contr. Services - Buildings	41,593	45,000	45,000	-	0.0%
Maint. Contr. Services - Snow Flow	26,777	15,000	15,000	-	0.0%
Maintenance Uniforms	0	2,880	3,000	120	4.2%
Trash Pickup & Recycling	15,273	950	7,500	6,550	689.5%
Maintenance Fees	700	2,000	2,000	-	0.0%
Maint. Replacement Equipment	0	5,000	2,500	(2,500)	-50.0%
	231,989	117,830	117,000	(830)	-0.7%
Total Program	405,654	292,756	305,613	12,856	4.39%

The Maintenance department has 1 FTE Manager, 3 FTE Maintenance Workers, and .25 FTE Secretary that it shares with CPS.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLE	30,016	32,791	28,028	(4,763)	-14.5%
Maintenance S/M - Vehicles	15,239	13,763	10,000	(3,763)	-27.3%
Maintenance S/M - Equipment	485	3,461	3,461	0	0.0%
Maint. Contr. Serv. - Equipment	8,596	7,884	7,884	0	0.0%
Maintenance Gasoline	4,674	6,606	5,606	(1,000)	-15.1%
Maint. Vehicle Insurance	1,022	1,077	1,077	(0)	0.0%
Maint. Vehicle Replacement	0	0	0	-	
	30,016	32,791	28,028	(4,763)	-14.5%
Total Program	30,016	32,791	28,028	(4,763)	-14.52%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 4660: REGULAR TRANSPORTATION	872,591	892,319	957,693	65,374	7.3%
Transportation Manager Salary	29,263	29,405	31,575	2,170	7.4%
Trans. Drivers Salary - Acton	1,830	1,520	1,581	61	4.0%
Drivers' Salary	332,879	336,331	344,739	8,408	2.5%
Drivers' Overtime	3,735	40,000	20,000	(20,000)	-50.0%
Mechanics' Salary	65,153	77,202	76,247	(955)	-1.2%
Mechanics' Overtime	11,946	14,847	12,551	(2,297)	-15.5%
Trans. Coordinator Salary	43,961	40,551	47,548	6,997	17.3%
	488,768	539,857	534,241	(5,615)	-1.0%
Transportation S/M	120,385	100,000	85,000	(15,000)	-15.0%
Accident Repairs	0	1,159	0	(1,159)	-100.0%
Gasoline/Diesel Fuel	74,076	125,000	85,000	(40,000)	-32.0%
Trans. Vehicle Insurance	2,838	3,016	3,008	(8)	-0.3%
Trans. Computer Equipment	2,692	4,260	3,772	(488)	-11.5%
Trans. Alcohol & Drug Testing	1,315	1,160	1,394	234	20.2%
Trans. Staff Development	8,037	8,234	4,000	(4,234)	-51.4%
Transportation Fees	2,943	4,527	3,000	(1,527)	-33.7%
Trans. Vehicle Replacement	0	0	100,000	100,000	
Trans. Contracted Service	72,972	45,000	33,798	(11,202)	-24.9%
Trans. Leases	98,566	60,106	104,480	44,374	73.8%
	383,823	352,462	423,452	70,990	20.1%
Total Program	872,591	892,319	957,693	65,374	7.33%

CCHS shares with CPS: 1 FTE Transportation Manager, 1 FTE Transportation Coordinator, 1 FTE dispatcher, 33 FTE Drivers, 1 FTE On-Call Substitute Driver, and 3 FTE Mechanics. The purchase of one bus at \$100,000 has been included in the FY2017 budget. The district runs 28 buses in a 3-tier schedule.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION	600,892	539,002	631,668	92,666	17.2%
SPED Trans. Aide Salary	0	-	-	-	
	0	0	0	-	-
SPED Trans. Contracted Services	527,707	527,707	554,092	26,385	5.0%
SPED OTHER Trans. Contracted Services	70,277	11,000	74,493	63,493	577.2%
Sped Vehicle Replacement	0	0	0	-	
SPED Gasoline	400	0	424	424	
SPED Vehicle Insurance	227	295	241	(54)	-18.4%
SPED Vehicle S/M	2,281	0	2,417	2,417	
	600,892	539,002	631,668	92,666	17.2%
Total Program	600,892	539,002	631,668	92,666	17.19%

Special education transportation is contracted with the Concord Area Special Education (CASE) Collaborative.

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS	204,811	212,088	159,451	(52,636)	-24.8%
CCHS Heating	172,000	180,000	130,000	(50,000)	-27.8%
Ripley Heating	18,798	19,088	19,926	838	4.4%
Trans. Repair Heating	2,115	0	2,242	2,242	
Maint. Storage Heating	0	0	0	-	
Contracted Serv. - Burners	2,431	9,000	3,284	(5,716)	-63.5%
Contr. Services - Ripley Burners	0	0	0	-	
Contr. Services - Controls	9,468	4,000	4,000	-	0.0%
	204,811	212,088	159,451	(52,636)	-24.8%
Total Program	204,811	212,088	159,451	(52,636)	-24.82%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 4690: UTILITIES/OTHER	656,314	531,131	473,377	(57,754)	-10.9%
CCHS Electricity	462,955	340,000	275,000	(65,000)	-19.1%
Ripley Electricity	28,729	25,000	30,453	5,453	21.8%
Trans. Repair Electricity	0	0	0	-	
CCHS Water/Sewer	57,633	50,000	49,900	(100)	-0.2%
Ripley Water/Sewer	1,500	3,000	3,000	-	0.0%
Transportation Water/Sewer	0	0	0	-	
Telephone	77,172	85,000	85,000	-	0.0%
Trash Pickup & Recycling	28,325	28,131	30,024	1,893	6.7%
	656,314	531,131	473,377	(57,754)	-10.9%
Total Program	656,314	531,131	473,377	(57,754)	-10.87%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 5800: DEBT SERVICE	2,831,824	4,843,808	5,049,692	205,884	4.3%
Debt Service Banking	0	3,600	3,600	-	0.0%
H.S.'92 - Principal	0	0	0	-	
H.S.'92 - Interest	0	0	0	-	
H.S.'05 - Principal	0	0	0	-	
H.S.'05 - Interest	0	0	0	-	
H.S.'06 - Principal	0	0	0	-	
H.S.'06 - Interest	0	0	0	-	
H.S.'07 - Principal	0	0	0	-	
H.S.'07 - Interest	0	0	0	-	
H.S.'08 - Principal	245,000	245,000	245,000	-	0.0%
H.S.'08 - Interest	29,646	21,126	12,606	(8,520)	-40.3%
H.S.'10 - Principal	0	0	0	-	
H.S.'10 - Interest	0	0	0	-	
H.S.'11 - Principal	0	0	0	-	
H.S.'11 - Interest	0	0	0	-	
H.S.'12 Building - Principal	0	0	0	-	
H.S.'12 Building - Interest	0	0	0	-	
H.S.'13 Building - Principal	1,400,000	1,400,000	1,350,000	(50,000)	
H.S.'13 Building - Interest	1,007,178	969,082	930,986	(38,096)	
H.S.'15 Building BAN- Optional Principal	0	0	0	-	
H.S.'15 Building BAN- Interest	150,000				
H.S.'15 Building - Principal \$32.5	0	1,305,000	1,350,000	45,000	3.4%
H.S.'15 Building - Interest \$32.5	0	900,000	949,500	49,500	5.5%
H.S.'15 Building - Principal \$30	0				
H.S.'15 Building - Interest \$30	0				
H.S.'16 Building, Landfill, Bus - Principal \$	0		122,991	122,991	
H.S.'15 Building, Landfill, Bus - Interest \$3	0		85,009	85,009	
	2,831,824	4,843,808	5,049,692	205,884	4.3%
Total Program	2,831,824	4,843,808	5,049,692	205,884	4.25%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 5810: INSURANCE	1,793,566	2,168,418	2,515,579	347,161	16.0%
Workers' Compensation	67,542	37,600	37,600	-	0.0%
Employee Assistance Program	0	5,000	0	(5,000)	-100.0%
FICA Medical Insurance	241,005	226,210	260,742	34,532	15.3%
Unemployment Compensation	0	15,000	15,000	-	0.0%
Hospital/Life Insurance	1,065,075	1,083,997	1,172,028	88,031	8.1%
Social Security Tax	44,980	51,250	55,539	4,289	8.4%
Public Liability Insurance	20,402	15,000	25,000	10,000	66.7%
Sch. Comm. Prof. Liability	3,512	3,500	3,500	-	0.0%
Nurses Liability Insurance	262	500	500	-	0.0%
Retiree Medical Insurance	702	235,670	235,670	-	0.0%
OPEB Liability - Active Employee Retiree M	350,000	489,691	705,000	215,309	44.0%
Ch. 32(b) Sec 9(a)1/2 Assessments	86	5,000	5,000	-	0.0%
				-	
	1,793,566	2,168,418	2,515,579	347,161	16.0%
Total Program	1,793,566	2,168,418	2,515,579	347,161	16.01%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 5820: RETIREMENT	533,364	580,748	666,849	86,101	14.8%
Retirement	533,364	580,748	666,849	86,101	14.8%
	533,364	580,748	666,849	86,101	14.8%
Total Program	533,364	580,748	666,849	86,101	14.83%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 5830: ASSESSMENTS	77,022	135,000	135,000	-	0.0%
School Choice Assessment	-193	15,000	15,000	-	0.0%
Charter School Assessment	77,215	120,000	120,000	-	0.0%
	77,022	135,000	135,000	-	0.0%
Total Program	77,022	135,000	135,000	-	0.00%

PROGRAM AREA:	FY2015 Expenses	FY2016 Adopted Budget	FY17 SC Adopted Budget	FY17 - FY16 \$ Change	FY17 / FY16 Budget
PROGRAM AREA 5840: OTHER FIXED COSTS	69,360	65,176	76,650	11,474	17.6%
Postage	33,371	27,107	35,000	7,893	29.1%
Audit Contract	34,917	37,100	40,000	2,900	7.8%
Banking Services	500	88	1,000	912	1042.8%
Treasurer Bonds	572	882	650	(232)	-26.3%
	69,359.89	65,176	76,650	11,474	17.6%
Total Program	69,360	65,176	76,650	11,474	17.6%

Section IV: Enrollment & NESDEC Projections

Monthly Enrollments

Oct. 1, 2014 Enrollment with K-5 Ratios	K-5 Ratios 2014-2015	Oct. 1 2014	Oct. 1 2015	Nov. 1 2015	Dec. 1 2015	Jan. 1 2016	Feb. 1 2016	Mar. 1 2016	Apr. 1 2016	May 1 2016	June 1 2016	K-5 Ratios 2015-2016	
CCHS													
9		337	333	332	332								
10		311	333	334	332								
11		310	309	308	308								
12		296	313	312	313								
Other		1	0	0	0								
TOTAL CCHS:		1255	1288	1286	1285	0	0	0	0	0	0		
Peabody & Sanborn													
6		240	239	239	240								
7		210	232	232	229								
8		241	208	208	208								
TOTAL PEABODY & SANBORN:		691	679	679	677	0	0	0	0	0	0		
Alcott													
	2014-2015 Sections	10/01/14 Ratio										2015-2016 Sections	12/01/15 Ratio
K	4	19.3	76	87	90	90						4	22.5
1	4	18.5	75	75	75	74						4	18.5
2	4	21.0	85	81	80	80						4	20.0
3	4	17.8	73	83	82	82						4	20.5
4	4	17.8	71	73	73	73						4	18.3
5	4	20.3	82	71	71	71						4	17.8
TOTAL ALCOTT:	24		462	470	471	470	0	0	0	0	0	24	
Thoreau													
	2014-2015 Sections	10/01/14 Ratio										2015-2016 Sections	12/01/15 Ratio
K	4	20.3	59	73	72	72						4	18.0
1	4	19.8	77	65	67	68						4	17.0
2	4	16.2	81	77	75	75						4	18.8
3	4	21.5	89	75	80	80						4	20.0
4	4	20.5	80	90	87	87						4	21.8
5	4	16.8	68	76	80	80						4	20.0
TOTAL THOREAU:	24		454	456	461	462	0	0	0	0	0	24	
Willard													
	2014-2015 Sections	10/01/14 Ratio										2015-2016 Sections	12/01/15 Ratio
K	4	21.3	63	65	65	64						3	21.3
1	4	21.0	82	67	67	66						4	16.5
2	4	19.0	75	82	83	83						4	20.8
3	5	20.3	80	79	78	78						4	19.5
4	4	19.8	99	75	76	77						4	19.3
5	3	21.8	87	99	99	99						4	24.8
TOTAL WILLARD:	24		486	467	468	467	0	0	0	0	0	23	
TOTAL K-12													
Elementary - Grades K-5		1402	1393	1400	1399	0	0	0	0	0	0	0	
Elementary - Grades 1-5		1204	1168	1173	1173	0	0	0	0	0	0	0	
Middle - Grades 6-8		691	679	679	677	0	0	0	0	0	0	0	
CPS - Grades K-8		2093	2072	2079	2076	0	0	0	0	0	0	0	
CCHS - Grades 9-12		1255	1288	1286	1285	0	0	0	0	0	0	0	
TOTAL K-12: (Not including OOD SPED)		3348	3360	3365	3361	0	0	0	0	0	0	0	
Worksheet													
Kindergarten		198	225	227	226	0	0	0	0	0	0	0	
1		234	207	209	208	0	0	0	0	0	0	0	
2		241	240	238	238	0	0	0	0	0	0	0	
3		242	237	240	240	0	0	0	0	0	0	0	
4		250	238	236	237	0	0	0	0	0	0	0	
5		237	246	250	250	0	0	0	0	0	0	0	
TOTAL Grades K-5:		1402	1393	1400	1399	0	0	0	0	0	0	0	
Grade 6		240	239	239	240	0	0	0	0	0	0	0	
Grade 7		210	232	232	229	0	0	0	0	0	0	0	
Grade 8		241	208	208	208	0	0	0	0	0	0	0	
TOTAL Grades 6-8:		691	679	679	677	0	0	0	0	0	0	0	
TOTAL Grades K-8:		2093	2072	2079	2076	0	0	0	0	0	0	0	
Grade 9		337	333	332	332	0	0	0	0	0	0	0	
Grade 10		311	333	334	332	0	0	0	0	0	0	0	
Grade 11		310	309	308	308	0	0	0	0	0	0	0	
Grade 12		296	313	312	313	0	0	0	0	0	0	0	
Other		1	0	0	0	0	0	0	0	0	0	0	
TOTAL Grades 9-12:		1255	1288	1286	1285	0	0	0	0	0	0	0	
TOTAL K-12: (Not including OOD SPED)		3348	3360	3365	3361	0	0	0	0	0	0	0	
Worksheet													
SPECIAL EDUCATION OOD													
CPS OOD K-8		34	32	32	33								
CCHS OOD		41	46	44	44								
TOTAL K-12 OOD: (Not in K-12 Total)		75	78	76	77	0	0	0	0	0	0	0	
Pre-School OOD: (Not in K-12 Total)		0	0	0	0	0	0	0	0	0	0	0	
METCO STUDENTS													
CCHS		59	51	51	52								
Middle School		31	31	31	31								
Alcott		34	37	36	38								
Thoreau		17	11	11	11								
Willard		14	11	9	9								
TOTAL K-12: METCO Students:		155	141	140	141	0	0	0	0	0	0	0	
Other		1											
NON-TUITION-OUT OF TOWN Students													
CCHS---Carlisle Students		311	323	320	319								
CCHS---Staff Students		12	13	13	14								
TOTAL CCHS-Out of Town Students:		323	336	333	333	0	0	0	0	0	0	0	
Middle School-Staff Students		10	10	10	10								
Alcott-Staff Students		8	13	13	13								
Thoreau-Staff Students		4	3	3	3								
Willard-Staff Students		9	6	6	6								
TOTAL K-8 - Out of Town Students:		31	32	32	32	0	0	0	0	0	0	0	
CONCORD STUDENTS													
CCHS		872	901	902	900								
Peabody & Sanborn		650	638	638	636								
Alcott		420	420	420	419								
Thoreau		433	442	447	448								
Willard		463	450	453	452								
TOTAL CONCORD Students:		2838	2851	2860	2855	0	0	0	0	0	0	0	

NESDEC Projections



School District: Concord-Carlisle HS, MA

10/27/2015

Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	9-12	9-12
2000	223	2005-06	0	0	0	0	0	0	0	0	0	0	321	304	305	314	0	1244	1244
2001	207	2006-07	0	0	0	0	0	0	0	0	0	0	337	321	299	300	0	1267	1267
2002	198	2007-08	0	0	0	0	0	0	0	0	0	0	304	331	326	298	0	1259	1259
2003	162	2008-09	0	0	0	0	0	0	0	0	0	0	312	297	329	330	0	1288	1288
2004	205	2009-10	0	0	0	0	0	0	0	0	0	0	302	312	297	334	0	1245	1245
2005	131	2010-11	0	0	0	0	0	0	0	0	0	0	297	310	313	301	0	1221	1221
2006	154	2011-12	0	0	0	0	0	0	0	0	0	0	284	300	306	309	0	1209	1209
2007	129	2012-13	0	0	0	0	0	0	0	0	0	0	309	295	302	310	0	1216	1216
2008	136	2013-14	0	0	0	0	0	0	0	0	0	0	317	312	293	306	0	1228	1228
2009	148	2014-15	0	0	0	0	0	0	0	0	0	0	338	311	310	296	0	1255	1255
2010	142	2015-16	0	0	0	0	0	0	0	0	0	0	333	333	309	313	0	1288	1288

Historical Enrollment in Grade Combinations									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2005-06	0	0	0	0	0	0	0	0	1244
2006-07	0	0	0	0	0	0	0	0	1267
2007-08	0	0	0	0	0	0	0	0	1259
2008-09	0	0	0	0	0	0	0	0	1288
2009-10	0	0	0	0	0	0	0	0	1245
2010-11	0	0	0	0	0	0	0	0	1221
2011-12	0	0	0	0	0	0	0	0	1209
2012-13	0	0	0	0	0	0	0	0	1216
2013-14	0	0	0	0	0	0	0	0	1228
2014-15	0	0	0	0	0	0	0	0	1255
2015-16	0	0	0	0	0	0	0	0	1288

Historical Percentage Changes			
Year	9-12	Diff.	%
2005-06	1244	0	0.0%
2006-07	1267	13	1.0%
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%
Change		44	3.5%

© New England School Development Council • 508.481-9444 • www.nesdec.org

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%
2024-15	1208	1144	880	76.92%	264	23.08%
2025-26	1214	1150	885	76.96%	265	23.04%

New England School Development Council

October 28, 2015

Section V: Appendix

October 6, 2015 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: Linda Miller, Chair, Guidelines Subcommittee, Concord Finance Committee

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

Date: October 6, 2015

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 3, 2015 Annual Budget Data Request memorandum from the Concord Guidelines Subcommittee Chairperson, Linda Miller. Budget discussions for FY17 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 the 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 FY15 actual vs. FY15 and FY16 budgeted, by program and account levels, including subtotals for regular education, special education, administration, operations and fixed costs. Please highlight material variances between FY15 actual and budgeted and review any implications for the FY16 budget.

Please provide FTE counts at the program level. Please provide data on carryover circuit breaker balances and any other financial resources available to the schools in FY16 and FY17 not included in operating budgets. This may include stabilization funds and external sources of funds (state, federal, grants, donations, as fees, such as athletic fees and booster funding).

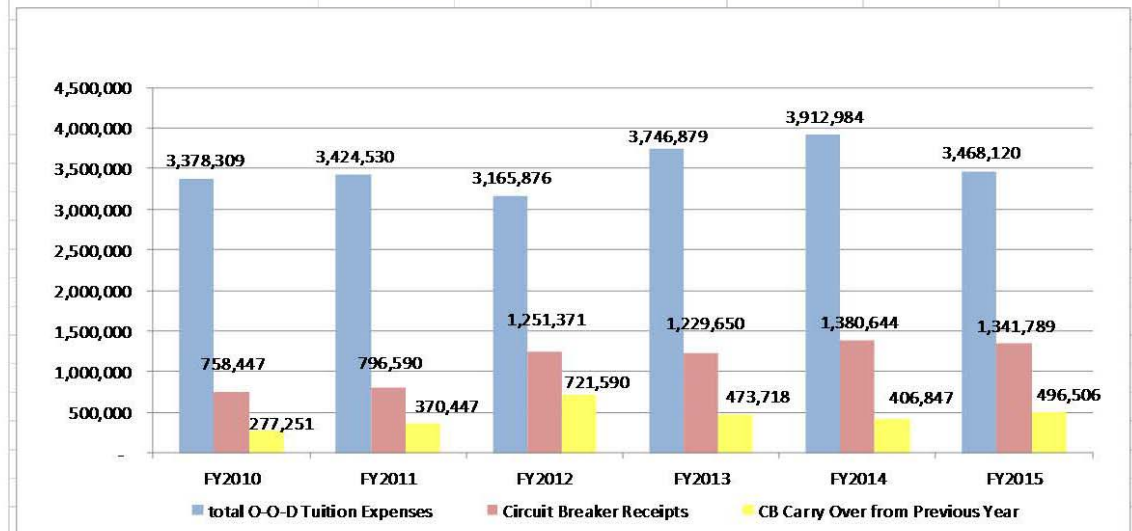
Please provide a draft of your FY17 program levels request and describe those areas expecting to see the most significant changes when compared to the FY16 budget.

Attachment #1 provides a report of FY15 actual vs. FY15 and FY16 budgeted by program and account levels, including subtotals for regular education, special education, administration, operations and fixed costs. Attachment #2 provides a draft of FY16 to FY17 budget and significant program changes.

The chart below provides data on Circuit Breaker Carryover (CBCO) levels and Circuit Breaker Receipts that are available to the school and directly assist the operating budgets. The table that follows provides balances on external grants and revolving and stabilization funds that may indirectly assist district

operating funds. District practice is to use Circuit Breaker funds only on Special Education expenses, and there are restrictions on the use of grants, revolving accounts and stabilization funds in the second table.

Fiscal Year	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
total O-O-D Tuition Expenses	3,378,309	3,424,530	3,165,876	3,746,879	3,912,984	3,468,120
Circuit Breaker Receipts	758,447	796,590	1,251,371	1,229,650	1,380,644	1,341,789
CB Carry Over from Previous Year	277,251	370,447	721,590	473,718	406,847	496,506



External Funding Sources						
Funding Source	FY15		FY16		FY17	
	Budget	Actual	Budget	Projected	Projected	
METCO	367,342	344,719	-	344,719	344,719	
Circuit Breaker	NA	1,341,789	-	1,059,216	1,045,005	
Chapter 70	1,836,274	2,020,931	2,020,931	2,020,931	1,919,884	
Chapter 71	327,264	740,794	617,582	617,582	586,703	
Federal Grants	379,059	379,059	-	341,153	324,095	
Interest Earnings	15,000	58,901	45,000	48,079	44,040	
Rental of School Facilities	NA	1,847	-	2,216	2,659	
Medicaid reimbursements	NA	20,531	-	-	-	
Tuitions from Individuals	NA	21,632	-	-	-	
Miscellaneous Revenue	5,000	42,029	20,000	39,529	37,552	
Total	2,924,939	4,972,231	2,703,513	4,433,896	4,267,106	

Revolving, Gift, and Other Grant Activities and Balances					
Fund	07/01/2014 Balance	Program Revenues	Program Expenditures	06/30/2015 Balance	
Athletics	373,895	268,993	(370,219)	272,669	
School Lunch	214,760	413,532	(469,841)	158,451	
Lecture & Enrichment	144,929	240	(9,900)	135,269	
Department Accounts	105,447	9,743	(16,009)	99,181	
Concord Ed Fund Grants	124,415	60,665	(85,624)	99,456	
Adult Education	106,228	636,466	(643,872)	98,822	
Other Fund & Gift Accounts	23,995	18,500	(15,213)	27,282	
Transportation Passes and Parking Monitors	-	49,500	(49,500)	-	
Total	1,093,669	1,457,639	(1,660,178)	891,130	

Stabilization Account Balances	
Technology Stabilization	13,006
General Stabilization	84,552

*Note: Revolving, Gift, and Other funds cannot be used as a funding source to the general operating budget.

- 2) **Collective Bargaining.** Please provide an update of current collective bargaining agreements and any active negotiations. What increases do you anticipate in FY17 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?

For FY17 the Concord-Carlisle teacher step and scale costs are projected at \$173,271 and \$256,737 respectively. The teacher FY2017 scale increase is 2.25%. FY2017 lane change costs are estimated at \$60,000. Other CBU unit statuses are illustrated below.

Collective Bargaining Status											
		FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	Expiration	Members	Top Step
Concord Teachers Association											
Steps 1 - 18	4%	0.75%	2.00%	2.00%	1.75%	TBD	TBD	TBD	6.30.15	209.6	40.4%
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	6.30.17	120.5	54.5%
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	6.30.17	37	
CPS Building Service Workers											
		2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	6.30.18	15	
CCHS Building Service Workers											
		2.25%	2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	6.30.18	9	
Bus Drivers Unit											
		3.10%	2.25%	2.50%	2.00%	2.00%	2.50%	TBD	6.30.17	31	
Maintenance											
			2.25%	2.25%	2.25%	2.00%	2.25%	2.75%	6.30.18	3	
CCHS Tutors											
		2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	TBD	6.30.17	30	

- 3) **Facilities.** What additional operating costs are anticipated as a result of the successful completion and occupancy of the new high school building? What savings are likely to be realized from the efficiencies offered by the new facilities? How are those likely to be reflected in near-term budgets (FY17) and in longer-term budgets (FY18-FY22)?

Our FY15 and FY16 maintenance contracted services lines are equal at \$45,000 and reduced from the FY14 level of \$100,000. While we do anticipate some higher costs associated with landscaping and increased cleaning of glass surfaces associated with the enhanced natural daylighting aspects of the building we do not currently anticipate a need to increase this line item as offsetting reductions in repairs of mechanical and electrical contracted repair services are anticipated. In terms of energy reductions, we are reducing our natural gas account by more than 25% (\$50,000) and electricity account by approximately 12% (\$37,665). As building systems are optimized in the next few years further reductions of energy consumption may be achieved.

- 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 FY14, FY15, FY16 and projected FY17 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 is the percentage of Concord students as of September 2015?

Are there any anticipated policy changes that would impact student enrollments, including current out-of-district placements and students older than 18 years? When do you anticipate enrollment will reach maximum capacity and what is your plan to address future needs?

FY14 Enrollment Information

ENROLLMENT RETURNS

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

	Town of Concord	Town of Carlisle	Tuition Metco	Students 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

FY15 Enrollment Information

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%

FY16 Enrollment Information

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

The official October 1, 2015 FY17 assessment ratio is 73.61% Concord, and 26.39% Carlisle. The FY16 Concord assessment ratio was 73.71%. The official ratio for FY17 will be calculated on October 1, 2015 based on actual enrollment demographics.

NESDEC 2014 Projected High School Enrollments

CCRS D Enrollment Projection based on November 2014 information										
School Year	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-13	2023-24	2024-15
Projected Enrollment	1,302	1,297	1,326	1,339	1,369	1,435	1,466	1,519	1,494	1,491

There are no anticipated policies or DESE changes that would affect student enrollment of students over 18 years of age; however English Language Learner DESE requirements may impact our Foreign Exchange student programming for one or two students per year. We anticipate that the design of the new high school will provide future flexibility in how an increase in student population could be well managed without capital investment.

- 5) **Special Education.** Please provide an overview of the components of the special education budget and a summary of any planned changes for serving SPED students in FY16 and FY17. 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?

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, 19% of CCHs students are enrolled in special education, which is higher than the State average of 17%. Out of District (OOD) enrollment has increased from 48 students in FY15 to 52 students in FY16, which increased OOD costs by \$300,000. For FY17, the projected placements will decline to 48 students with projected OOD costs to decline approx. \$150,000. Out of District (OOD) tuitions range from \$36,143 to \$226,188. 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 provides a continuum of special education services including the Pathways program which serves more than 9 developmentally disabled students ages 18-22. This year, we hired a Transition Specialist and tutor to support the students in the Pathways program. 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.

There are no anticipated changes in the state circuit breaker reimbursement for special education services.

Formative and summative student achievement data are analyzed to monitor student progress and to measure student performance.

- 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.

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?

The draft district goals 2015-16 are attached. The major priorities include increasing achievement for all students and narrowing the achievement gaps for identified student groups, providing students with a rigorous, coherent, and aligned curriculum, fostering a respectful and inclusive school culture, implementing the new educator evaluation system, and building support and consensus for the district mission, core values, challenges, and accomplishments. Annual student achievement data is analyzed to measure goal attainment.

To better identify future priorities for improved student learning and preparation for college readiness and careers, during FY16 CCRSD will design and facilitate a five-year strategic plan that can inspire bold and progressive improvement efforts.

- 7) **Technology.** Please share the CCRSD technology strategy and implementation plan for the next 3-5 years. What is the projected cost of the current 1:1 computer program and how does that compare to FY16 budget assumptions? What additional investments are envisioned in FY17 over FY16, if any, and what will be the benefits of those expenses? How will those investments be distributed between administrative-related technology and instructional technology?

250 MacBook Airs have been purchased for laptop replacements in FY2016 through a Lease Purchase with Apple with a FY16 cost of \$83,872, and the same costs will need to be funded within the FY17 and FY18 operating budgets; the \$83,872 is lower than the \$100,000 budgeted in FY16. This increase in technology is directly beneficial and fully attributable to the student computing environment funded within program area 1020. The FY15 Computer Instruction (1020) program area was reduced from \$250,000 to an FY16 amount of \$100,000 as the high school building project would bring virtually all existing school technology needs up to date. The \$100,000 was estimated as the first year's need for continuation of the replacement cycle. For FY17 the computer hardware account in program area is increased to \$320,000 to fund resumption of five year replacement needs of the older equipment (two or more years old in FY14) that did move from the old high school to the new building.

CCHS students have purchased, leased, or borrowed MacBook Airs in FY16. Principal Peter Badalament and the CCHS Technology Committee have implemented the 1:1 learning environment for the current school year. The distribution of investments encompass: adherence to our Technology replacement plan and maintenance of adequate networking speeds for classrooms, state and federal reporting, and administrative processes (Payroll, HR, purchasing, accounting, etc.).

- 8) **Transportation.** Please describe the current FY16 and planned FY17 strategy for supporting in-house transportation. Please include 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 FY17 from FY15 and FY16? Will bus replacement requirements be fully reflected in your operating budget request for FY17 or will a capital funding request via a separate warrant article be presented at Town Meeting?

On August 25, 2015 the Regional School Committee awarded the purchase of four school buses to New England Transit. The bid for the four buses CCRSD buses was \$28,966 below the authorized amount of \$400,000. For CPS six buses, the award amount was \$59,450 below the authorized amount of \$600,00. For FY17, our preliminary operating budgets include a request for two CPS and one CCRSD bus

replacements. Each bus is currently planned at \$100,000; the planning number is based on escalated diesel model costs but may change as work progresses on the Alternative Fuels committee. During the week of August 4, the Board of Selectmen finalized the process to take 68 of the 80 acres at the W.R. Grace site by eminent domain. While we remain hopeful that the Town will complete the construction process by December of 2016 and that some operating efficiencies will materialize in the latter portion of School Year 2016 – 2017, we are not making any reductions in anticipated operating costs based on the availability of the depot. We are making some reductions based on the lessened demand for parts and repairs based on the introduction of the ten new buses being acquired.

9) **OPEB.** 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 FY17-FY22 to meet its annual required contribution? What market factors could influence that schedule?

Our FY17 OPEB strategy is to increase the FY2016 contribution of \$489,691 to \$705,000, or \$215,309. Our current plan extends to FY2020 with FY2018 contributions of \$925,000, FY2019 at \$1,200,000, and FY2020 at \$1,278,355. The plan will be revised based on the guidance provided by actuarial valuations and will be affected by payroll growth and medical insurance cost projections. Market factors that could affect the valuation would include impacts of recessions or inflationary periods and material private sector or governmental changes in the delivery of health care.

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Budget Funding Target for ARC	\$ 250,000	\$ 350,000	\$ 450,000	\$ 550,000	\$ 650,000	\$ 750,000	\$ 850,000	\$ 950,000	\$ 1,050,000
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
Requested Budget Funding	\$ 250,000	\$ 275,000	\$ 300,000	\$ 350,000	\$ 489,691				
Actual Budget Funding Profile	\$ 250,000	\$ 275,000	\$ 76,954	\$ 350,000					
Planned Commitment	\$ 250,000	\$ 275,000	\$ 76,954	\$ 350,000	\$ 489,691	\$ 705,000	\$ 925,000	\$ 1,200,000	\$ 1,278,355
Additional Closing Commitment		\$ 300,000							
Actual Commitments/ Future Planned	\$ 250,000	\$ 575,000	\$ 76,954	\$ 350,000	\$ 489,691	\$ 705,000	\$ 925,000	\$ 1,200,000	\$ 1,278,355
Cumulative Actual Commitments	\$ 250,000	\$ 825,000	\$ 901,954	\$ 1,251,954	\$ 1,741,645	\$ 2,446,645	\$ 3,371,645	\$ 4,571,645	\$ 5,850,000
Variance to Cumulative Funding Profile	\$ -	\$ 225,000	\$ (148,046)	\$ (348,046)	\$ (508,355)	\$ (553,355)	\$ (478,355)	\$ (228,355)	\$ -

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

We are transitioning from the use of First Class as our email service to Gmail. The transition will be occurring during the current fiscal year and for FY17 a savings of approximately \$40,000 will be realized on K12 basis, with 40% (\$16,000) at the Region, and \$24,000 at CPS.

11) **Education Reform and Mandates.** What major new or expanded educational reforms 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?

The new educator evaluation system, student discipline regulations, and state mandated data collection and reporting increase the workload of school site administration. Significant enrollment increases will require additional teaching FTEs. The five year strategic plan will identify staffing and programmatic changes.

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 Town Meeting requesting funds for planning for remediation, such as consulting and /or engineering fees?

We do not anticipate the immediate development of a five year capital plan for the new high school. We do anticipate that in the first few years of operations data regarding the new building's systems and components will inform the eventual development of a five year plan.

Currently, our only predicted capital warrant article request for CCRSD is funding of the landfill remediation. We anticipate having engineering cost estimates for planning and construction prior to closing of the warrant in early January of 2016; for planning purposes an amount of \$700K to \$900K is suggested, with each Town responsible for its assessable portion. We do not anticipate developing a five year Capital plan for the recently completed facility within the next few years as the playing fields and landfill remediation are also being addressed.

13) Benchmarking. How does the FY15 average cost per student at CCHS compare to peer school systems? What are the drivers of the differences in cost per student between CCHS and peer systems? How are those cost differences justified?

The chart below contains the latest available DESE data from FY14; it indicates CCHS' FY14 costs are high relative to peer communities. CCHS' costs are driven by high teacher salaries and contractual agreements for: low staff/student ratios, departmental class load limits, and restrictions on the number of periods taught. The chart's metrics indicate that CCHS is highly competitive in the academic performance grouping and that the success of CCHS student's in gaining a high level of acceptance to their first and second choices of college is indicative of a high performance district.

TOWN	FY4	FY4	FY4	FY4	Rank	FYB	FY4	FYB	FYB	Rank	FYB	FYB	FY4		M/MCAS	M/MCAS	M/MCAS	FY12%	
EDUCATION	FTE Pupils	FTE Pupils	FTE Pupils	Total	Total	Total \$M	OOD	SpEd \$M	All SpEd	SpEd	State Aid	Teacher	Salary	Students/	METCO	ELA	Math	Science	Attend
	In District*	OOD*	Total*	\$PPE	\$PPE	Budget	\$PPE	Budget	% Tot	% Tot	% NSS	Avg Salary	Rank	Teachers	Program?	Adv+Prof	Adv+Prof	Adv+Prof	College
9-12 Districts:																			
Acton/Boxborough (7-12)*	2,882	106	2,988	\$14,937	4	\$41.99	\$51,364	\$ 7.23	20.21%	2	24.91%	\$76,676	4	15.8	No	98%	96%	98%	90%
Concord/Carlisle* (9-12)	1,228	52	1,280	\$21,466	1	\$27.15	\$85,380	\$ 5.97	26.04%	3	13.72%	\$95,947	1	13.5	Yes	97%	95%	94%	87%
Dover/Sherborn* (8-12)	1,183	36	1,200	\$17,650	3	\$20.45	\$23,080	\$ 2.25	12.69%	4	12.27%	\$89,600	3	11.3	Yes	99%	97%	98%	91%
Lincoln/Sudbury (9-12)	1,587	63	1,680	\$18,145	2	\$29.43	\$82,727	\$ 7.33	28.75%	1	15.40%	\$94,087	2	13.5	Yes	97%	94%	85%	88%
STATE of MA***	872,035	62,731	934,766	\$14,547	n/a	\$13.2 B	21,734	\$2,405 B	20.94%	n/a	42.80%	\$71,620	n/a	13.6	n/a	91%	80%	71%	75.6
Data Source	MA DESE	MA DESE	MA DESE	MA DESE	Calc	MA DESE	MA DESE	MA DESE	MA DESE	Calc	MA DESE	MA DESE	Calc	MA DESE	MA DESE	MA DESE	MA DESE	MA DESE	MA DESE
	* Rounded to nearest whole number																		
	*** Grade 8 results combined for Acton/Boxborough and Dover/Sherborn Regional School Districts.																		
	Acton (K-8) and Sherborn (K-8) not available at press time (highlighted in grey).																		

14) Other items. Please comment on any additional items that may impact the CCRSD budget in FY17 and beyond.

Recommendations for the 5-year Strategic Plan and the cost of implementation may pressure resources available for operating budgets.

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
PROGRAM AREA 1010: ART		555,727	585,628	5.75	621,698	5.75
201.2305.110.370.1.1010.20101.1	Art Teaching Salary	518,617	544,028	5.75	543,924	5.75
201.2110.120.370.1.1010.20102.1	Art Clerical Salary	-	0	-	-	-
201.2110.110.370.1.1010.20103.1	Art Dept. Chair	-	0	-	-	-
201.2305.110.370.1.1010.20104.1	Art Longevity	6,697	5,004	-	6,946	-
		525,314	549,032	5.75	550,870	5.75
201.2430.250.370.1.1010.20151.1	Art Teaching S/M	20,689	20,752	-	60,021	-
201.2410.260.370.1.1010.20152.1	Art Textbooks	820	186	-	211	-
201.2420.240.370.1.1010.20153.1	Art Maintenance Contracts	141	1,323	-	0	-
201.7300.260.370.1.1010.20154.1	Art New Equipment	8,006	10,463	-	6,400	-
201.7400.260.370.1.1010.20155.1	Art Replacement Equipment	757	3,871	-	4,196	-
		30,413	36,596	0.00	70,828	0.00
Total Program		555,727	585,628	5.75	621,698	5.75
PROGRAM AREA 1020: COMPUTER INSTRUCTION		427,977	588,355	1.00	293,315	1.00
201.1450.130.370.1.1020.20201.1	Instr. Tech. Spec. Salary	102,960	107,600	1.00	111,967	1.00
201.2305.110.370.1.1020.20202.1	Comp. Instr. Teaching Salary	-	80	-	-	-
		102,960	107,680	1.00	111,967	1.00
201.2430.250.370.1.1020.20251.1	Computer Instr. S/M	26,774	15,146	-	26,943	-
201.2451.250.370.1.1020.20252.1	Computer Software	48,243	16,748	-	54,405	-
201.2451.250.370.1.1020.20253.1	Computer Hardware	250,000	448,781	-	100,000	-
		325,017	480,675	0.00	181,348	0.00
Total Program		427,977	588,355	1.00	293,315	1.00
PROGRAM AREA 1050: ENGLISH		1,469,204	1,477,541	16.81	1,519,768	15.31
201.2305.110.370.1.1050.20501.1	English Teaching Salary	1,381,300	1,397,565	16.31	1,422,601	14.81
201.2220.110.370.1.1050.20502.1	English Dept. Chair	56,443	53,800	0.50	56,250	0.50
201.2305.110.370.1.1050.20503.1	English Longevity	14,675	21,684	-	24,041	-
		1,452,418	1,473,049	16.81	1,502,892	15.31
201.2430.250.370.1.1050.20551.1	English Teaching S/M	7,721	1,680	-	8,004	-
201.2410.260.370.1.1050.20552.1	English Textbooks	9,065	2,812	-	8,872	-
		16,786	4,492	0.00	16,876	0.00
Total Program		1,469,204	1,477,541	16.81	1,519,768	15.31
PROGRAM AREA 1070: ELL		28,165	39,710	0.50	60,744	0.25

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE	
	201.2305.110.370.1.1070.20701.1	ELL Teaching Salary	27,259	26,900	0.50	46,742	0.25
	201.2330.130.370.1.1070.20702.1	ELL Tutor Salary	-	12,757	-	13,096	0.00
			27,259	39,657	0.50	59,838	0.25
	201.2430.250.370.1.1070.20751.1	ELL S/M	906	53	-	906	-
			906	53	0.00	906	0.00
	Total Program		28,165	39,710	0.50	60,744	0.25
PROGRAM AREA 1080: FOREIGN LANGUAGES		1,031,517	1,271,916	11.75	1,207,344	13.25	
	201.2305.110.370.1.1080.20801.1	For. Language Teaching Salary	927,029	1,168,114	11.25	1,098,106	12.75
	201.2220.110.370.1.1080.20802.1	Foreign Lang. Dept. Chair	60,855	61,723	0.50	62,492	0.50
	201.2305.110.370.1.1080.20803.1	Foreign Lang. Longevity	6,592	13,344	-	10,415	-
			994,476	1,243,180	11.75	1,171,013	13.25
	201.2430.250.370.1.1080.20851.1	For. Language Teaching S/M	7,727	2,898	-	6,778	-
	201.2410.260.370.1.1080.20852.1	Foreign Language Textbooks	21,095	19,937	-	21,095	-
	201.2420.240.370.1.1080.20853.1	For. Language Maint. Contracts	8,219	5,900	-	8,459	-
			37,041	28,736	0.00	36,331	0.00
	Total Program		1,031,517	1,271,916	11.75	1,207,344	13.25
PROGRAM AREA 1090: GUIDANCE		926,106	970,436	10.65	927,754	11.00	
	201.2710.110.370.1.1090.20901.1	Guidance Professional Salary	741,158	787,668	8.15	752,797	8.50
	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	12,000	11,393	-	2,640	0.00
	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	94,642	96,966	2.00	100,627	2.00
	201.2710.110.370.1.1090.20907.1	Guidance Dept. Chair	50,758	55,035	0.50	54,893	0.50
	201.2710.110.370.1.1090.20908.1	Guidance Longevity	4,944	6,672	-	5,207	-
			903,502	957,733	10.65	916,165	11.00
	201.2710.250.370.1.1090.20951.1	Guidance S/M	4,699	1,106	-	2,503	-
	201.2720.250.370.1.1090.20952.1	Guidance Testing S/M	886	1,924	-	2,968	-
	201.2710.250.370.1.1090.20953.1	Career Ed. S/M	1,236	0	-	1,443	-
	201.2710.260.370.1.1090.20954.1	Guidance Publications	1,136	619	-	1,486	-
	201.2710.260.370.1.1090.20955.1	Career Ed. Computer Software	1,545	3,423	-	530	-
	201.2710.240.370.1.1090.20956.1	ELL Consultant	0	0	-	0	-
	201.2710.260.370.1.1090.20957.1	Guidance College Visits	227	125	-	0	-
	201.2710.240.370.1.1090.20958.1	Guidance Contractual	12,875	5,506	-	2,659	-
			22,604	12,702	0.00	11,589	0.00

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
Total Program		926,106	970,436	10.65	927,754	11.00
PROGRAM AREA 1100: HEALTH EDUCATION		4,453	2,717	0.00	3,302	0.00
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		-	
		0	0	0.00	0	0.00
201.2110.250.370.1.1100.21051.1	Health Ed. S/M	4,453	2,717		3,302	
		4,453	2,717	0.00	3,302	0.00
Total Program		4,453	2,717	0.00	3,302	0.00
PROGRAM AREA 1110: HEALTH & FITNESS		540,256	532,944	5.50	534,424	5.00
201.2305.110.370.1.1110.21101.1	Health & Fitness Teaching Salary	455,086	452,410	5.00	443,890	4.50
201.2220.110.370.1.1110.21102.1	Hlth. & Fitness Dept. Chair	60,562	61,307	0.50	63,795	0.50
201.2305.110.370.1.1110.21103.1	Hlth. & Fitness Longevity	14,000	12,498		15,625	
		529,648	526,215	5.50	523,310	5.00
201.2430.250.370.1.1110.21151.1	Health & Fitness S/M	4,531	3,376		4,893	
201.2430.250.370.1.1110.21152.1	Hlth. & Fitness Replacement Equipment	3,502	1,991		3,636	
201.2410.260.370.1.1110.21153.1	Health Textbooks	2,575	1,362		2,584	
		10,608	6,729	0.00	11,113	0.00
Total Program		540,256	532,944	5.50	534,424	5.00
PROGRAM AREA 1120: LIBRARY & MEDIA SERVICES		204,910	222,799	3.00	262,718	3.00
201.2110.110.370.1.1120.21201.1	Library/Media Coord. Salary	-	0		-	
201.2340.110.370.1.1120.21202.1	CCHS Librarian Salary	90,763	102,595	1.00	98,696	1.00
201.2110.120.370.1.1120.21203.1	Library/Media Clerical Salary	-	1,083		324	
201.2340.130.370.1.1120.21204.1	Library Aides Salary	89,885	90,615	2.00	139,012	2.00
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		-	
		180,648	194,293	3.00	238,032	3.00
201.2110.250.370.9.1120.21251.1	Library/Media Office S/M	542	123		405	
201.2415.250.370.9.1120.21252.1	Library S/M	599	559		866	
201.2415.250.370.9.1120.21253.1	Library/Media Software S/M	0	1,873		0	
201.2415.250.370.9.1120.21254.1	Library/Media Audio-Visual S/M	0	3,017		0	

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE	
	201.2415.250.370.9.1120.21255.1	Media Repair SM	3,668	3,115	3,500		
	201.2415.260.370.1.1120.21256.1	Library Books	6,040	4,663	4,768		
	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	3,979	2,040	4,148		
	201.2415.260.370.9.1120.21259.1	Delabase Subscriptions/Film Rental	9,434	13,116	9,500		
	201.2415.260.370.9.1120.21260.1	Library/Media Professional Ref.	0	0	500		
	201.7300.260.370.9.1120.21261.1	Library/Media New Equipment	0	0	500		
	201.7400.260.370.9.1120.21262.1	Library/media Replacement Equip.	0	0	500		
			24,262	28,506	0.00	24,686	0.00
Total Program			204,910	222,799	3.00	262,718	3.00
PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION			113,273	161,523	1.75	178,842	1.75
	201.2315.110.370.1.1130.21301.1	Instr: Senior Project Advisor Salary	8,000	52,785	0.50	51,563	0.75
	201.2315.118.370.1.1130.21302.1	Planning Room Supervisor	98,523	97,589	1.00	101,549	1.00
	201.2310.110.900.1.1130.21303.1	MCAS Remedial Instr.	-	0	-	-	
	201.2440.110.370.9.1130.21304.1	VHS Coordinator	0	2,649	0.25	17,229	0.00
	201.2440.240.370.1.1130.21351.1	Virtual H.S. Membership Fee	6,750	8,500		8,500	
	201.2430.250.900.1.1130.21352.1	MCAS Remedial SM	0	0		0	
Total Program			113,273	161,523	1.75	178,842	1.75
PROGRAM AREA 1140: MATHEMATICS			1,532,710	1,606,495	16.25	1,620,071	17.00
	201.2305.110.370.1.1140.21401.1	Mathematics Teaching Salary	1,446,506	1,511,712	15.75	1,525,887	16.50
	201.2220.110.370.1.1140.21402.1	Mathematics Dept. Chair	51,909	60,055	0.50	56,182	0.50
	201.2305.110.370.1.1140.21403.1	Mathematics Longevity	19,900	22,514		23,607	
			1,518,315	1,594,281	16.25	1,605,676	17.00
	201.2430.250.370.1.1140.21451.1	Mathematics SM	8,218	5,829		8,218	
	201.2410.260.370.1.1140.21452.1	Mathematics Textbooks	6,177	6,385		6,177	
			14,395	12,214	0.00	14,395	0.00
Total Program			1,532,710	1,606,495	16.25	1,620,071	17.00
PROGRAM AREA 1150: MUSIC			250,598	273,881	2.25	284,673	2.25
	201.2305.110.370.1.1150.21501.1	Music Teaching Salary	214,380	219,033	2.25	223,163	2.25
	201.2110.120.370.1.1150.21502.1	Music Clerical Salary	-	0	-	-	
	201.2440.130.370.1.1150.21503.1	Music Field Trip Salary	3,743	3,059		3,210	0.00
	201.2110.110.370.1.1150.21504.1	Music Dept. Chair	-	0	-	-	
	201.2305.110.370.1.1150.21505.1	Music Longevity	-	0	-	-	
			218,123	222,092	2.25	226,373	2.25

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
	201.2430.260.370.1.1150.21551.1	4,538	6,060		8,500	
	201.2440.260.370.1.1150.21552.1	6,438	7,933		2,500	
	201.2420.240.370.1.1150.21553.1	0	0		3,922	
	201.2410.260.370.1.1150.21554.1	4,165	6,911		4,784	
	201.7300.260.370.1.1150.21555.1	4,054	15,911		318	
	201.7400.260.370.1.1150.21556.1	515	1,000		25,000	
	201.2440.260.900.1.1150.21557.1	12,765	13,975		13,277	
		32,475	51,790	0.00	58,300	0.00
Total Program		250,598	273,881	2.25	284,673	2.25
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT		208,757	185,070	0.00	227,725	0.00
	201.2351.110.370.9.1160.21601.1	-	0		-	
	201.2353.110.370.9.1160.21602.1	50,000	41,991		34,653	
	201.2353.110.370.9.1160.21603.1	15,000	0		15,690	
	201.2355.130.370.9.1160.21604.1	22,500	15,700		19,317	
	201.2353.110.370.9.1160.21605.1	-	0		-	
	201.2357.110.370.9.1160.21607.1	-	0		-	
	201.2353.110.370.9.1160.21608.1	10,000	44		33,275	
	201.2357.110.370.9.1160.21609.1	30,200	10,136		30,200	
	201.2357.110.370.9.1160.21610.1	7,500	12,908		7,028	
	201.2353.120.370.9.1160.21611.1	-	0		-	
	201.2353.110.370.9.1160.21612.1	-	0		-	
		135,200	80,779	0.00	140,163	0.00
	201.2357.250.370.9.1160.21651.1	0	0		0	
	201.2357.250.370.9.1160.21652.1	852	0		222	
	201.2357.250.370.9.1160.21653.1	1,190	0		0	
	201.2357.260.370.9.1160.21654.1	775	2,258		284	
	201.2357.260.370.9.1160.21655.1	8,240	13,197		26,475	
	201.2357.240.370.9.1160.21656.1	28,500	64,188		35,000	
	201.2353.260.370.9.1160.21659.1	0	0		0	
	201.2357.260.370.9.1160.21660.1	12,000	11,049		1,299	
	201.2357.260.370.9.1160.21661.1	22,000	13,600		24,282	
		73,557	104,291	0.00	87,562	0.00
Total Program		208,757	185,070	0.00	227,725	0.00
PROGRAM AREA 1180: SCIENCE		1,636,686	1,658,415	17.50	1,783,797	17.00
	201.2305.110.370.1.1180.21801.1	1,469,547	1,531,932	17.00	1,596,292	16.50
	201.2220.110.370.1.1180.21802.1	59,061	64,320	0.50	66,930	0.50

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
201.2305.110.370.1.1180.21803.1	Science Longevity	13,185	16,680		13,889	
201.2315.110.370.1.1180.21804.1	Chemical Hygiene Coord.	4,500	0		4,500	
		1,546,293	1,612,932	17.50	1,681,611	17.00
201.2430.250.370.1.1180.21851.1	Science S/M	35,457	21,012		45,000	
201.2410.260.370.1.1180.21852.1	Science Textbooks	31,206	14,371		31,500	
201.2420.240.370.1.1180.21853.1	Science Maintenance Contracts	-	0		572	
201.2420.260.370.1.1180.21854.1	Science Toxic Waste Disposal	1,853	0		2,613	
201.2420.260.370.1.1180.21855.1	Science Equipment	21,877	10,100		22,500	
		90,393	45,483	0.00	102,186	0.00
Total Program		1,636,686	1,658,415	17.50	1,783,797	17.00
PROGRAM AREA 1190: SOCIAL STUDIES		1,239,967	1,286,851	14.50	1,347,168	14.50
201.2305.110.370.1.1190.21901.1	Social Studies Teaching Salary	1,138,113	1,199,986	14.00	1,250,815	14.00
201.2220.110.370.1.1190.21902.1	Soc. Studies Dept. Chair	56,856	59,222	0.50	61,625	0.50
201.2305.110.370.1.1190.21903.1	Soc. Studies Longevity	25,390	21,684		19,098	
		1,220,359	1,280,892	14.50	1,331,538	14.50
201.2430.250.370.1.1190.21951.1	Social Studies S/M	7,797	2,976		7,333	
201.2410.260.370.1.1190.21952.1	Social Studies Textbooks	9,236	2,983		5,722	
201.2440.260.370.1.1190.21953.1	Social Studies Collaborative	2,575	0		2,575	
		19,608	5,959	0.00	15,630	0.00
Total Program		1,239,967	1,286,851	14.50	1,347,168	14.50
PROGRAM AREA 1200: SPECIAL EDUCATION		4,702,339	5,145,201	28.51	5,030,953	31.56
201.2110.110.370.2.1200.22001.1	SPED Director Salary	58,772	59,526	0.40	60,830	0.40
201.2305.110.370.2.1200.22002.1	SPED Teaching Salary	726,370	519,472	5.97	702,397	10.52
201.2330.130.370.2.1200.22003.1	SPED Tutor Salary	867,946	834,220	17.20	883,469	14.20
201.2440.130.370.2.1200.22004.1	SPED Home Tutor Salary	1,046	0		557	
201.2305.110.370.2.1200.22005.1	SPED Alt. Ed. Regular Teaching Salary	19,803	19,237	0.19	20,017	0.19
201.2800.110.370.2.1200.22006.1	SPED H.S. Psych. Salary	182,500	210,352	2.25	198,811	3.75
201.2330.130.370.2.1200.22007.1	SPED Aides Salary	-	0		-	
201.2110.120.370.2.1200.22008.1	SPED Clerical Salary	48,636	42,200	1.00	50,136	1.00
201.2305.110.370.2.1200.22009.1	Pathways Summer Program Sal.	27,840	24,616		27,353	
201.2320.110.370.2.1200.22010.1	H.S. S/L Pathologist	101,400	100,094	1.00	104,156	1.00
201.2220.110.370.2.1200.22011.1	Special Ed. Dept. Chair	63,550	64,320	0.50	66,930	0.50
201.2305.110.370.2.1200.22012.1	Special Ed. Longevity	14,833	14,220		13,797	
201.2110.110.370.2.1200.22013.1	Special Ed. Addtl. Comp.	-	0		-	
		2,112,696	1,888,257	28.51	2,128,452	31.56

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
	201.2110.250.370.2.1200.22051.1	3,197	2,263		3,830	
	201.2430.250.370.2.1200.22052.1	6,080	4,337		2,644	
	201.2720.250.370.2.1200.22053.1	4,609	3,920		3,267	
	201.2430.250.370.2.1200.22054.1	1,774	47		1,434	
	201.2320.240.370.2.1200.22055.1	75,000	254,323		350,000	
	201.2440.240.370.2.1200.22056.1	13,174	36,117		27,173	
	201.2440.260.370.2.1200.22057.1	0	0		53	
	201.2451.260.370.2.1200.22058.1	0	0		0	
	201.9100.260.370.2.1200.22059.1	165,692	122,990		162,782	
	201.9200.260.370.2.1200.22060.1	151,483	293,506		127,023	
	201.9300.260.370.2.1200.22061.1	1,995,342	2,410,252		1,855,226	
	201.9400.260.370.2.1200.22062.1	140,932	123,430		104,969	
	201.7300.260.370.2.1200.22063.1	27,674	3,128		4,483	
	201.2440.260.370.2.1200.22064.1	492	0		0	
	201.2430.250.370.2.1200.22065.1	2,887	2,633		3,684	
	201.2110.260.370.2.1200.22066.1	1,307	0		350	
	201.2410.260.370.2.1200.22067.1	0	0		167	
	201.9400.260.370.2.1200.22068.1	0	0		255,415	
		2,589,643	3,256,945	0.00	2,902,501	0.00
Total Program		4,702,339	5,145,201	28.51	5,030,953	31.56
PROGRAM AREA 1210: SUBSTITUTES		85,000	76,398	0.00	82,000	0.00
	201.2325.130.370.1.1210.22101.1	-	0		-	
	201.2325.130.370.1.1210.22102.1	80,000	74,973		78,000	
	201.2325.130.370.2.1210.22103.1	5,000	1,425		4,000	
		85,000	76,398	0.00	82,000	0.00
Total Program		85,000	76,398	0.00	82,000	0.00
PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY		9,304	24,275	0.00	9,745	0.00
	201.2305.110.370.1.1220.22201.1	-	0		-	
	201.2305.110.370.1.1220.22202.1	-	0		-	
		0	0	0.00	0	0.00
	201.2430.250.370.1.1220.22251.1	7,500	20,076		8,508	
	201.2410.260.370.1.1220.22252.1	474	0		589	
	201.2420.240.370.1.1220.22253.1	-	0		148	
	201.7300.260.370.1.1220.22254.1	1,015	3,438		500	
	201.2440.260.370.1.1220.22255.1	315	762		0	
		9,304	24,275	0.00	9,745	0.00

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
Total Program		9,304	24,275	0.00	9,745	0.00
PROGRAM AREA 1240: CURRICULUM LEADERSHIP		0	0	0.00	0	0.00
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	-	-	-
		0	0	0.00	0	0.00
Total Program		0	0	0.00	0	0.00
PROGRAM AREA 1250: THEATRE ARTS		56,261	17,032	0.25	21,261	0.25
201.2305.110.370.1.1250.22501.1	Theatre Arts Teaching Salary	55,665	16,243	0.25	20,665	0.25
201.2430.250.370.1.1250.22551.1	Theatre Arts Tch. S/M	596	789	-	596	-
		56,261	17,032	0.25	21,261	0.25
Total Program		56,261	17,032	0.25	21,261	0.25
PROGRAM AREA 2300: ADULT & COMMUNITY EDUCATION		4	0	4.00	4	0.00
201.2110.110.500.6.2300.23001.1	Adult Ed. Director Salary	2	0	2.00	2	-
201.2110.120.500.6.2300.23002.1	Adult Ed. Clerical Salary	2	0	2.00	2	-
		4	0	4.00	4	0.00
Total Program		4	0	4.00	4	0.00
PROGRAM AREA 2310: ATHLETICS		624,445	708,032	2.00	686,672	2.00
201.3510.110.370.9.2310.23101.1	Athletics Director Salary	106,355	118,480	1.00	122,627	1.00
201.3510.110.370.9.2310.23102.1	Coaches Salary	347,825	385,519	-	361,558	-
201.3510.110.370.9.2310.23103.1	Trainers Salary	42,287	67,287	1.00	43,767	1.00
201.3510.110.370.9.2310.23104.1	Intramural Stipends	-	0	-	-	-
201.3510.130.370.9.2310.23105.1	Athletics Drivers Salary	77,334	85,039	-	85,584	0.00
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	-	-	-
		573,801	656,325	2.00	613,536	2.00
201.3510.260.370.9.2310.23151.1	Athletic Insurance	3,144	5,340	-	3,401	-
201.3510.260.370.9.2310.23152.1	Officials	30,000	27,935	-	34,795	-
201.3510.260.370.9.2310.23153.1	Facilities Rental	17,500	18,432	-	29,368	-
201.3510.240.370.9.2310.23154.1	Contracted Service	0	0	-	5,572	-

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
		50,644	51,707	0.00	73,136	0.00
Total Program		624,445	708,032	2.00	686,672	2.00
PROGRAM AREA 2320: CENTRAL SUPPLY		0	15,965	0.00	2,103	0.00
201.2430.250.370.1.2320.23251.1	Central Supply S/M	0	15,965	0.00	2,103	0.00
Total Program		0	15,965	0.00	2,103	0.00
PROGRAM AREA 2330: CO-CURRICULAR		259,731	324,132	2.25	283,269	2.00
201.3520.110.370.9.2330.23301.1	Co-Curricular Professional Salary	170,966	234,050	0.25	184,508	
201.3520.130.370.9.2330.23302.1	Radio Station Mgr. Salary	69,217	69,631	1.00	71,763	1.00
201.3520.130.370.9.2330.23303.1	Radio Station Staff Assistants	14,298	7,782	1.00	14,298	1.00
		254,481	311,463	2.25	270,569	2.00
201.3520.250.370.9.2330.23351.1	Co-Curricular S/M	2,500	643		4,200	
201.3520.260.370.9.2330.23352.1	Co-Curricular Fees	2,750	12,027		8,500	
		5,250	12,670	0.00	12,700	0.00
Total Program		259,731	324,132	2.25	283,269	2.00
PROGRAM AREA 2340: CONTINGENCY		281,853	49,620	0.00	244,188	0.00
201.5100.110.370.1.2340.23401.1	Sick Leave - Instructional	96,853	49,620		74,188	
201.2305.110.370.1.2340.23402.1	Professional Contingency	100,000	0		100,000	
201.5100.110.370.1.2340.23403.1	Early Retirement Incentive	-	0		-	
201.2305.110.370.1.2340.23404.1	Negotiation Funds - Contracts	50,000	0		35,000	
201.1230.120.370.9.2340.23405.1	Neg. Funds - Non-Bargaining	35,000	0		35,000	
		281,853	49,620	0.00	244,188	0.00
Total Program		281,853	49,620	0.00	244,188	0.00
PROGRAM AREA 2350: COPY SERVICE		65,564	58,194	0.80	62,239	0.80
201.2330.130.370.1.2350.23501.1	Copy Service Operator Salary	21,224	19,489	0.40	20,246	0.40
201.2330.130.370.1.2350.23502.1	Copy Serv. Transportation Salary	14,887	12,031	0.40	12,460	0.40
		36,111	31,520	0.80	32,705	0.80
201.2430.250.370.1.2350.23551.1	Copy Service S/M	3,797	4,435		8,515	
201.2420.240.370.1.2350.23552.1	Canon IR105 Copier Maint./Purchase	25,000	21,389		20,019	
201.4230.240.370.9.2350.23553.1	IR550 Copier Maintenance	0	0		0	
201.4230.240.370.9.2350.23554.1	Canon IR5000 Copier Maintenance	656	850		1,000	
		29,453	26,674	0.00	29,534	0.00

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
Total Program		65,564	58,194	0.80	62,239	0.80
PROGRAM AREA 2360: EQUIPMENT		11,500	13,424	0.00	2,000	0.00
201.7300.260.370.1.2360.23651.1	CCHS New Equipment	2,500	11,636		0	
201.7400.260.370.1.2360.23652.1	CCHS Replacement Equipment	2,500	1,177		0	
201.7400.260.370.1.2360.23653.1	CCHS Classroom Equipment	2,500	0		0	
201.7400.260.910.9.2360.23654.1	Ripley Equipment	4,000	610		2,000	
		11,500	13,424	0.00	2,000	0.00
Total Program		11,500	13,424	0.00	2,000	0.00
PROGRAM AREA 2370: FIELD TRIPS		12,000	6,927	0.00	30,000	0.00
201.2440.130.370.1.2370.23701.1	Field Trip Drivers Salary	12,000	6,927		30,000	0.00
		12,000	6,927	0.00	30,000	0.00
Total Program		12,000	6,927	0.00	30,000	0.00
PROGRAM AREA 2390: HEALTH SERVICES		125,447	128,764	1.00	133,832	1.50
201.3200.110.370.9.2390.23901.1	Nurse/Nurse Asst. Sal.	118,197	127,522	1.00	126,582	1.50
		118,197	127,522	1.00	126,582	1.50
201.3200.250.370.9.2390.23951.1	Health Services S/M	5,000	1,093		5,000	
201.3200.240.900.9.2390.23952.1	Hlth. Serv. Contr. Services	1,250	0		1,250	
201.3200.260.370.9.2390.23953.1	Hlth. Serv. Equipment Maintenance	1,000	149		1,000	
		7,250	1,242	0.00	7,250	0.00
Total Program		125,447	128,764	1.00	133,832	1.50
PROGRAM AREA 2400: PARAPROFESSIONALS		118,508	101,766	3.00	127,682	2.00
201.2220.120.370.1.2400.24001.1	Paras: Dept. Clerical Salary	93,508	97,037	3.00	96,742	2.00
201.3600.130.370.1.2400.24002.1	Paras: Campus Monitor Salary	25,000	4,729		30,940	0.00
		118,508	101,766	3.00	127,682	2.00
Total Program		118,508	101,766	3.00	127,682	2.00
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL		15,000	11,549	0.00	10,000	0.00
201.2440.260.370.1.2410.24151.1	School District Travel	15,000	11,549		10,000	
		15,000	11,549	0.00	10,000	0.00
Total Program		15,000	11,549	0.00	10,000	0.00

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
PROGRAM AREA 3510: ADMINISTRATION		694,225	739,276	6.20	716,166	6.00
201.1210.110.370.9.3510.25101.1	Superintendent's Salary	88,909	87,418	0.40	92,021	0.40
201.1210.120.370.9.3510.25102.1	Superintendent Support Staff	32,699	31,754	0.40	33,843	0.40
201.1220.110.370.9.3510.25103.1	Asst. Supt. Salary	-	0	-	-	-
201.1230.110.370.9.3510.25115.1	Director of Teaching & Learning	63,229	60,800	0.40	62,100	0.40
201.1220.120.370.9.3510.25104.1	Teaching & Learning Support Staff	-	23,661	0.40	-	0.40
201.1410.110.370.9.3510.25106.1	Dir. of Finance & Operations Sal.	-	-	-	-	0.50
201.1410.110.370.9.3510.25106.1	Deputy Superintendent	86,499	85,875	0.50	89,526	-
201.1410.120.370.9.3510.25107.1	Financial Serv. Staff	147,297	171,647	2.90	181,461	2.70
201.1420.110.370.9.3510.25108.1	Director of Human Resources Salary	60,423	59,987	0.40	62,538	0.40
201.1420.120.370.9.3510.25109.1	Human Resources Staff Sal.	53,967	45,126	0.80	55,856	0.80
		533,023	566,268	6.20	577,346	6.00
201.1210.250.370.9.3510.25151.1	Supt. SM	5,363	6,941	-	5,400	-
201.1210.260.370.9.3510.25152.1	Supt. Consultant Contract	0	2,500	-	0	-
201.1210.240.370.9.3510.25153.1	Supt. Contracted Services	207	4,000	-	207	-
201.1210.260.370.9.3510.25154.1	Supt. Memberships	3,863	6,821	-	4,000	-
201.5200.260.370.9.3510.25155.1	Supt. Insurance	145	0	-	145	-
201.1210.260.370.9.3510.25156.1	Supt. Prof. Development	5,026	380	-	3,000	-
201.1210.260.370.9.3510.25157.1	Annual School Census	1,056	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	Director of Teaching & Learning/Asst. Supt. SA	974	1,944	-	1,000	-
201.1220.240.370.9.3510.25162.1	Director of Teaching & Learning/Asst. Supt. Cc	0	0	-	0	-
201.1220.260.370.9.3510.25163.1	Director of Teaching & Learning/Asst. Supt. Mt	0	0	-	500	-
201.1220.260.370.9.3510.25164.1	Director of Teaching & Learning/Asst. Supt. Ph	175	925	-	175	-
201.1410.250.370.9.3510.25171.1	Business Office SM	4,500	2,100	-	4,500	-
201.1410.240.370.9.3510.25172.1	Bus. Office Contr. Services	15,000	36,423	-	15,000	-
201.1410.260.370.9.3510.25173.1	Bus. Office Legal Adv.	1,529	322	-	1,529	-
201.1410.260.370.9.3510.25174.1	Bus. Office Memberships	2,410	950	-	2,410	-
201.1410.260.370.9.3510.25175.1	Bus. Office Prof. Dev.	1,720	745	-	1,720	-
201.1420.250.370.9.3510.25181.1	Human Resources Office SM	2,200	2,972	-	2,200	-
201.1420.240.370.9.3510.25182.1	Human Resources Contr. Serv.	6,728	8,696	-	6,728	-
201.1420.260.370.9.3510.25183.1	Human Resources Legal Adv.	10,000	0	-	10,000	-
201.1420.260.370.9.3510.25184.1	Human Resources Memberships	3,440	191	-	3,440	-
201.1420.260.370.9.3510.25185.1	Human Resources Prof. Dev.	1,061	3,430	-	1,061	-
201.1420.260.370.9.3510.25186.1	Human Resources Recruiting Exp.	5,805	7,221	-	5,805	-
201.1430.260.370.9.3510.25191.1	Legal Services	50,000	86,446	-	30,000	-
201.1435.260.370.9.3510.25192.1	Legal Settlements	40,000	0	-	40,000	-
		161,202	173,007	0.00	138,820	0.00
Total Program		694,225	739,276	6.20	716,166	6.00

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
PROGRAM AREA 3520: PRINCIPALS		691,267	675,155	7.00	687,757	6.00
201.2210.110.370.9.3520.25201.1	Principal's Salary	159,463	155,192	1.00	157,505	1.00
201.2210.120.370.9.3520.25202.1	Principals Clerical Salary	244,031	237,090	4.00	242,014	3.00
201.2210.110.370.9.3520.25203.1	Asst. Principals	242,773	242,050	2.00	243,225	2.00
		646,267	634,332	7.00	642,744	6.00
201.2210.250.370.9.3520.25251.1	Principals S/M	13,500	26,232		20,000	
201.2420.240.370.9.3520.25252.1	Principals Copier Maintenance	10,500	2,400		7,500	
201.2210.260.370.9.3520.25253.1	Graduation Expenses	8,500	8,506		11,013	
201.2210.260.370.9.3520.25254.1	Prin. Prof. Development	12,500	3,685		6,500	
		45,000	40,823	0.00	45,013	0.00
Total Program		691,267	675,155	7.00	687,757	6.00
PROGRAM AREA 3530: SCHOOL COMMITTEE		12,135	9,827	0.00	12,058	0.00
201.1110.120.370.9.3530.25301.1	School Comm. Clerical Salary	4,035	2,904	0.00	2,021	0.00
		4,035	2,904	0.00	2,021	0.00
201.1110.250.370.9.3530.25351.1	School Committee S/M	600	1,690		1,373	
201.1110.260.370.9.3530.25352.1	School Committee Dues	5,500	5,233		7,440	
201.1110.260.370.9.3530.25353.1	School Committee Conferences	1,000	0		217	
201.1110.240.370.9.3530.25354.1	School Comm. Contr. Services	1,000	0		1,007	
		8,100	6,923	0.00	10,037	0.00
Total Program		12,135	9,827	0.00	12,058	0.00
PROGRAM AREA 4610: CAPITAL OUTLAY		37,500	58,610	0.00	27,500	0.00
201.7100.260.370.9.4610.26151.1	Capital Outlay - Grounds	5,000	20,455		5,000	
201.7200.260.370.9.4610.26152.1	Capital Outlay - Buildings	20,000	0		10,000	
201.7200.260.370.9.4610.26153.1	Capital Outlay - Designers	2,500	6,600		2,500	
201.7300.260.370.9.4610.26154.1	Capital Outlay - Equipment	10,000	31,555		10,000	
201.7200.260.370.9.4610.91251.1	Capital Stabilization	0	0		0	
		37,500	58,610	0.00	27,500	0.00
Total Program		37,500	58,610	0.00	27,500	0.00
PROGRAM AREA 4620: CUSTODIAL SERVICES		577,063	505,202	9.40	546,719	8.40
201.4110.130.370.9.4620.26201.1	Bldg. Serv. Wkr. Salary	483,340	395,507	8.00	434,247	8.00
201.4110.130.370.9.4620.26202.1	Bldg. Serv. Wkr. Overtime	46,013	80,924	1.00	75,707	
201.4110.130.370.9.4620.26203.1	Ripley Bldg. Serv. Wkr. Sal.	25,814	23,736	0.40	24,662	0.40
201.4110.130.370.9.4620.26204.1	Ripley Bldg. Serv. Wkr. Overtime	4,311	1,660		2,160	

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
	201.4110.120.370.9.4620.26205.1	Receptionist Salary	-	900	1,313	
			559,478	502,727	538,089	8.40
	201.4110.250.370.9.4620.26251.1	Bldg. Serv. Wkr. SM	14,815	0	5,109	
	201.4110.250.370.9.4620.26252.1	Ripley Bldg. Serv. Wkr. SM	324	0	324	
	201.4110.260.370.9.4620.26253.1	Bldg. Serv. Wkr. Uniforms	2,446	2,475	3,001	
	201.4110.260.370.9.4620.26254.1	Bldg. Serv. Wkr. Fees	0	0	196	
	201.7400.260.370.9.4620.26255.1	Bldg. Serv. Wkr. Equipment	0	0	0	
			17,585	2,475	8,630	0.00
Total Program		577,063	505,202	9.40	546,719	8.40
PROGRAM AREA 4630: INFO. TECH. SERVICES		804,125	781,161	5.80	760,311	6.29
	201.1450.110.370.9.4630.26301.1	Dir. of Info. Tech.	67,045	62,762	63,394	0.49
	201.1450.130.370.9.4630.26302.1	I.T. Services Unit Ldr. Salary	133,978	109,086	138,667	1.47
	201.1450.130.370.9.4630.26303.1	I.T. Sr. Support Analyst Sal.	262,263	279,170	271,442	3.96
	201.1450.120.370.9.4630.26304.1	I.T. Services Clerical Sal.	25,958	27,370	26,867	0.37
			489,244	478,389	500,370	6.29
	201.1450.250.370.9.4630.26351.1	I.T. Services Office SM	6,616	34,186	5,858	
	201.2451.250.370.1.4630.26352.1	Micro Computer Repair SM	741	775	0	
	201.1450.240.900.9.4630.26353.1	Contr. Services - Web Page	7,137	25,807	6,360	
	201.1450.260.370.9.4630.26354.1	I.T. Services Server Maintenance	6,549	6,470	5,966	
	201.1450.260.370.9.4630.26355.1	I.T. Services New Equipment	150,000	28,415	50,000	
	201.4400.260.370.9.4630.26356.1	I.T. Services Networking	45,000	103,867	95,000	
	201.2455.260.370.1.4630.26361.1	I.T. Services Software Dev.	18,903	0	1,590	
	201.1450.260.370.9.4630.26362.1	I.T. Services Software Lease/Purchase	20,700	31,950	34,009	
	201.1450.260.370.9.4630.26363.1	I.T. Serv. Admin. Software Support	16,000	54,347	45,000	
	201.1450.260.370.9.4630.26365.1	I.T. Serv. Software Maint./Financials	21,735	0	2,120	
	201.2250.260.370.9.4630.26366.1	I.T. Serv. Software Maint./Student	11,000	14,463	10,818	
	201.4230.260.900.9.4630.26367.1	I.T. Vehicle Maint.	3,500	1,031	1,205	
	201.4230.260.900.9.4630.26368.1	I.T. Gasoline	4,000	1,121	1,584	
	201.4230.260.900.9.4630.26369.1	I.T. Vehicle Insurance	3,000	341	431	
	201.7600.260.900.9.4630.26370.1	I.T. Vehicle Replacement	-	0	0	
	201.1450.260.370.9.4630.91251.1	Technology Stabilization	-	0	0	
			314,881	302,772	259,941	0.00
Total Program		804,125	781,161	5.80	760,311	6.29
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS		356,605	405,654	2.12	292,756	2.12
	201.4200.130.370.9.4640.26401.1	Maintenance Manager Salary	42,500	41,200	43,988	0.40
	201.4200.130.370.9.4640.26402.1	Maintenance Salary	107,663	108,358	107,337	1.60

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
201.4200.130.370.9.4640.26403.1	Maintenance Overtime	20,000	20,837		20,000	
201.4200.130.370.9.4640.26404.1	Maint. Supplemental Labor	10,000	0		-	
201.4200.120.370.9.4640.26405.1	Maintenance Clerical Salary	3,381	3,270	0.12	3,602	0.12
		183,544	173,665	2.12	174,926	2.12
201.4210.250.370.9.4640.26451.1	Maintenance SM - Grounds	20,000	22,207		20,000	
201.4220.250.370.9.4640.26452.1	Maint. SM - Buildings	35,000	96,740		20,000	
201.4210.240.370.9.4640.26453.1	Maint. Contr. Services - Grounds	7,000	28,700		7,000	
201.4220.240.370.9.4640.26454.1	Maint. Contr. Services - Buildings	100,000	41,593		45,000	
201.4210.240.370.9.4640.26455.1	Maint. Contr. Services - Snow Plow	5,000	26,777		15,000	
201.4200.260.370.9.4640.26456.1	Maintenance Uniforms	0	0		2,880	
201.4200.260.370.9.4640.26457.1	Trash Pickup & Recycling	961	15,273		950	
201.4200.260.370.9.4640.26458.1	Maintenance Fees	100	700		2,000	
201.7400.260.370.9.4640.26459.1	Maint. Replacement Equipment	5,000	0		5,000	
		173,061	231,989	0.00	117,830	0.00
Total Program		356,605	405,654	2.12	292,756	2.12
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES		24,874	30,016	0.00	32,791	0.00
201.4230.250.370.9.4650.26551.1	Maintenance SM - Vehicles	5,693	15,239		13,763	
201.4230.250.370.9.4650.26552.1	Maintenance SM - Equipment	2,070	485		3,461	
201.4230.240.370.9.4650.26553.1	Maint. Contr. Serv. - Equipment	10,000	8,596		7,884	
201.4230.260.370.9.4650.26554.1	Maintenance Gasoline	5,693	4,674		6,606	
201.4230.260.370.9.4650.26555.1	Maint. Vehicle Insurance	1,418	1,022		1,077	
201.7600.260.370.9.4650.26556.1	Maint. Vehicle Replacement	0	0		0	
		24,874	30,016	0.00	32,791	0.00
Total Program		24,874	30,016	0.00	32,791	0.00
PROGRAM AREA 4660: REGULAR TRANSPORTATION		748,589	872,591	11.00	892,319	11.20
201.3300.130.370.1.4660.26601.1	Transportation Manager Salary	54,946	29,263	0.40	29,405	0.40
201.3300.130.370.1.4660.26600.1	Trans. Drivers Salary - Acton	-	1,830		1,520	0.00
201.3300.130.370.1.4660.26602.1	Drivers' Salary	281,188	332,879	9.00	336,331	8.00
201.3300.130.370.1.4660.26603.1	Drivers' Overtime	80,000	3,735		40,000	0.00
201.3300.130.370.1.4660.26604.1	Mechanics' Salary	80,885	65,153	1.20	77,202	2.00
201.3300.130.370.1.4660.26605.1	Mechanics' Overtime	13,533	11,946		14,847	
201.3300.130.370.1.4660.26606.1	Trans. Coordinator Salary	41,218	43,961	0.40	40,551	0.80
		551,770	488,768	11.00	539,857	11.20
201.3300.250.370.1.4660.26651.1	Transportation S/M	45,000	120,385		100,000	
201.3300.260.370.1.4660.26652.1	Accident Repairs	0	0		1,159	
201.3300.260.370.1.4660.26653.1	Gasoline/Diesel Fuel	80,000	74,076		125,000	

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
	201.3300.260.370.1.4660.26654.1	Trans. Vehicle Insurance	2,009	2,838		3,016
	201.3300.260.370.1.4660.26655.1	Trans. Computer Equipment	597	2,692		4,260
	201.3300.260.370.1.4660.26656.1	Trans. Alcohol & Drug Testing	1,463	1,315		1,160
	201.3300.260.370.1.4660.26657.1	Trans. Staff Development	3,250	8,037		8,234
	201.3300.260.370.1.4660.26658.1	Transportation Fees	2,500	2,943		4,527
	201.7600.260.370.1.4660.26659.1	Trans. Vehicle Replacement	0	0		0
	201.3300.240.370.1.4660.26660.1	Trans. Contracted Service	10,000	72,972		45,000
	201.3300.260.370.1.4660.26661.1	Trans. Leases	52,000	98,566		60,106
			196,819	383,823	0.00	352,462
	Total Program		748,589	872,591	11.00	892,319
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION		528,002	600,892	0.00	539,002	0.00
	201.3300.130.370.2.4670.26701.1	SPED Trans. Aide Salary	-	0		-
			0	0	0.00	0
	201.3300.260.370.2.4670.26751.1	SPED Trans. Contracted Services	527,707	527,707		527,707
	201.3300.260.370.2.4670.26752.1	SPED OTHER Trans. Contracted Services	0	70,277		11,000
	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	400		0
	201.3300.260.370.2.4670.26763.1	SPED Vehicle Insurance	295	227		295
	201.3300.250.370.2.4670.26764.1	SPED Vehicle SMI	0	2,281		0
			528,002	600,892	0.00	539,002
	Total Program		528,002	600,892	0.00	539,002
PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS		257,683	204,811	0.00	212,088	0.00
	201.4120.260.370.9.4680.26851.1	CCHS Heating	222,000	172,000		180,000
	201.4120.260.910.9.4680.26852.1	Ripley Heating	22,683	18,798		19,088
	201.4120.260.370.9.4680.26853.1	Trans. Repair Heating	0	2,115		0
	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	2,431		9,000
	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	9,468		4,000
			257,683	204,811	0.00	212,088
	Total Program		257,683	204,811	0.00	212,088
PROGRAM AREA 4690: UTILITIES/OTHER		541,507	656,314	0.00	531,131	0.00
	201.4130.260.370.9.4690.26951.1	CCHS Electricity	340,000	462,955		340,000
	201.4130.260.910.9.4690.26952.1	Ripley Electricity	25,000	28,729		25,000
	201.4130.260.370.9.4690.26953.1	Trans. Repair Electricity	0	0		0

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
	201.4130.260.370.9.4690.26960.1	CCHS Water/Sewer	62,000	57,633	50,000	
	201.4130.260.910.9.4690.26961.1	Ripley Water/Sewer	1,376	1,500	3,000	
	201.4130.260.370.9.4690.26962.1	Transportation Water/Sewer	0	0	0	
	201.4130.260.370.9.4690.26970.1	Telephone	85,000	77,172	85,000	
	201.4130.260.370.9.4690.26980.1	Trash Pickup & Recycling	28,131	28,325	28,131	
			541,507	656,314	0.00	531,131
Total Program		541,507	656,314	0.00	531,131	0.00
PROGRAM AREA 5800: DEBT SERVICE		2,835,424	2,831,824	0.00	4,843,808	0.00
	201.8200.260.370.9.5800.28051.1	Debt Service Banking	3,600	0	3,600	
	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	245,000	
	201.8200.260.370.9.5800.28061.1	H.S.'08 - Interest	29,646	29,646	21,126	
	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	1,400,000	
	201.8200.260.370.9.5800.28069.1	H.S.'13 Building - Interest	1,007,178	1,007,178	969,082	
	201.8200.260.370.9.5800.28070.1	H.S.'15 Building BAN- Optional Principal	0	0	0	
	201.8200.260.370.9.5800.28071.1	H.S.'15 Building BAN- Interest	150,000	150,000		
	201.8200.260.370.9.5800.28072.1	H.S.'15 Building - Principal \$32.5	0	0	1,305,000	
	201.8200.260.370.9.5800.28073.1	H.S.'15 Building - Interest \$32.5	0	0	900,000	
	201.8200.260.370.9.5800.28074.1	H.S.'15 Building - Principal \$30	0	0	0	
	201.8200.260.370.9.5800.28075.1	H.S.'15 Building - Interest \$30	0	0	0	
			2,835,424	2,831,824	0.00	4,843,808
Total Program		2,835,424	2,831,824	0.00	4,843,808	0.00
PROGRAM AREA 5810: INSURANCE		2,142,052	1,793,566	0.00	2,168,418	0.00
	201.5200.260.370.9.5810.28151.1	Workers' Compensation	68,000	67,542	37,600	

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
201.5200.260.370.9.5810.28152.1	Employee Assistance Program	0	0		5,000	
201.5200.260.370.9.5810.28153.1	FICA Medical Insurance	246,500	241,005		226,210	
201.5200.260.370.9.5810.28154.1	Unemployment Compensation	25,000	0		15,000	
201.5200.260.370.9.5810.28155.1	Hospital/Life Insurance	1,128,552	1,065,075		1,083,997	
201.5200.260.370.9.5810.28156.1	Social Security Tax	50,000	44,980		51,250	
201.5260.260.370.9.5810.28157.1	Public Liability Insurance	15,000	20,402		15,000	
201.5260.260.370.9.5810.28158.1	Sch. Comm. Prof. Liability	3,500	3,512		3,500	
201.5260.260.370.9.5810.28159.1	Nurses Liability Insurance	500	262		500	
201.5200.260.370.9.5810.28163.1	Retiree Medical Insurance	250,000	702		235,670	
201.5200.260.370.9.5810.28164.1	OPEB Liability - Active Employee Retiree Medi	350,000	350,000		489,691	
201.5200.260.370.9.5810.28165.1	Ch. 32(b) Sec 9(a)1/2 Assessments	5,000	86		5,000	
		2,142,052	1,793,566	0.00	2,168,418	0.00
Total Program		2,142,052	1,793,566	0.00	2,168,418	0.00
PROGRAM AREA 5820: RETIREMENT		523,666	533,364	0.00	580,748	0.00
201.5100.260.370.9.5820.28251.1	Retirement	523,666	533,364		580,748	
		523,666	533,364	0.00	580,748	0.00
Total Program		523,666	533,364	0.00	580,748	0.00
PROGRAM AREA 5830: ASSESSMENTS		51,403	77,022	0.00	135,000	0.00
201.9110.260.370.9.5830.28351.1	School Choice Assessment	13,802	-193		15,000	
201.9120.260.370.9.5830.28352.1	Charter School Assessment	37,601	77,215		120,000	
		51,403	77,022	0.00	135,000	0.00
Total Program		51,403	77,022	0.00	135,000	0.00
PROGRAM AREA 5840: OTHER FIXED COSTS		73,948	69,360	0.00	65,176	0.00
201.5500.260.900.9.5840.28451.1	Postage	38,598	33,371		27,107	
201.5500.240.370.9.5840.28452.1	Audit Contract	34,917	34,917		37,100	
201.5500.260.370.9.5840.28453.1	Banking Services	99	500		88	
201.5500.260.370.9.5840.28454.1	Treasurer Bonds	334	572		882	
		73,948	69,359.89	0.00	65,176	0.00
Total Program		73,948	69,360	0.00	65,176	0.00
Grand Total		27,437,330	28,390,204	190.54	30,643,037	187.18

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
	-- less Debt Service	2,831,824	2,828,224		4,840,208	
	Total Operating Budget	24,605,506	25,561,980	190.54	25,802,829	187.18

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY2015 Budget	FY2015 Actuals	FY2015 FTE	FY2016 Budget	FY2016 FTE
	REGULAR EDUCATION	\$ 11,834,923	\$ 12,400,359	120.51	\$ 12,568,337	115.61
	SPECIAL EDUCATION	\$ 5,230,341	\$ 5,746,093	28.51	\$ 5,569,955	31.56
	ADMINISTRATION	\$ 1,397,627	\$ 1,424,258	13.20	\$ 1,415,981	12.00
	OPERATIONS	\$ 3,347,946	\$ 3,514,359	28.32	\$ 3,295,614	28.01
	FIXED COSTS	\$ 5,626,493	\$ 5,305,136	0.00	\$ 7,793,150	0.00
	TOTAL BUDGET	\$ 27,437,330	\$ 28,390,204	190.54	\$ 30,643,037	187.18
	- - Less Debt Service	\$ 2,831,824	\$ 2,828,224		\$ 4,840,208	
	OPERATING BUDGET	\$ 24,605,506	\$ 25,561,980	190.54	\$ 25,802,829	187.18

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY16 SC ADOPTED BUDGET	FY17 SC PLANNING BUDGET	FY17 - FY16 \$ CHANGE	FY17 / FY16 BUDGET
PROGRAM AREA 1020: COMPUTER INSTRUCTION		293,315	518,003	224,688	76.6% Resumption of computer replacement cycle
	Total Salary	111,967	116,003	4,036	3.6%
	Total Non-Salary	181,348	402,000	220,652	121.7%
PROGRAM AREA 1070: ELL		60,744	43,041	(17,702)	-29.1% Anticipated reduction in student needs
	Total Salary	59,838	42,135	(17,702)	-29.6%
	Total Non-Salary	906	906	-	0.0%
PROGRAM AREA 2310: ATHLETICS		686,672	593,778	(92,894)	-13.5% Decrease appropriation accounts due to
	Total Salary	613,536	538,278	(75,258)	-12.3% increased support of athletics expenses by
	Total Non-Salary	73,136	55,500	(17,636)	-24.1% revolving account
PROGRAM AREA 2360: EQUIPMENT		2,000	9,500	7,500	375.0% Increased equipment budgets to support actual costs
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL		10,000	11,500	1,500	15.0% Budget increase due to anticipated increase in reimbursement rate
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES		32,791	28,028	(4,763)	-14.5% Reduced vehicle maintenance budgets in anticipation of improved PM procedures
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION		539,002	631,668	92,666	17.2% Increased Special Education Transportation budget to support increased actual costs
	Total Salary	0	0	-	
	Total Non-Salary	539,002	631,668	92,666	17.2%
PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS		212,088	159,167	(52,920)	-25.0% Reduced budgets in anticipation of increased efficiency of new building
PROGRAM AREA 4690: UTILITIES/OTHER		531,131	473,377	(57,754)	-10.9%
PROGRAM AREA 5810: INSURANCE		2,168,418	2,515,579	347,161	16.0% Increased OPEB budget \$215,000 per payment schedule
PROGRAM AREA 5840: OTHER FIXED COSTS		65,176	76,650	11,474	17.6% Increased postage to cover increased postage costs

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY16 SC ADOPTED BUDGET	FY17 SC PLANNING BUDGET	FY17 - FY16 \$ CHANGE	FY17 / FY16 BUDGET
PROGRAM AREA 1010: ART		621,698	634,041	12,343	2.0%
	Total Salary	550,870	586,938	36,068	6.5%
	Total Non-Salary	70,828	47,103	(23,725)	-33.5%
PROGRAM AREA 1020: COMPUTER INSTRUCTION		293,315	518,003	224,688	76.6%
	Total Salary	111,967	116,003	4,036	3.6%
	Total Non-Salary	181,348	402,000	220,652	121.7%
PROGRAM AREA 1050: ENGLISH		1,519,768	1,590,324	70,556	4.6%
	Total Salary	1,502,892	1,573,448	70,556	4.7%
	Total Non-Salary	16,876	16,876	0	0.0%
PROGRAM AREA 1070: ELL		60,744	43,041	(17,702)	-29.1%
	Total Salary	59,838	42,135	(17,702)	-29.6%
	Total Non-Salary	906	906	-	0.0%
PROGRAM AREA 1080: FOREIGN LANGUAGES		1,207,344	1,290,921	83,577	6.9%
	Total Salary	1,171,013	1,258,184	87,171	7.4%
	Total Non-Salary	36,331	32,737	(3,594)	-9.9%
PROGRAM AREA 1090: GUIDANCE		927,754	1,001,888	74,134	8.0%
	Total Salary	916,165	988,960	72,795	7.9%
	Total Non-Salary	11,589	12,928	1,339	11.6%
PROGRAM AREA 1100: HEALTH EDUCATION		3,302	3,302	(0)	0.0%
	Total Salary	0	-	-	-
	Total Non-Salary	3,302	3,302	(0)	0.0%
PROGRAM AREA 1110: HEALTH & FITNESS		534,424	568,723	34,299	6.4%
	Total Salary	523,310	561,099	37,788	7.2%
	Total Non-Salary	11,113	7,624	(3,489)	-31.4%
PROGRAM AREA 1120: LIBRARY & MEDIA SERVICES		262,718	278,512	15,794	6.0%
	Total Salary	238,032	246,150	8,118	3.4%

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

PROGRAM AREA:	ACCOUNT TITLE	FY16 SC ADOPTED BUDGET	FY17 SC PLANNING BUDGET	FY17 - FY16 \$ CHANGE	FY17 / FY16 BUDGET
	Total Non-Salary	24,686	32,362	7,675	31.1%
PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION		178,842	183,658	4,816	2.7%
PROGRAM AREA 1140: MATHEMATICS		1,620,071	1,715,872	95,801	5.9%
	Total Salary	1,605,676	1,702,925	97,249	6.1%
	Total Non-Salary	14,395	12,947	(1,448)	-10.1%
PROGRAM AREA 1150: MUSIC		284,673	287,243	2,570	0.9%
	Total Salary	226,373	232,811	6,438	2.8%
	Total Non-Salary	58,300	54,432	(3,868)	-6.6%
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT		227,725	242,644	14,918	6.6%
	Total Salary	140,163	140,268	105	0.1%
	Total Non-Salary	87,562	102,376	14,814	16.9%
PROGRAM AREA 1180: SCIENCE		1,783,797	1,764,431	(19,366)	-1.1%
	Total Salary	1,681,611	1,713,034	31,422	1.9%
	Total Non-Salary	102,186	51,397	(50,788)	-49.7%
PROGRAM AREA 1190: SOCIAL STUDIES		1,347,168	1,378,456	31,288	2.3%
	Total Salary	1,331,538	1,362,826	31,287	2.3%
	Total Non-Salary	15,630	15,630	0	0.0%
PROGRAM AREA 1200: SPECIAL EDUCATION		5,030,953	4,699,366	(331,587)	-6.6%
	Total Salary	2,128,452	2,188,590	60,138	2.8%
	Total Non-Salary	2,902,501	2,510,775	(391,725)	-13.5%
PROGRAM AREA 1210: SUBSTITUTES		82,000	80,085	(1,915)	-2.3%
PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY		9,745	10,545	800	8.2%
	Total Salary	0	0	-	-
	Total Non-Salary	9,745	10,545	800	8.2%
PROGRAM AREA 1240: CURRICULUM LEADERSHIP		0	0	-	-

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

PROGRAM AREA:	ACCOUNT TITLE	FY16 SC ADOPTED BUDGET	FY17 SC PLANNING BUDGET	FY17 - FY16 \$ CHANGE	FY17 / FY16 BUDGET
PROGRAM AREA 1250: THEATRE ARTS		21,261	21,500	239	1.1%
PROGRAM AREA 2300: ADULT & COMMUNITY EDUCATION		4	4	-	0.0%
PROGRAM AREA 2310: ATHLETICS		686,672	593,778	(92,894)	-13.5%
	Total Salary	613,536	538,278	(75,258)	-12.3%
	Total Non-Salary	73,136	55,500	(17,636)	-24.1%
PROGRAM AREA 2320: CENTRAL SUPPLY		2,103	2,077		-1.2%
PROGRAM AREA 2330: CO-CURRICULAR		283,269	282,971	(298)	-0.1%
	Total Salary	270,569	273,789	3,220	1.2%
	Total Non-Salary	12,700	9,182	(3,518)	-27.7%
PROGRAM AREA 2340: CONTINGENCY		244,188	229,240	(14,948)	-6.1%
PROGRAM AREA 2350: COPY SERVICE		62,239	66,558	4,318	6.9%
	Total Salary	32,705	34,014	1,308	4.0%
	Total Non-Salary	29,534	32,544	3,010	10.2%
PROGRAM AREA 2360: EQUIPMENT		2,000	9,500	7,500	375.0%
PROGRAM AREA 2370: FIELD TRIPS		30,000	30,000	-	0.0%
PROGRAM AREA 2390: HEALTH SERVICES		133,832	132,266	(1,566)	-1.2%
	Total Salary	126,582	125,016	(1,566)	-1.2%
	Total Non-Salary	7,250	7,250	-	0.0%
PROGRAM AREA 2400: PARAPROFESSIONALS		127,682	121,102	(6,580)	-5.2%
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL		10,000	11,500	1,500	15.0%
PROGRAM AREA 3510: ADMINISTRATION		716,166	740,972	24,806	3.5%
	Total Salary	577,346	600,248	22,903	4.0%

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

PROGRAM AREA:	ACCOUNT TITLE	FY16 SC ADOPTED BUDGET	FY17 SC PLANNING BUDGET	FY17 - FY16 \$ CHANGE	FY17 / FY16 BUDGET
	Total Non-Salary	138,820	140,724	1,904	1.4%
PROGRAM AREA 3520: PRINCIPALS		687,757	722,927	35,171	5.1%
	Total Salary	642,744	677,914	35,170	5.5%
	Total Non-Salary	45,013	45,013	0	0.0%
PROGRAM AREA 3530: SCHOOL COMMITTEE		12,058	12,307	249	2.1%
	Total Salary	2,021	3,500	1,479	73.2%
	Total Non-Salary	10,037	8,807	(1,230)	-12.3%
PROGRAM AREA 4610: CAPITAL OUTLAY		27,500	27,500	-	0.0%
PROGRAM AREA 4620: CUSTODIAL SERVICES		546,719	561,447	14,729	2.7%
	Total Salary	538,089	552,817	14,729	2.7%
	Total Non-Salary	8,630	8,630	0	0.0%
PROGRAM AREA 4630: INFO. TECH. SERVICES		760,311	798,172	37,861	5.0%
	Total Salary	500,370	522,920	22,551	4.5%
	Total Non-Salary	259,941	275,251	15,310	5.9%
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS		292,756	305,613	12,856	4.4%
	Total Salary	174,926	188,613	13,686	7.8%
	Total Non-Salary	117,830	117,000	(830)	-0.7%
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES		32,791	28,028	(4,763)	-14.5%
PROGRAM AREA 4660: REGULAR TRANSPORTATION		892,319	957,977	65,658	7.4%
	Total Salary	539,857	534,241	(5,615)	-1.0%
	Total Non-Salary	352,462	423,736	71,274	20.2%
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION		539,002	631,668	92,666	17.2%
	Total Salary	0	0	-	-
	Total Non-Salary	539,002	631,668	92,666	17.2%
PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS		212,088	159,167	(52,920)	-25.0%

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

PROGRAM AREA:	ACCOUNT TITLE	FY16 SC ADOPTED BUDGET	FY17 SC PLANNING BUDGET	FY17 - FY16 \$ CHANGE	FY17 / FY16 BUDGET
PROGRAM AREA 4690: UTILITIES/OTHER		531,131	473,377	(57,754)	-10.9%
PROGRAM AREA 5800: DEBT SERVICE		4,843,808	4,841,692	(2,116)	0.0%
PROGRAM AREA 5810: INSURANCE		2,168,418	2,515,579	347,161	16.0%
PROGRAM AREA 5820: RETIREMENT		580,748	620,000	39,252	6.8%
PROGRAM AREA 5830: ASSESSMENTS		135,000	135,000	-	0.0%
PROGRAM AREA 5840: OTHER FIXED COSTS		65,176	76,650	11,474	17.6%
Grand Total		30,643,037	31,399,624	756,587	2.47%
-- less Debt Service		4,840,208	4,838,092		
Total Operating Budget		25,802,829	26,561,532	758,703	2.94%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
 FY2017 PRELIMINARY BUDGET
 CONCORD FINANCE COMMITTEE
 October 6, 2015**

DESCRIPTION	FY12 SC Adopted Budget	FY13 SC Adopted Budget	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 Adopted Budget	FY17 Preliminary Budget
NET OPERATING BUDGET	\$ 23,233,274	\$ 23,647,387	\$ 23,886,464	\$ 24,605,506	\$ 25,802,829	\$ 26,561,532
OPERATING BUDGET % INCREAS	3.84%	1.78%	1.01%	3.01%	4.87%	2.94%
<i>5 Year Operating Average Increase</i>			3.42%	2.58%	2.90%	2.72%
<i>*-- Excluding FY2017 Increase of \$215,039 to \$705,000 -- OPEB SC 2.94% Operating Budget Increase is Decreased to 2.11%</i>						
SALARIES	\$ 14,380,781	\$ 15,071,039	\$ 15,833,348	\$ 16,124,599	\$ 16,889,996	\$ 17,420,598
NON - SALARIES	8,852,493	8,576,348	8,053,116	8,480,907	8,912,802	9,140,933
DEBT SERVICE AMOUNTS	747,738	643,036	2,419,139	2,831,824	4,840,209	4,838,092
TOTAL	\$ 23,981,012	\$ 24,290,423	\$ 26,305,603	\$ 27,437,330	\$ 30,643,007	\$ 31,399,624
OPERATING BUDGET FUNDING III	\$ 859,082	\$ 414,113	\$ 239,077	\$ 719,042	\$ 1,140,029	\$ 758,703
BALANCE						\$ (0)

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2017 PRELIMINARY BUDGET
CONCORD FINANCE COMMITTEE
October 6, 2015**

DESCRIPTION	FY16 SC Adopted Budget	FY17 Preliminary Budget
SOURCES OF REVENUE		
LOCAL SOURCES		
ASSESSMENTS	\$ 27,229,209	\$ 27,893,111
EXCESS & DEFICIENCY	610,000	610,000
INVESTMENT INCOME	45,000	45,000
MISCELLANEOUS INCOME	20,000	20,000
PRIOR YEAR RESERVED DEBT SERVICE	72,294	40,375
STATE SOURCES (DOE)		
CHAPTER 70	2,020,931	2,053,456
REGIONAL TRANSPORTATION AID	617,584	707,224
CHARTER TUITION REIMBURSEMENTS	28,019	30,458
OTHER STATE SOURCES (MSBA)		
SBAB REIMBURSEMENT	-	-
TOTAL	\$ 30,643,037	\$ 31,399,624
PROJECTED USES OF REVENUE		
SALARIES	\$ 16,890,026	\$ 17,420,598
NON-SALARIES	\$ 8,423,111	\$ 8,435,933
DEBT SERVICE	\$ 4,840,209	\$ 4,838,092
OPEB LIABILITY	\$ 489,691	\$ 705,000
TOTAL	\$ 30,643,037	\$ 31,399,624

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2017 PRELIMINARY BUDGET
CONCORD FINANCE COMMITTEE
October 6, 2015

MAJOR ESCALATION/COST DRIVERS		FY17 Preliminary Budget
Program Area		INCREASED COSTS
STEPS	1010 -2410	\$ 173,271
LANES	1011 -2410	\$ 60,000
SCALE %	1012 -2410	\$ 256,737
TEACHER SALARY ESCALATION	1.9%	\$ 490,008
TECHNOLOGY REPLACEMENT PLAN	1020	\$ 220,000
INSTRUCTIONAL TECHNOLOGY ESCALATION	0.9%	\$ 220,000
MEDICAL INSURANCE	5810	\$ 88,031
RETIREMENT	5820	\$ 39,252
OPEB (\$705,000 Reserve - \$215,309 Net Increase)	5810	\$ 215,309
BENEFITS ESCALATION	1.3%	\$ 342,592
SPECIAL EDUCATION TRANSPORTATION SERVICES	4670	\$ 92,666
SPECIAL EDUCATION TRANSPORTATION ESCALATION	0.4%	\$ 92,666
TRANSPORTATION (1 Bus purchase)	4660	\$ 100,000
OPERATIONS ESCALATION	0.4%	\$ 100,000
TOTAL INCREASES	4.83%	\$ 1,245,266

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
 FY2017 PRELIMINARY BUDGET
 CONCORD FINANCE COMMITTEE
 October 6, 2015

MAJOR ESCALATION/REDUCTIONS		FY16 Preliminary Budget
	Program Area	<u>DECREASED COSTS</u>
ART EQUIPMENT	1010	\$ (23,725)
MUSIC EQUIPMENT	1150	\$ (7,773)
SCIENCE EQUIPMENT	1180	\$ (50,788)
INSTRUCTIONAL EQUIPMENT	-0.3%	\$ (82,286)
CAMPUS MONITORS SALARY	2400	\$ (6,580)
ATHLETICS (No Reduction in activities or service level)	2310	\$ (92,894)
REVOLVING ACCOUNT EXPENDITURE TRANSFER	-0.4%	\$ (99,474)
SPECIAL EDUCATION OOD TUITIONS	1200	\$ (150,000)
SPECIAL EDUCATION REDUCTION	-0.6%	\$ (150,000)
CONTINGENCY	2340	\$ (14,948)
CONTINGENCY REDUCTION	-0.1%	\$ (14,948)
CONTRACTED SERVICES - (Maintenance, Boilers, Vehicles	4640, 4650, 4680	\$ (17,979)
CONTRACTED SERVICES - TRANSPORTATION	4660	\$ (11,202)
UTILITIES (Heating , Electricity, Water)	4680 & 4690	\$ (110,674)
OPERATIONS REDUCTION	-0.5%	\$ (139,855)
TOTAL REDUCTIONS	-1.89%	\$ (486,563)
TOTAL	2.94%	\$ 758,703

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2017 PRELIMINARY BUDGET
CONCORD FINANCE COMMITTEE
October 6, 2015**

DESCRIPTION	FY13 SC Adopted Budget	FY14 SC Adopted Budget	FY15 SC Adopted Budget	FY16 SC Adopted Budget	FY17 Preliminary Budget
<u>GENERAL FUNDS</u>					
TOTAL GENERAL FUND BUDGET LEVELS	24,290,423	26,305,603	27,437,330	30,643,007	31,399,624
- less debt service	643,036	2,419,139	2,831,824	4,840,209	4,838,092
GENERAL FUND OPERATING BUDGET LEVELS	<u>23,647,387</u>	<u>23,886,464</u>	<u>24,605,506</u>	<u>25,802,798</u>	<u>26,561,532</u>
<u>EXTERNAL FUNDS</u>					
FEDERAL GRANTS	651,214	345,876	379,059	341,153	341,153
STATE GRANTS-METCO	460,137	369,509	367,342	344,719	344,719
EXTERNAL FUNDS TOTAL	<u>1,111,351</u>	<u>715,385</u>	<u>746,401</u>	<u>685,872</u>	<u>685,872</u>
ALL FUNDS TOTAL	<u>25,401,774</u>	<u>27,020,988</u>	<u>28,183,731</u>	<u>31,328,879</u>	<u>32,085,496</u>
EXTERNAL FUNDS AS % OF GRAND TOTAL	4.4%	2.6%	2.6%	2.2%	2.1%

Monthly Enrollments
10/1/2015 - 6/1/2016

Oct. 1, 2014 Enrollment with K-5 Ratios	K-5 Ratios 2014-2015	Oct. 1 2014	Oct. 1 2015	Nov. 1 2015	Dec. 1 2015	Jan. 1 2016	Feb. 1 2016	Mar. 1 2016	Apr. 1 2016	May 1 2016	June 1 2016	K-5 Ratios 2015-2016	
CCHS													
9		337	333										
10		311	333										
11		310	309										
12		296	313										
Other		1	0										
TOTAL CCHS:		1255	1288	0	0	0	0	0	0	0	0		
Peabody & Sanborn													
6		240	239										
7		210	232										
8		241	208										
TOTAL PEABODY & SANBORN:		691	679	0	0	0	0	0	0	0	0		
Alcott													
	2014-2015 Sections	10/01/14 Ratio										2015-2016 Sections	10/01/15 Ratio
K	4	19.3	76	87								4	21.8
1	4	18.5	75	75								4	18.8
2	4	21.0	85	81								4	20.3
3	4	17.8	73	83								4	20.8
4	4	17.8	71	73								4	18.3
5	4	20.3	82	71								4	17.8
TOTAL ALCOTT:	24		462	470	0	0	0	0	0	0	0	24	
Thoreau													
	2014-2015 Sections	10/01/14 Ratio										2015-2016 Sections	10/01/15 Ratio
K	4	20.3	59	73								4	18.3
1	4	19.8	77	65								4	16.3
2	4	16.2	81	77								4	19.3
3	4	21.5	89	75								4	18.8
4	4	20.5	80	90								4	22.5
5	4	16.8	68	76								4	19.0
TOTAL THOREAU:	24		454	456	0	0	0	0	0	0	0	24	
Willard													
	2014-2015 Sections	10/01/14 Ratio										2015-2016 Sections	10/01/15 Ratio
K	4	21.3	63	65								3	21.7
1	4	21.0	82	67								4	16.8
2	4	19.0	75	82								4	20.5
3	5	20.3	80	79								4	19.8
4	4	19.8	99	75								4	18.8
5	3	21.8	87	99								4	24.8
TOTAL WILLARD:	24		486	467	0	0	0	0	0	0	0	23	
TOTAL K-12													
Elementary - Grades K-5			1402	1393	0	0	0	0	0	0	0	0	
Elementary - Grades 1-5			1204	1168	0	0	0	0	0	0	0	0	
Middle - Grades 6-8			691	679	0	0	0	0	0	0	0	0	
CPS - Grades K-8			2093	2072	0	0	0	0	0	0	0	0	
CCHS - Grades 9-12			1255	1288	0	0	0	0	0	0	0	0	
TOTAL K-12: (Not including OOD SPED)			3348	3360	0	0	0	0	0	0	0	0	
Worksheet													
Kindergarten			198	226	0	0	0	0	0	0	0	0	
1			234	207	0	0	0	0	0	0	0	0	
2			241	240	0	0	0	0	0	0	0	0	
3			242	237	0	0	0	0	0	0	0	0	
4			250	238	0	0	0	0	0	0	0	0	
5			237	246	0	0	0	0	0	0	0	0	
TOTAL Grades K-5:			1402	1393	0	0	0	0	0	0	0	0	
Grade 6			240	239	0	0	0	0	0	0	0	0	
Grade 7			210	232	0	0	0	0	0	0	0	0	
Grade 8			241	208	0	0	0	0	0	0	0	0	
TOTAL Grades 6-8:			691	679	0	0	0	0	0	0	0	0	
TOTAL Grades K-8:			2093	2072	0	0	0	0	0	0	0	0	
Grade 9			337	333	0	0	0	0	0	0	0	0	
Grade 10			311	333	0	0	0	0	0	0	0	0	
Grade 11			310	309	0	0	0	0	0	0	0	0	
Grade 12			296	313	0	0	0	0	0	0	0	0	
Other			1	0	0	0	0	0	0	0	0	0	
TOTAL Grades 9-12:			1255	1288	0	0	0	0	0	0	0	0	
TOTAL K-12: (Not including OOD SPED)			3348	3360	0	0	0	0	0	0	0	0	

Monthly Enrollments
10/1/2015 - 6/1/2016

Oct. 1, 2014 Enrollment with K-5 Ratios	K-5 Ratios 2014-2015	Oct. 1 2014	Oct. 1 2015	Nov. 1 2015	Dec. 1 2015	Jan. 1 2016	Feb. 1 2016	Mar. 1 2016	Apr. 1 2016	May 1 2016	June 1 2016	K-5 Ratios 2015-2016
Worksheet												
SPECIAL EDUCATION OOD												
CPS OOD K-8		34	32									
CCHS OOD		41	46									
TOTAL K-12 OOD (Not in K-12 Total)		75	78	0	0	0	0	0	0	0	0	
Pre-School OOD (Not in K-12 Total)												
		0	0	0	0	0	0	0	0	0	0	
METCO STUDENTS												
CCHS		59	51									
Middle School		31	31									
Alcott		34	37									
Thoreau		17	11									
Willard		14	11									
TOTAL K-12 METCO Students:		155	141	0	0	0	0	0	0	0	0	
Other		1										
NON-TUITION-OUT OF TOWN Students												
CCHS—Carlisle Students		311	323									
CCHS—Staff Students		12	13									
TOTAL CCHS-Out of Town Students:		323	336	0	0	0	0	0	0	0	0	
Middle School-Staff Students		10	10									
Alcott-Staff Students		8	13									
Thoreau-Staff Students		4	3									
Willard-Staff Students		9	6									
TOTAL K-8 - Out of Town Students:		31	32	0	0	0	0	0	0	0	0	
CONCORD STUDENTS												
CCHS		872	901									
Peabody & Sanborn		650	638									
Alcott		420	420									
Thoreau		433	442									
Willard		463	450									
TOTAL CONCORD Students:		2838	2851	0	0	0	0	0	0	0	0	

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

GOAL	ACTIONS	OUTCOMES
<p>1. Increase achievement for all students and narrow the achievement gaps for identified student groups.</p>	<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. • Improve support in the resource centers by staffing with content teachers, assigning students, and providing targeted instruction. • Develop school wide intervention plan to support student achievement. • Provide summer math program, "Algebridge" to support incoming freshmen. • Provide additional learning opportunities for Boston students. • Evaluate effectiveness of school wide resource programs (Challenge, 	<ul style="list-style-type: none"> • 100% of the CCHS students will master critical end-of-course standards • 95% CCHS students earn 2.5 GPA or higher • 10% Reduction of # of d's and F's earned by students • 95% score 3-5 on AP exams • Median SAT score is 1800 • 100% Competency Determination for Class 2016 • 96% score Adv/prof MCAS ELA/Math • PPI score is 75 or better for each student group in ELA and math

	<p>Network)</p> <ul style="list-style-type: none">• Align English and math courses with Common Core Standards.• Evaluate science curriculum with the Next Generation Science Standards and make recommendations for alignment.	
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

DRAFT

GOAL	ACTIONS	OUTCOMES
<p>2. Provide students with a rigorous, coherent, and aligned curriculum that includes a variety of authentic learning experiences, high student engagement, innovation, interdisciplinary units, differentiation, and increased use of digital tools.</p>	<ul style="list-style-type: none"> • Implement 1:1 laptop learning environment. • Create opportunities for interdisciplinary units, differentiated instruction and project-based learning. • Incorporate strands of Learner Outcome rubrics in both department and course rubrics. • Engage in action-research on best practices for homework. • Identify areas for professional growth and provide professional learning opportunities. • Develop and share curricula accommodation practices for all students. • Create more opportunities for students to participate in hands-on interdisciplinary learning in science, tech, engineering and math through 	<ul style="list-style-type: none"> • Students will increase use of Google platforms and multimedia presentations. • All teachers will select one best practice for their artifact file where student learning was enhanced through the use of innovation or digital tool. • Each department creates/refines an interdisciplinary unit of course of study and more students experience interdisciplinary approach. • Teachers and school leader group will make recommendations for changes in homework practices. • Implement new schedule in 2016-17 for increased professional learning opportunities.

	<p>the K12 STEM committee.</p> <ul style="list-style-type: none">• Provide training for teachers on curriculum mapping to encourage innovative curriculum.	
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

DRAFT

GOALS	ACTIONS	OUTCOMES
<p>3. Foster a respectful and inclusive school culture that promotes growth and well-being for all.</p>	<ul style="list-style-type: none"> • Identify students who are not connected and implement strategic response to include these students in a community. • Student leaders and educators create a diversity program for school-wide implementation. • Study homework reduction as a possible tool for student stress reduction. • Evaluate Advisory Program. • Revise bullying prevention curriculum in Advisory program. • Use Dept. Chairs feedback loop and meeting reflection sheets to improve communication with teachers. • Improve the on- boarding process for new teachers. • Wellness Committee provides programs for mindfulness, 	<ul style="list-style-type: none"> • Student survey results will show an increase of 2% among all grades in # of students who identify as having a connection to at least one adult in the building (94% 2015). • Based on feedback, adjustments will be made for the 2016-17 Advisory Program. • Increased participation of students and teachers in Wellness programs. • Teachers report on TELL mass survey questions increased agreement with Teacher and School Leadership elements. • 2016 Parent survey results indicate 90% response to "Overall, I am satisfied with my child's school". (87% 2015)

	<p>wellness, and stress reduction.</p> <ul style="list-style-type: none">• Administer 2016 YRBS• Review 2015 parent survey results to identify specific actions to improve parent satisfaction.	
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

DRAFT

GOALS	ACTIONS	OUTCOMES
4. Effectively implement the new Educator Evaluation system with a focus on continuous improvement in teaching and learning.	<ul style="list-style-type: none"> • Educators implement DDMs and collect student growth data for year 1. • CCTA Joint Supervision/Evaluation Committee meets regularly to review the process and make recommendations. • District Admin team and CCHS Dept. Chairs participate in professional learning to continue to improve feedback to teachers. 	<ul style="list-style-type: none"> • All five components of the educator evaluation system are implemented. •

DRAFT

ATTACHMENT #5 District Goals 2015-16
 Concord-Carlisle Regional School District

GOALS	ACTIONS	OUTCOMES
5. Develop FY17 budget to support educational excellence and enrollment growth while maintaining fiscal sustainability.	<ul style="list-style-type: none"> • Work with school administration, school committee, and both Concord and Carlisle Finance Committees to develop CCRSD budget that supports district goals and is within the levy limits • Discuss budget development at each Regional SC meeting to increase public understanding of the budget process. • Discuss preliminary FY17 budget with School Committee, CCHS faculty, and Concord and Carlisle Finance Committees. • Develop FY17 Budget book and present SC adopted FY17 budget at Public Hearings and Town Meetings. 	<ul style="list-style-type: none"> • FY17 CCRSD budget is approved at both Concord and Carlisle Town meetings.

ATTACHMENT #5 District Goals 2015-16
 Concord-Carlisle Regional School District

GOALS	ACTIONS	OUTCOMES
6. Manage CCHS building project to completion in December 2015.	<ul style="list-style-type: none"> • Meet weekly with Project Team and monthly with CCHS Building Committee to manage project scope, budget, and timeline. • Prepare for December 2015 dedication ceremony with Building Committee. 	<ul style="list-style-type: none"> • CCHS Building Project completion December 2015. • Dedication ceremony in December 2015.

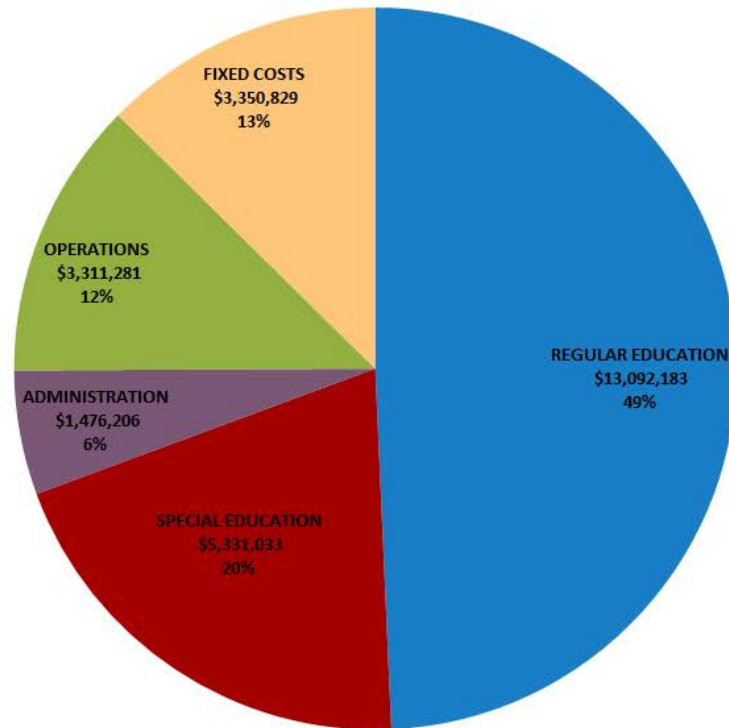
DRAFT

GOALS	ACTIONS	OUTCOMES
<p>7. Build support, consensus, and community engagement around 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. • Continue communication to community through school meetings, PTG, district, CCHS websites, monthly updates, school newsletters local media, social media, and the annual performance report. 	<ul style="list-style-type: none"> • Increase community awareness of CCRSD goals, accomplishments and challenges as measured by informal and formal feedback.

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY17 PRELIMINARY BUDGET
CONCORD FINANCE COMMITTEE
October 6, 2015**

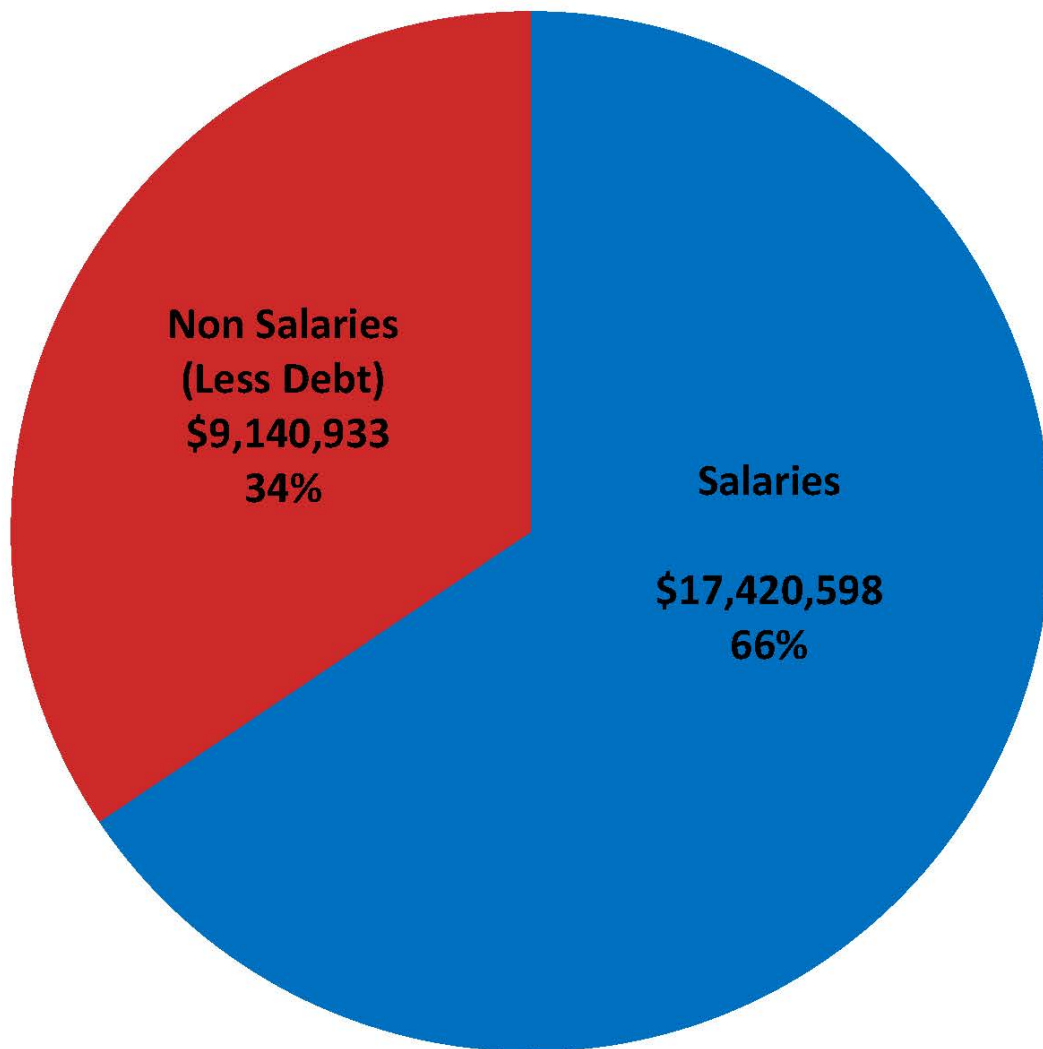
	FY13 CCSC TM Adopted Budget	FY14 CCRS ToC TM Budget	FY15 CCRS Adopted Budget	FY16 SC Adopted Budget	FY17 Preliminary Budget	FY16 / FY15 \$ Change Guideline	FY16 / FY15 % Fincom GL Change
Concord-Carlisle Regional High School							
Operations	\$ 23,647,387	23,886,464	24,605,506	25,802,829	26,561,532	758,703	2.94%
Excluded Debt Service	643,036	2,419,139	2,831,824	4,840,208 *	4,838,092 *	(2,116)	-0.04%
Total Budget	24,290,423	26,305,603	27,437,330	30,643,037	31,399,624	756,587	2.47%
Financing Sources							
State Aid - Chapter 70	1,783,206	1,836,274	1,867,899	2,020,931	2,053,456	32,525	1.61%
State Aid - MSBA (Excluded Debt)	288,950	288,950	288,950	0	0		
Prior Year Reserved Debt Service				72,294	40,375	(31,919)	
State Aid -							
- Regional Transportation	256,142	327,264	387,114	617,584	707,224	89,640	14.51%
- Charter Tuition Reimbursement	15,673	43,693	59,356	28,019	30,458	2,439	8.70%
- Charter Facility Reimbursement	0	0	0	0	0	-	
District Funds							
- Excess & Deficiency	580,000	580,000	580,000	610,000	610,000	-	0.00%
- Investment Income	15,000	15,000	15,000	45,000	45,000	-	0.00%
- Miscellaneous Income	5,000	5,000	5,000	20,000	20,000	-	0.00%
	2,943,971	3,096,181	3,203,319	3,413,828	3,506,513	92,685	
Assessments to Member Towns	\$ 21,346,452	23,209,422	24,234,010	27,229,209	27,893,111	663,902	
Total Financing Sources	24,290,423	26,305,603	27,437,329	30,643,037	31,399,624	756,587	
Assessments							
<i>Concord</i>	71.77%	72.85%	73.10%	73.71%	73.61% **	-	-0.14%
Within the levy limit	\$ 15,066,221	15,356,221	15,856,221	16,556,221	17,000,519	444,298	2.68%
Excluded debt service	254,128	1,551,843	1,858,841	3,514,429	3,531,599	17,170	0.49%
	15,320,349	16,908,064	17,715,062	20,070,650	20,532,118	461,468	2.30%
<i>Carlisle</i>	28.23%	27.15%	26.90%	26.29%	26.39% **		0.38%
Within the levy limit	5,926,145	5,723,012	5,834,916	5,905,074	6,094,874	189,800	3.21%
Excluded debt service	99,958	578,346	684,033	1,253,485	1,266,118	12,633	1.01%
	6,026,103	6,301,358	6,518,949	7,158,559	7,360,992	202,433	2.83%
Total Assessments	\$ 21,346,452	23,209,422	24,234,011	27,229,209	27,893,110	202,433	2.44%
* Preliminary Estimated Debt Service		**	** Using FY17 Official Ratio as determined on October 1, 2015.				

CCRSB FY17 Preliminary Operating Budget



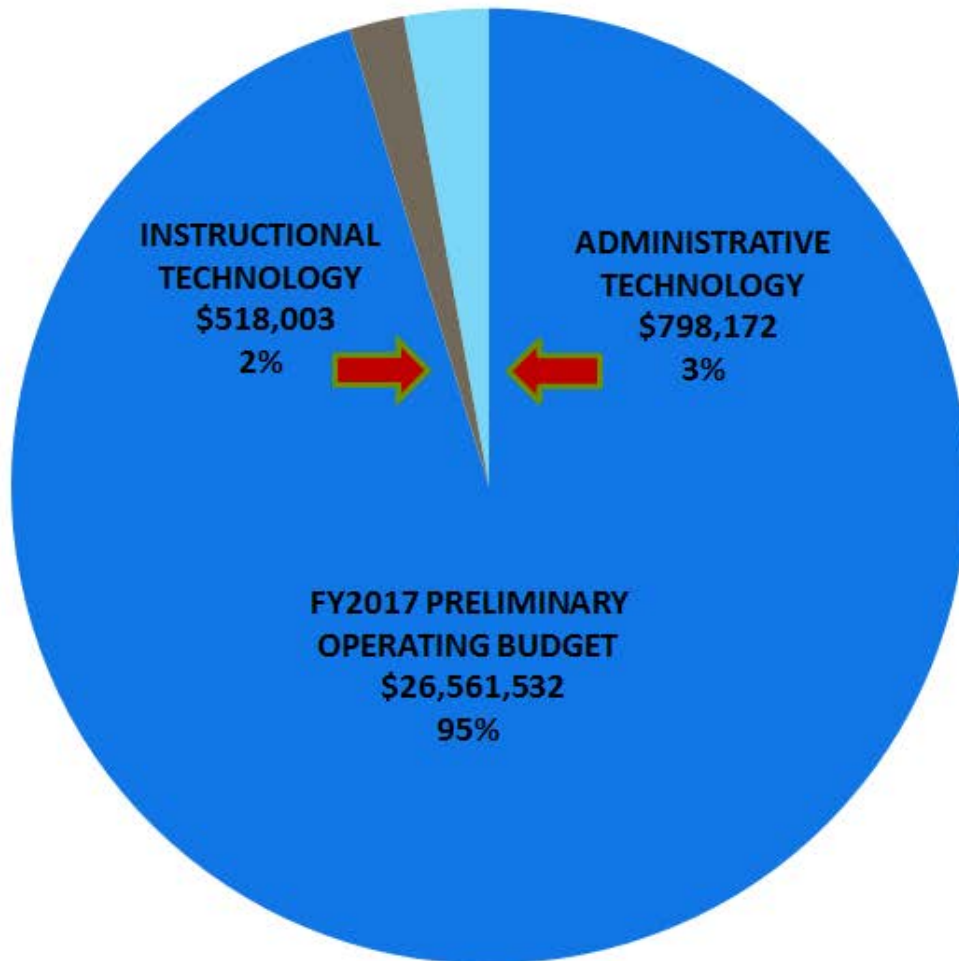
Major Program Area	FY2016 Budget	FY17 Preliminary Budget	\$ Change	% Change
REGULAR EDUCATION	\$ 12,568,337	\$ 13,092,183	523,845	4.17%
SPECIAL EDUCATION	\$ 5,569,955	\$ 5,331,033	(238,921)	-4.29%
ADMINISTRATION	\$ 1,415,981	\$ 1,476,206	60,225	4.25%
OPERATIONS	\$ 3,295,614	\$ 3,311,281	15,666	0.48%
FIXED COSTS	\$ 2,952,942	\$ 3,350,829	\$ 395,771	5.08%
OPERATING BUDGET	\$ 25,802,829	\$ 26,561,532	\$ 756,587	2.94%
Without OPEB Increase				2.11%

FY2017 CCRSD PRELIMINARY OPERATING BUDGET



CCRS D FY17 Preliminary Operating Budget

FY2017 CCRSD TECHNOLOGY BUDGET COMPONENTS



November 4, 2015 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: Linda Miller, Chair, Guidelines Subcommittee, Finance Committee

From: Diana Rigby, Superintendent, Concord-Carlisle Regional School District
John Flaherty, Deputy Superintendent for Finance and Operations, Concord-Carlisle Regional School District

cc: Concord-Carlisle Regional School Committee

Date: November 4, 2015

Re: Annual Guidelines Request

1. Please provide an update to the committee on the status and timing of the new transportation depot. Please indicate the potential cost savings potential for this in the FY2017 period and subsequent periods also, if possible.

On November 5, 2015 a kick-off meeting is planned between School Department representatives from Transportation and Facilities Management and Public Works, the Owner's Project Manager Vertex, and the Designer Firm, Weston & Sampson. We anticipate the discussion will focus on the specific needs for school bus repair that should be included in the actual bus maintenance building. These may include building height, electrical requirements for lifts and compressors, and other school bus specific needs. The discussion will also likely include a review of budgetary planning estimates for the various features and how the costs measure against available resources.

We currently anticipate a savings in leasing costs for FY17 of approximately \$100,000 (60/40 basis) and going forward; this anticipated savings is based on a January 2017 completion of the bus depot facility. We also anticipate operational savings due to lessened distance of the current leased site in Acton to the W.R. Grace location; at this point in time we do not have an estimate as we cannot project any bus route changes that may occur for School Year 2016 – 2017.

2. Please provide an estimate of the savings on repairs and maintenance expenses both in the capital and operating budgets for the district due to the construction of a new high school building for the District.

Other than the building project appropriation of \$92,578,624 and the \$400,000 school bus authorization there are no non-operating budget funds available for the Regional School District.

Within the operating budget, in FY15 the Maintenance Contracted service line item in Program Area:4640 was budgeted at \$100,000 and was reduced by \$55,000 in FY2016 and level funded for FY2017 at \$45,000. A long-term view of historical expenditures in the Capital Outlay Program area of the operating budget indicate expenditures over \$300,000 in FY05 versus a FY17 Capital Outlay program

area budgeted at \$27,500. The real savings due to the new high school are the costs that could have no longer been deferred if the new building had not gone forward. Several multi-million dollar projects for roofing, electrical systems and mechanical system replacements could not have continually been deferred.

3. Please provide an estimate of the savings on materials and technology expenses in the operating budgets for the district due to the construction of a new high school building for the District.

In FY14 the computer instruction hardware line item in program Area: 1020 was \$358,000 and by FY16 reduced to \$100,000. For FY17, this line item is being increased to \$220,000 to fund resumption of the replacement cycle. In the same FY14 to FY17 timeframe, the budget for the administrative portion of technology in Program Area: 4630 has been reduced from \$315,575 to \$275,251.

In regards to material expenses, and having only 4 actual months of school operations to draw upon, we do not see any significant reductions in materials costs other than consumables paper good costs in Food Services and the associated reduction in disposal costs.

4. Please provide a report comparing FY2015 actual versus FY2015 budgeted and versus FY2016 budgeted financial results by program and account levels, including subtotals for regular education, special education, administration, operations and fixed costs.

Account	FY2015 Budgeted	FY2015 Actual	% variance FY2015 Actual vs. Budgeted	FY2016 Budgeted	% change FY2015 Actual vs. FY2106 Budgeted
---------	-----------------	---------------	---------------------------------------	-----------------	--------------------------------------------

See attachment #1.

5. Please discuss what items (and their respective amounts) were funded by the FY2015 Contingency Account. Discuss the accounting treatment for those funds.

In previous discussions with the Finance Committee we have indicated that we do not fund specific obligations that arise, other than the contractual Sick Leave Buy Back obligation with contingency funds. Our typical practice is to not transfer monies from contingency accounts into distressed line items. This practice is based in our belief that the overruns that occur in the distressed line items will inform the subsequent budget development process. However, it is the presence of the contingency accounts that contribute to our ability to manage within our level of appropriated resources when unanticipated and unavoidable costs arise.

The most significant example of this practice in the Regional FY2015 budget involves the impact of the aging bus fleet on repair costs and contracted transportation services, unanticipated special education contracted transportation services, and providing electrical service to both buildings after the initial occupancy certificate transferred electrical costs in the new building in early winter of 2015. The Regions' regular transportation accounts overran by \$124,000, special education contracted transportation

overran \$72,890, and electricity overran by \$122,955. The availability of \$185,000 in the Contingency Program Area 2340, improved our ability to close FY15 and replace our E &D contributions and without negative impact to our Aaa bond rating.

6. Please discuss the impact of a change in assumptions regarding the long-term discount rate by the Town of Concord Pension Board on the pension expenses for CCRSD.

The Pension Board's assumptions regarding long-term discount rates occurred after our October 6th presentation to the Finance Committee. The net result is that our planning number of \$620,000 is approximately \$40,000 below budget to support the Retirement Board's preferred Funding Schedule. As mentioned in our previous presentation and discussion regarding the revenue assumptions for FY17 Regional Transportation Reimbursement being fully realized, it would be appreciated if the Finance Committee would consider funding the Pension Boards' preferred Funding Schedule by addition to the October 6, 2015 presented level.

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
PROGRAM AREA 1010: ART		555,727	585,628	5.38%	5.75	621,698	6.16%	5.75
201.2305.110.370.1.10.10.2010.1.1	Art Teaching Salary	518,617	544,028	4.90%	5.75	543,924	-0.02%	5.75
201.2110.120.370.1.10.10.2010.2.1	Art Clerical Salary	-	-			-		
201.2110.110.370.1.10.10.2010.3.1	Art Dept. Chair	-	-			-		
201.2305.110.370.1.10.10.2010.4.1	Art Longevity	6,697	5,004	-25.28%		6,946	38.80%	
		525,314	549,032	4.52%	5.75	550,870	0.33%	5.75
201.2430.250.370.1.10.10.2015.1.1	Art Teaching SIM	20,689	20,752	0.30%		60,021	189.23%	
201.2410.260.370.1.10.10.2015.2.1	Art Textbooks	820	186	-77.33%		211	13.54%	
201.2420.240.370.1.10.10.2015.3.1	Art Maintenance Contracts	141	1,323	838.65%		0	-100.00%	
201.7300.260.370.1.10.10.2015.4.1	Art New Equipment	8,006	10,463	30.69%		6,400	-38.85%	
201.7400.260.370.1.10.10.2015.5.1	Art Replacement Equipment	757	3,871	411.37%		4,196	8.40%	
		30,413	36,596	20.33%	0.00	70,828	93.94%	0.00
Total Program		555,727	585,628	5.38%	5.75	621,698	6.16%	5.75
PROGRAM AREA 1020: COMPUTER INSTRUCTION		427,977	588,355	37.47%	1.00	293,315	-50.15%	1.00
201.1450.130.370.1.10.20.2020.1.1	Instr. Tech. Spec. Salary	102,960	107,600	4.51%	1.00	111,967	4.06%	1.00
201.2305.110.370.1.10.20.2020.2.1	Comp. Instr. Teaching Salary	-	80			-	-100.00%	
		102,960	107,680	4.58%	1.00	111,967	3.98%	1.00
201.2430.250.370.1.10.20.2025.1.1	Computer Instr. SIM	26,774	15,146	-43.43%		26,943	77.88%	
201.2451.250.370.1.10.20.2025.2.1	Computer Software	48,243	16,748	-65.28%		54,405	224.85%	
201.2451.250.370.1.10.20.2025.3.1	Computer Hardware	250,000	448,781	79.51%		100,000	-77.72%	
		325,017	480,675	47.89%	0.00	181,348	-62.27%	0.00
Total Program		427,977	588,355	37.47%	1.00	293,315	-50.15%	1.00
PROGRAM AREA 1050: ENGLISH		1,469,204	1,477,541	0.57%	15.31	1,519,788	2.86%	15.31
201.2305.110.370.1.10.50.2050.1.1	English Teaching Salary	1,381,300	1,397,565	1.18%	14.81	1,422,601	1.79%	14.81
201.2220.110.370.1.10.50.2050.2.1	English Dept. Chair	56,443	53,800	-4.69%	0.50	56,250	4.55%	0.50
201.2305.110.370.1.10.50.2050.3.1	English Longevity	14,675	21,884	47.76%		24,041	10.87%	
		1,452,418	1,473,049	1.42%	15.31	1,502,892	2.03%	15.31
201.2430.250.370.1.10.50.2055.1.1	English Teaching SIM	7,721	1,680	-78.24%		8,004	376.31%	
201.2410.260.370.1.10.50.2055.2.1	English Textbooks	9,065	2,812	-68.98%		8,872	215.53%	
		16,786	4,492	-73.24%	0.00	16,876	275.67%	0.00
Total Program		1,469,204	1,477,541	0.57%	15.31	1,519,788	2.86%	15.31
PROGRAM AREA 1070: ELL		28,165	39,710	40.99%	0.25	60,744	52.97%	0.25
201.2305.110.370.1.10.70.2070.1.1	ELL Teaching Salary	27,259	26,900	-1.32%	0.25	46,742	73.76%	0.25
201.2330.130.370.1.10.70.2070.2.1	ELL Tutor Salary	-	12,757		0.00	13,096	2.65%	0.00
		27,259	39,657	45.48%	0.25	59,838	50.89%	0.25

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
	201.2430.250.370.1.1070.20751.1 ELL SIM	906	53	-94.18%		906	1619.17%	
		906	53	-94.18%	0.00	906	1619.17%	0.00
Total Program		28,165	39,710	40.99%	0.25	60,744	52.97%	0.25
PROGRAM AREA 1080: FOREIGN LANGUAGES		1,031,517	1,271,916	23.31%	13.25	1,207,344	-5.08%	13.25
	201.2305.110.370.1.1080.20801.1 For. Language Teaching Salary	927,029	1,168,114	26.01%	12.75	1,098,106	-5.99%	12.75
	201.2220.110.370.1.1080.20802.1 Foreign Lang. Dept. Chair	60,855	61,723	1.43%	0.50	62,492	1.25%	0.50
	201.2305.110.370.1.1080.20803.1 Foreign Lang. Longevity	6,592	13,344	102.43%		10,415	-21.95%	
		994,476	1,243,180	25.01%	13.25	1,171,013	-5.81%	13.25
	201.2430.250.370.1.1080.20851.1 For. Language Teaching SIM	7,727	2,898	-62.49%		6,778	133.83%	
	201.2410.260.370.1.1080.20852.1 Foreign Language Textbooks	21,095	19,937	-5.49%		21,095	5.81%	
	201.2420.240.370.1.1080.20853.1 For. Language Maint. Contracts	8,219	5,900	-28.22%		8,459	43.37%	
		37,041	28,736	-22.42%	0.00	36,331	26.43%	0.00
Total Program		1,031,517	1,271,916	23.31%	13.25	1,207,344	-5.08%	13.25
PROGRAM AREA 1090: GUIDANCE		926,106	970,436	4.79%	11.13	927,754	-4.40%	11.00
	201.2710.110.370.1.1090.20901.1 Guidance Professional Salary	741,158	787,668	6.28%	8.63	752,797	-4.43%	8.50
	201.2710.110.370.1.1090.20902.1 Career Ed. Coordinator Salary	-	-			-		
	201.2440.130.370.1.1090.20903.1 Guidance Home Tutor Salary	12,000	11,393	-5.06%	0.00	2,640	-76.82%	0.00
	201.2710.120.370.1.1090.20904.1 Career Ed. Assistant Salary	-	-			-		
	201.2710.110.370.1.1090.20905.1 Registrar Salary	-	-			-		
	201.2710.120.370.1.1090.20906.1 Guidance Clerical Salary	94,642	96,966	2.46%	2.00	100,627	3.78%	2.00
	201.2710.110.370.1.1090.20907.1 Guidance Dept. Chair	50,758	55,035	8.43%	0.50	54,893	-0.26%	0.50
	201.2710.110.370.1.1090.20908.1 Guidance Longevity	4,944	6,672	34.95%		5,207	-21.95%	
		903,502	957,733	6.00%	11.13	916,165	-4.34%	11.00
	201.2710.250.370.1.1090.20951.1 Guidance SIM	4,699	1,106	-76.47%		2,503	126.43%	
	201.2720.250.370.1.1090.20952.1 Guidance Testing SIM	886	1,924	117.11%		2,968	54.30%	
	201.2710.250.370.1.1090.20953.1 Career Ed. SIM	1,236	0	-100.00%		1,443		
	201.2710.260.370.1.1090.20954.1 Guidance Publications	1,136	619	-45.51%		1,486	140.10%	
	201.2710.260.370.1.1090.20955.1 Career Ed. Computer Software	1,545	3,423	121.56%		530	-84.52%	
	201.2710.240.370.1.1090.20956.1 ELL Consultant	0	0			0		
	201.2710.260.370.1.1090.20957.1 Guidance College Visits	227	125	-45.15%		0	-100.00%	
	201.2710.240.370.1.1090.20958.1 Guidance Contractual	12,875	5,506	-57.23%		2,659	-51.71%	
		22,604	12,702	-43.81%	0.00	11,589	-8.76%	0.00
Total Program		926,106	970,436	4.79%	11.13	927,754	-4.40%	11.00
PROGRAM AREA 1100: HEALTH EDUCATION		4,453	2,717	-38.99%	0.00	3,302	21.54%	0.00
	201.2110.110.370.1.1100.21001.1 Health Ed. Curriculum Specialist	-	-			-		
	201.2110.110.370.1.1100.21002.1 Health Ed. Longevity	-	-			-		

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
201.2110.120.370.1.1100.21003.1	Health Ed. Clerical	-	-		0.00	-		0.00
		0	0			0		
201.2110.260.370.1.1100.21051.1	Health Ed. SM	4,453	2,717	-38.99%	0.00	3,302	21.54%	0.00
		4,453	2,717	-38.99%	0.00	3,302	21.54%	0.00
Total Program		4,453	2,717	-38.99%	0.00	3,302	21.54%	0.00
PROGRAM AREA 1110: HEALTH & FITNESS		540,256	532,944	-1.35%	5.00	534,424	0.28%	5.00
201.2305.110.370.1.1110.21101.1	Health & Fitness Teaching Salary	455,086	452,410	-0.59%	4.50	443,890	-1.88%	4.50
201.2220.110.370.1.1110.21102.1	Hth. & Fitness Dept. Char	80,562	61,307	-1.23%	0.50	63,795	-4.06%	0.50
201.2305.110.370.1.1110.21103.1	Hth. & Fitness Longevity	14,000	12,498	-10.73%		15,625	25.02%	
		529,648	526,215	-0.65%	5.00	523,310	-0.55%	5.00
201.2430.260.370.1.1110.21151.1	Health & Fitness SM	4,531	3,376	-25.49%		4,883	44.93%	
201.2420.260.370.1.1110.21152.1	Hth. & Fitness Replacement Equipment	3,502	1,991	-43.16%		3,636	82.64%	
201.2410.260.370.1.1110.21153.1	Health Textbooks	2,575	1,362	-47.11%		2,584	89.75%	
		10,608	6,729	-36.57%	0.00	11,113	65.16%	0.00
Total Program		540,256	532,944	-1.35%	5.00	534,424	0.28%	5.00
PROGRAM AREA 1120: LIBRARY & MEDIA SERVICES		204,910	222,799	8.73%	3.00	262,718	17.92%	3.00
201.2110.110.370.1.1120.21201.1	Library/Media Coord. Salary	-	-			-		
201.2340.110.370.1.1120.21202.1	CCHS Librarian Salary	90,763	102,595	13.04%	1.00	98,696	-3.80%	1.00
201.2110.120.370.1.1120.21203.1	Library/Media Clerical Salary	-	1,063			324	-70.12%	
201.2340.130.370.1.1120.21204.1	Library Aides Salary	89,885	90,615	0.81%	2.00	139,012	53.41%	2.00
201.2340.130.370.9.1120.21205.1	Media Aide Salary	-	-			-		
201.2340.130.370.9.1120.21206.1	Media Repair Tech. Salary	-	-			-		
201.2110.110.370.1.1120.21207.1	Library/Media Longevity	-	-			-		
201.2110.110.370.1.1120.21208.1	Library/Media Addtl. Comp.	-	-			-		
		180,648	194,293	7.55%	3.00	238,032	22.51%	3.00
201.2110.260.370.9.1120.21251.1	Library/Media Office SM	542	123	-77.38%		405	230.05%	
201.2415.260.370.9.1120.21252.1	Library SM	599	559	-6.67%		866	54.91%	
201.2415.260.370.9.1120.21253.1	Library/Media Software SM	0	1,873			0	-100.00%	
201.2415.260.370.9.1120.21254.1	Library/Media Audio-Visual SM	0	3,017			0	-100.00%	
201.2415.260.370.9.1120.21255.1	Media Repair SM	3,668	3,115	-15.08%		3,500	12.36%	
201.2415.260.370.1.1120.21256.1	Library Books	6,040	4,663	-22.80%		4,768	2.25%	
201.2415.240.370.9.1120.21257.1	Media AV Maintenance Contracts	0	0			0		
201.2493.260.370.1.1120.21258.1	CCHS On-Line Search	3,979	2,040	-48.73%		4,148	103.31%	
201.2415.260.370.9.1120.21259.1	Database Subscriptions/Film Rental	9,434	13,116	39.03%		9,500	-27.57%	
201.2415.260.370.9.1120.21260.1	Library/Media Professional Ref.	0	0			500		
201.7300.260.370.9.1120.21261.1	Library/Media New Equipment	0	0			500		
201.7400.260.370.9.1120.21262.1	Library/Media Replacement Equip.	0	0			500		
		24,262	28,506	17.49%	0.00	24,686	-13.40%	0.00

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
Total Program		204,910	222,799	8.73%	3.00	262,718	17.92%	3.00
PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION		113,273	161,523	42.60%	1.75	178,842	10.72%	1.75
201.2315.110.370.1.1130.2130.1.1	Instr. Senior Project Advisor Salary	8,000	52,785	559.81%	0.75	51,563	-2.31%	0.75
201.2215.110.370.1.1130.2130.1.1	Planning Room Supervisor	98,523	97,589	-0.95%	1.00	101,549	4.06%	1.00
201.2310.110.800.1.1130.2130.3.1	MCAS Remedial Instr.	-	-	-	-	-	-	-
201.2440.110.370.9.1130.2130.4.1	VHS Coordinator	0	2,649	-	0.00	17,229	550.35%	0.00
201.2440.240.370.1.1130.2135.1.1	Virtual H.S. Membership Fee	6,750	8,500	25.93%	-	8,500	0.00%	-
201.2430.250.800.1.1130.2135.2.1	MCAS Remedial SM	0	0	-	-	0	-	-
Total Program		113,273	161,523	42.60%	1.75	178,842	10.72%	1.75
PROGRAM AREA 1140: MATHEMATICS		1,532,710	1,606,495	4.81%	17.00	1,620,071	0.85%	17.00
201.2305.110.370.1.1140.2140.1.1	Mathematics Teaching Salary	1,446,506	1,511,712	4.51%	16.50	1,525,887	0.94%	16.50
201.2220.110.370.1.1140.2140.2.1	Mathematics Dept. Chair	51,909	80,055	15.69%	0.50	56,182	-4.45%	0.50
201.2305.110.370.1.1140.2140.3.1	Mathematics Longevity	19,900	22,514	13.14%	-	23,807	4.85%	-
		1,518,315	1,594,281	5.00%	17.00	1,605,676	0.71%	17.00
201.2430.250.370.1.1140.2145.1.1	Mathematics SM	8,218	5,829	-29.07%	-	8,218	40.98%	-
201.2410.260.370.1.1140.2145.2.1	Mathematics Textbooks	6,177	6,385	3.37%	-	6,177	-3.26%	-
		14,395	12,214	-15.15%	0.00	14,395	17.86%	0.00
Total Program		1,532,710	1,606,495	4.81%	17.00	1,620,071	0.85%	17.00
PROGRAM AREA 1150: MUSIC		250,598	273,881	9.29%	2.50	284,673	3.94%	2.25
201.2305.110.370.1.1150.2150.1.1	Music Teaching Salary	214,380	219,033	2.17%	2.50	223,163	1.88%	2.25
201.2110.120.370.1.1150.2150.2.1	Music Clerical Salary	-	-	-	-	-	-	-
201.2440.130.370.1.1150.2150.3.1	Music Field Trip Salary	3,743	3,059	-18.27%	0.00	3,210	4.95%	0.00
201.2110.110.370.1.1150.2150.4.1	Music Dept. Chair	-	-	-	-	-	-	-
201.2305.110.370.1.1150.2150.5.1	Music Longevity	-	-	-	-	-	-	-
		218,123	222,092	1.82%	2.50	226,373	1.93%	2.25
201.2430.250.370.1.1150.2155.1.1	Music SM	4,538	6,060	33.54%	-	8,500	40.26%	-
201.2440.260.370.1.1150.2155.2.1	Music Registration Fees	6,438	7,933	23.22%	-	2,500	-68.48%	-
201.2420.240.370.1.1150.2155.3.1	Music Maintenance Contracts	0	0	-	-	3,922	-	-
201.2410.260.370.1.1150.2155.4.1	Sheet Music	4,165	6,911	65.92%	-	4,784	-30.78%	-
201.7300.260.370.1.1150.2155.5.1	Music New Equipment	4,054	15,911	292.48%	-	318	-98.00%	-
201.7400.260.370.1.1150.2155.6.1	Music Replacement Equipment	515	1,000	94.17%	-	25,000	2400.00%	-
201.2440.260.800.1.1150.2155.7.1	Music Accompanist	12,765	13,975	9.48%	-	13,277	-5.00%	-
		32,475	51,790	59.48%	0.00	58,300	12.57%	0.00
Total Program		250,598	273,881	9.29%	2.50	284,673	3.94%	2.25
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT		208,757	185,070	-11.35%	0.00	227,725	23.05%	0.00

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
	201.2351.110.370.9.1180.2160.1.1	-	-	-		-		
	201.2353.110.370.9.1180.2160.2.1	50,000	41,991	-16.02%		34,653	-17.48%	
	201.2353.110.370.9.1180.2160.3.1	15,000	-	-100.00%		15,690		
	201.2355.130.370.9.1180.2160.4.1	22,500	15,700	-30.22%		19,317	23.04%	
	201.2353.110.370.9.1180.2160.5.1	-	-	-		-		
	201.2357.110.370.9.1180.2160.7.1	-	-	-		-		
	201.2353.110.370.9.1180.2160.8.1	10,000	44	-99.56%		33,275	75731.31%	
	201.2357.110.370.9.1180.2160.9.1	30,200	10,136	-66.44%		30,200	197.95%	
	201.2357.110.370.9.1180.2161.0.1	7,500	12,908	72.10%		7,028	-45.55%	
	201.2353.120.370.9.1180.2161.1.1	-	-	-		-		
	201.2353.110.370.9.1180.2161.2.1	-	-	-		-		
		135,200	80,779	-40.25%	0.00	140,163	73.52%	0.00
	201.2357.250.370.9.1180.2165.1.1	0	0			0		
	201.2357.250.370.9.1180.2165.2.1	852	0	-100.00%		222		
	201.2357.250.370.9.1180.2165.3.1	1,190	0	-100.00%		0		
	201.2357.260.370.9.1180.2165.4.1	775	2,258	191.30%		284	-87.42%	
	201.2357.260.370.9.1180.2165.5.1	8,240	13,197	60.16%		26,475	100.61%	
	201.2357.240.370.9.1180.2165.6.1	28,500	64,188	125.22%		35,000	-45.47%	
	201.2353.260.370.9.1180.2165.9.1	0	0			0		
	201.2357.260.370.9.1180.2166.0.1	12,000	11,049	-7.93%		1,299	-88.25%	
	201.2357.260.370.9.1180.2166.0.1	22,000	13,600	-38.18%		24,282	79.55%	
	201.2357.260.370.9.1180.2166.1.1	73,557	104,291	41.78%	0.00	87,562	-16.04%	0.00
Total Program		208,757	185,070	-11.35%	0.00	227,725	23.05%	0.00
PROGRAM AREA 1180: SCIENCE		1,636,686	1,658,415	1.33%	17.00	1,783,797	7.56%	17.00
	201.2305.110.370.1.1180.2180.1.1	1,469,547	1,531,932	4.25%	16.50	1,596,292	4.20%	16.50
	201.2220.110.370.1.1180.2180.2.1	59,061	64,320	8.90%	0.50	66,930	4.06%	0.50
	201.2305.110.370.1.1180.2180.3.1	13,185	16,690	26.51%		13,889	-16.73%	
	201.2315.110.370.1.1180.2180.4.1	4,500	-	-100.00%		4,500		
		1,546,293	1,612,932	4.31%	17.00	1,681,611	4.26%	17.00
	201.2430.250.370.1.1180.2185.1.1	35,457	21,012	-40.74%		45,000	114.16%	
	201.2418.260.370.1.1180.2185.2.1	31,206	14,371	-53.95%		31,500	119.19%	
	201.2420.240.370.1.1180.2185.3.1	-	-			572		
	201.2420.260.370.1.1180.2185.4.1	1,853	-	-100.00%		2,613		
	201.2420.260.370.1.1180.2185.5.1	21,877	10,100	-53.83%		22,500	122.77%	
		90,393	45,483	-49.68%	0.00	102,186	124.67%	0.00
Total Program		1,636,686	1,658,415	1.33%	17.00	1,783,797	7.56%	17.00
PROGRAM AREA 1190: SOCIAL STUDIES		1,239,067	1,286,851	3.78%	14.50	1,347,168	4.69%	14.50
	201.2305.110.370.1.1180.2190.1.1	1,138,113	1,199,996	5.44%	14.00	1,250,815	4.24%	14.00
	201.2220.110.370.1.1180.2190.2.1	56,856	59,222	4.16%	0.50	61,625	4.06%	0.50
	201.2305.110.370.1.1180.2190.3.1	25,380	21,684	-14.60%		19,098	-11.93%	

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
		1,220,359	1,280,892	4.96%	14.50	1,331,538	3.95%	14.50
201.2430.250.370.1.1190.2195.1.1	Social Studies 5M	7,797	2,976	-61.83%		7,333	146.36%	
201.2410.260.370.1.1190.2195.2.1	Social Studies Textbooks	9,236	2,963	-67.71%		5,722	91.84%	
201.2440.260.370.1.1190.2195.3.1	Social Studies Collaborative	2,575	-	-100.00%		2,575		
		19,608	5,959	-69.61%	0.00	15,630	162.28%	0.00
Total Program		1,239,967	1,286,851	3.78%	14.50	1,347,168	4.69%	14.50
PROGRAM AREA 1200: SPECIAL EDUCATION		4,702,339	4,188,727	-10.92%	31.56	5,030,953	20.11%	31.56
201.2110.110.370.2.1200.2200.1.1	SPED Director Salary	58,772	58,526	1.28%	0.40	60,830	2.19%	0.40
201.2305.110.370.2.1200.2200.2.1	SPED Teaching Salary	726,370	519,472	-28.48%	10.52	702,397	35.21%	10.52
201.2330.130.370.2.1200.2200.3.1	SPED Tutor Salary	867,946	834,220	-3.89%	14.20	893,469	5.90%	14.20
201.2440.130.370.2.1200.2200.4.1	SPED Home Tutor Salary	1,046	-	-100.00%		557		
201.2305.110.370.2.1200.2200.5.1	SPED Alt. Ed. Regular Teaching Salary	19,803	19,237	-2.86%	0.19	20,017	4.06%	0.19
201.2800.110.370.2.1200.2200.6.1	SPED H.S. Psych. Salary	182,500	210,352	15.29%	3.75	198,811	-5.49%	3.75
201.2330.130.370.2.1200.2200.7.1	SPED Aides Salary	-	-			-		
201.2110.120.370.2.1200.2200.8.1	SPED Clerical Salary	48,636	42,200	-13.23%	1.00	50,136	18.80%	1.00
201.2305.110.370.2.1200.2200.9.1	Pathways Summer Program Sal.	27,840	24,616	-11.58%		27,353	11.12%	
201.2220.110.370.2.1200.2201.0.1	H.S. Spl. Pathologist	101,400	100,094	-1.29%	1.00	104,156	4.08%	1.00
201.2220.110.370.2.1200.2201.1.1	Special Ed. Dept. Chair	63,550	64,320	1.21%	0.50	66,930	4.06%	0.50
201.2305.110.370.2.1200.2201.2.1	Special Ed. Longevity	14,833	14,220	-4.14%		13,797	-2.97%	
201.2110.110.370.2.1200.2201.3.1	Special Ed. Admtl. Comp.	-	-			-		
		2,112,696	1,888,257	-10.62%	31.56	2,128,452	12.72%	31.56
201.2110.250.370.2.1200.2205.1.1	SPED Supervision 5M	3,197	2,263	-29.21%		3,830	69.22%	
201.2430.250.370.2.1200.2205.2.1	SPED Teaching 5M	6,080	4,337	-28.67%		2,644	-39.04%	
201.2720.250.370.2.1200.2205.3.1	SPED Testing 5M	4,609	3,920	-14.95%		3,267	-16.85%	
201.2430.250.370.2.1200.2205.4.1	SPED Alternative Ed. 5M	1,774	47	-97.38%		1,434	2982.45%	
201.2320.240.370.2.1200.2205.5.1	SPED Contracted Services	75,000	254,323	238.10%		350,000	37.62%	
201.2440.240.370.2.1200.2205.6.1	SPED Evaluation Services	13,174	36,117	174.15%		27,173	-24.76%	
201.2440.260.370.2.1200.2205.7.1	SPED Non-District Travel	0	0			53		
201.2451.260.370.2.1200.2205.8.1	SPED Computer Software	0	0			0		
201.9100.260.370.2.1200.2205.9.1	SPED Massachusetts Tuitions	165,692	122,990	-25.77%		162,782	32.35%	
201.9200.260.370.2.1200.2206.0.1	SPED Out-of-State Tuitions	151,483	293,506	93.75%		127,023	-56.72%	
201.9300.260.370.2.1200.2206.1.1	SPED Non-Public Tuitions	1,995,342	1,453,778	-27.14%		1,955,226	27.61%	
201.9400.260.370.2.1200.2206.2.1	SPED Collaborative Tuitions	140,932	123,430	-12.42%		104,969	-14.96%	
201.7300.260.370.2.1200.2206.3.1	SPED New Equipment	27,674	3,128	-88.70%		4,483	43.33%	
201.2440.260.370.2.1200.2206.4.1	SPED Assistive Technology	492	0	-100.00%		0		
201.2430.250.370.2.1200.2206.5.1	Pathways Program 5M	2,887	2,633	-8.79%		3,684	39.91%	
201.2110.260.370.2.1200.2206.6.1	SPED Director Travel	1,307	0	-100.00%		350		
201.2410.260.370.2.1200.2206.7.1	SPED Equipment Repair	0	0			167		
201.9400.260.370.2.1200.2206.8.1	Collaborative Pre-Paid Tutor	0	0			255,415		
		2,589,643	2,300,471	-11.17%	0.00	2,902,501	26.17%	0.00

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
Total Program		4,702,339	4,188,727	-10.92%	31.56	5,030,953	20.11%	31.56
PROGRAM AREA 1210: SUBSTITUTES		85,000	76,398	-10.12%	0.00	82,000	7.33%	0.00
201.2325.130.370.1.1210.22101.1	Substitute Caller Salary	-	-			-		
201.2325.130.370.1.1210.22102.1	Substitute Salary	80,000	74,973	-6.28%		78,000	4.04%	
201.2325.130.370.2.1210.22103.1	Substitute SPED Salary	5,000	1,425	-71.50%		4,000	180.70%	
		85,000	76,398	-10.12%	0.00	82,000	7.33%	0.00
Total Program		85,000	76,398	-10.12%	0.00	82,000	7.33%	0.00
PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY		9,304	24,275	160.91%	0.00	9,745	-59.86%	0.00
201.2305.110.370.1.1220.22201.1	Tech. Ed./Applied Tech. Teaching Salary	-	-			-		
201.2305.110.370.1.1220.22202.1	Applied Tech. Longevity	-	-			-		
		0	0		0.00	0		0.00
201.2430.260.370.1.1220.22251.1	Applied Tech. Teaching S/M	7,500	20,076	167.67%		8,508	-57.62%	
201.2410.260.370.1.1220.22252.1	Applied Tech. Textbooks	474	-	-100.00%		589		
201.2420.240.370.1.1220.22253.1	Applied Tech. Maint. Contracts	-	-			148		
201.7300.260.370.1.1220.22254.1	Appl. Tech. New Equipment	1,015	3,438	238.68%		500	-85.46%	
201.2440.260.370.1.1220.22255.1	Applied Tech. YTE Contr. Serv.	315	762	141.82%		0	-100.00%	
		9,304	24,275	160.91%	0.00	9,745	-59.86%	0.00
Total Program		9,304	24,275	160.91%	0.00	9,745	-59.86%	0.00
PROGRAM AREA 1240: CURRICULUM LEADERSHIP		0	0		0.00	0		0.00
201.2110.110.370.2.1240.22401.1	Special Ed. Coord. Salary	-	-			-		
201.2110.110.370.1.1240.22402.1	Info. Tech. Coord. Salary	-	-			-		
201.2315.110.370.1.1240.22403.1	K-12 For. Lang. Curr. Chair	-	-			-		
201.2315.110.370.1.1240.22404.1	K-12 Soc. Studies Curr. Chair	-	-			-		
201.2315.110.370.1.1240.22405.1	K-12 Library/Media Curr. Chair	-	-			-		
		0	0		0.00	0		0.00
Total Program		0	0		0.00	0		0.00
PROGRAM AREA 1250: THEATRE ARTS		56,261	17,032	-69.73%	0.25	21,261	24.83%	0.25
201.2305.110.370.1.1250.22501.1	Theatre Arts Teaching Salary	55,665	16,243	-70.82%	0.25	20,665	27.23%	0.25
201.2430.260.370.1.1250.22551.1	Theatre Arts Tch. S/M	596	789	32.43%		596	-24.49%	
		56,261	17,032	-69.73%	0.25	21,261	24.83%	0.25
Total Program		56,261	17,032	-69.73%	0.25	21,261	24.83%	0.25
PROGRAM AREA 2300: ADULT & COMMUNITY EDUCATION		4	0	-100.00%	0.00	4		0.00
201.2110.110.500.6.2300.23001.1	Adult Ed. Director Salary	2	0	-100.00%		2		
201.2110.120.500.6.2300.23002.1	Adult Ed. Clerical Salary	2	0	-100.00%		2		

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
		4	0	-100.00%	0.00	4		0.00
Total Program		4	0	-100.00%	0.00	4		0.00
PROGRAM AREA 2310: ATHLETICS		624,445	708,032	13.39%	2.00	686,672	-3.02%	2.00
201.3510.110.370.9.2310.23101.1	Athletics Director Salary	106,355	118,480	11.40%	1.00	122,627	3.50%	1.00
201.3510.110.370.9.2310.23102.1	Coaches Salary	347,825	385,519	10.84%		361,558	-6.22%	
201.3510.110.370.9.2310.23103.1	Trainers Salary	42,287	67,287	59.12%	1.00	43,767	-34.95%	1.00
201.3510.110.370.9.2310.23104.1	Intramural Stipends	-	-			-		
201.3510.130.370.9.2310.23105.1	Athletics Drivers Salary	77,334	85,039	9.96%	0.00	85,584	0.64%	0.00
201.3510.120.370.9.2310.23106.1	Athletics Dept. Clerical Sal.	-	-			-		
201.3510.110.370.9.2310.23107.1	Athletics Coordinator Salary	-	-			-		
201.3510.110.370.9.2310.23108.1	Athletics Longevity	573,801	656,325	14.38%	2.00	613,536	-6.52%	2.00
201.3510.260.370.9.2310.23151.1	Athletic Insurance	3,144	5,340	69.85%		3,401	-36.32%	
201.3510.260.370.9.2310.23152.1	Officials	30,000	27,935	-6.88%		34,795	24.56%	
201.3510.260.370.9.2310.23153.1	Facilities Rental	17,500	18,432	5.32%		29,368	59.34%	
201.3510.240.370.9.2310.23154.1	Contracted Service	0	0			5,572		
		50,644	51,707	2.10%	0.00	73,136	41.44%	0.00
Total Program		624,445	708,032	13.39%	2.00	686,672	-3.02%	2.00
PROGRAM AREA 2320: CENTRAL SUPPLY		0	15,965		0.00	2,103	-86.83%	0.00
201.2430.250.370.1.2320.23251.1	Central Supply SM	0	15,965			2,103	-86.83%	
		0	15,965		0.00	2,103	-86.83%	0.00
Total Program		0	15,965		0.00	2,103	-86.83%	0.00
PROGRAM AREA 2330: CO-CURRICULAR		259,731	324,132	24.80%	2.00	283,269	-12.61%	2.00
201.3520.110.370.9.2330.23301.1	Co-Curricular Professional Salary	170,966	234,050	36.90%		184,508	-21.17%	
201.3520.130.370.9.2330.23302.1	Radio Station Mgr. Salary	69,217	69,631	0.60%	1.00	71,763	3.06%	1.00
201.3520.130.370.9.2330.23303.1	Radio Station Staff Assistants	14,298	7,782	-45.58%	1.00	14,298	83.74%	1.00
		254,481	311,463	22.39%	2.00	270,569	-13.13%	2.00
201.3520.250.370.9.2330.23351.1	Co-Curricular SM	2,500	643	-74.27%		4,200	553.06%	
201.3520.260.370.9.2330.23352.1	Co-Curricular Fees	2,750	12,027	337.34%		8,500	-29.32%	
		5,250	12,670	141.33%	0.00	12,700	0.24%	0.00
Total Program		259,731	324,132	24.80%	2.00	283,269	-12.61%	2.00
PROGRAM AREA 2340: CONTINGENCY		281,853	49,620	-82.39%	0.00	244,188	392.11%	0.00
201.5100.110.370.1.2340.23401.1	Sick Leave - Instructional	96,853	49,620	-48.77%		74,188	49.51%	
201.2305.110.370.1.2340.23402.1	Professional Contingency	100,000	-	-100.00%		100,000		
201.5100.110.370.1.2340.23403.1	Early Retirement Incentive	-	-			-		

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
201.2305.110.370.1.2340.23404.1	Negotiation Funds - Contracts	50,000	-	-100.00%		35,000		
201.1230.120.370.9.2340.23405.1	Neg. Funds - Non-Bargaining	35,000	-	-100.00%		35,000		
Total Program		281,853	49,620	-82.39%	0.00	244,188	392.11%	0.00
PROGRAM AREA 2350: COPY SERVICE		65,564	58,194	-11.24%	0.80	62,239	6.95%	0.80
201.2330.130.370.1.2350.2350.1.1	Copy Service Operator Salary	21,224	19,489	-8.17%	0.40	20,246	3.88%	0.40
201.2330.130.370.1.2350.2350.2.1	Copy Serv. Transportation Salary	14,887	12,031	-19.19%	0.40	12,460	3.57%	0.40
		36,111	31,520	-12.71%	0.80	32,705	3.76%	0.80
201.2430.250.370.1.2350.2355.1.1	Copy Service SIM	3,797	4,435	16.81%		8,515	91.97%	
201.2420.240.370.1.2350.2355.2.1	Canon IR105 Copier Maint./Purchase	25,000	21,389	-14.44%		20,019	-6.40%	
201.4230.240.370.9.2350.2355.3.1	IR550 Copier Maintenance	0	0			0		
201.4230.240.370.9.2350.2355.4.1	Canon IR5000 Copier Maintenance	856	850	-0.71%		1,000	17.65%	
		29,453	26,674	-9.43%	0.00	29,534	10.72%	0.00
Total Program		65,564	58,194	-11.24%	0.80	62,239	6.95%	0.80
PROGRAM AREA 2360: EQUIPMENT		11,500	13,424	16.73%	0.00	2,000	-85.10%	0.00
201.7300.260.370.1.2360.2365.1.1	CCHS New Equipment	2,500	11,636	365.45%		0	-100.00%	
201.7400.260.370.1.2360.2365.2.1	CCHS Replacement Equipment	2,500	1,177	-52.93%		0	-100.00%	
201.7400.260.370.1.2360.2365.3.1	CCHS Classroom Equipment	2,500	0	-100.00%		0		
201.7400.260.910.9.2360.2365.4.1	Ripley Equipment	4,000	610	-84.74%		2,000	227.62%	
		11,500	13,424	16.73%	0.00	2,000	-85.10%	0.00
Total Program		11,500	13,424	16.73%	0.00	2,000	-85.10%	0.00
PROGRAM AREA 2370: FIELD TRIPS		12,000	6,927	-42.27%	0.00	30,000	333.07%	0.00
201.2440.130.370.1.2370.2370.1.1	Field Trip Drivers Salary	12,000	6,927	-42.27%	0.00	30,000	333.07%	0.00
		12,000	6,927	-42.27%	0.00	30,000	333.07%	0.00
Total Program		12,000	6,927	-42.27%	0.00	30,000	333.07%	0.00
PROGRAM AREA 2390: HEALTH SERVICES		125,447	128,764	2.64%	1.50	133,832	3.94%	1.50
201.3200.110.370.9.2390.2390.1.1	Nurse/Nurse Asst. Sal.	118,197	127,522	7.89%	1.50	126,582	-0.74%	1.50
		118,197	127,522	7.89%	1.50	126,582	-0.74%	1.50
201.3200.250.370.9.2390.2395.1.1	Health Services SM	5,000	1,093	-78.15%		5,000	357.65%	
201.3200.240.800.9.2390.2395.2.1	Hth. Serv. Contr. Services	1,250	0	-100.00%		1,250		
201.3200.260.370.9.2390.2395.3.1	Hth. Serv. Equipment Maintenance	1,000	149	-85.09%		1,000	570.02%	
		7,250	1,242	-82.87%	0.00	7,250	483.83%	0.00
Total Program		125,447	128,764	2.64%	1.50	133,832	3.94%	1.50

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
PROGRAM AREA 2400: PARAPROFESSIONALS		118,508	101,766	-14.13%	2.00	127,682	25.47%	2.00
201.2220.120.370.1.2400.2400.1.1	Paras. Dept. Clerical Salary	93,508	97,037	3.77%	2.00	96,742	-0.30%	2.00
201.3600.130.370.1.2400.2400.2.1	Paras. Campus Monitor Salary	25,000	4,729	-81.08%	0.00	30,940	554.24%	0.00
		118,508	101,766	-14.13%	2.00	127,682	25.47%	2.00
Total Program		118,508	101,766	-14.13%	2.00	127,682	25.47%	2.00
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL		15,000	11,549	-23.01%	0.00	10,000	-13.41%	0.00
201.2440.260.370.1.2410.2415.1.1	School District Travel	15,000	11,549	-23.01%	0.00	10,000	-13.41%	0.00
		15,000	11,549	-23.01%	0.00	10,000	-13.41%	0.00
Total Program		15,000	11,549	-23.01%	0.00	10,000	-13.41%	0.00
PROGRAM AREA 3510: ADMINISTRATION		694,225	739,276	6.49%	6.00	716,166	-3.13%	6.00
201.1210.110.370.9.3510.25101.1	Superintendent's Salary	88,909	87,418	-1.68%	0.40	92,021	5.27%	0.40
201.1210.120.370.9.3510.25102.1	Superintendent Support Staff	32,699	31,754	-2.89%	0.40	33,843	6.58%	0.40
201.1220.110.370.9.3510.25103.1	Asst. Supt. Salary	-	60,900	-	0.40	62,100	2.14%	0.40
201.1230.110.370.9.3510.25115.1	Director of Teaching & Learning	63,229	-	-3.84%	0.40	-	-100.00%	0.40
201.1220.120.370.9.3510.25104.1	Teaching & Learning Support Staff	-	23,661	-	0.40	-	-	0.40
201.1410.110.370.9.3510.25108.1	Dr. of Finance & Operations Sal.	-	-	-	0.50	-	-	0.50
201.1410.110.370.9.3510.25108.1	Deputy Superintendent	96,499	85,875	-0.72%	0.40	89,526	4.25%	0.40
201.1410.120.370.9.3510.25107.1	Financial Serv. Staff	147,297	171,647	16.53%	2.70	181,461	5.72%	2.70
201.1420.110.370.9.3510.25108.1	Director of Human Resources Salary	60,423	59,967	-0.72%	0.40	62,538	4.25%	0.40
201.1420.120.370.9.3510.25109.1	Human Resources Staff Sal.	53,967	45,126	-16.38%	0.80	55,956	23.78%	0.80
		533,023	566,268	6.24%	6.00	577,346	1.96%	6.00
201.1210.250.370.9.3510.25151.1	Supt. SIM	5,363	6,941	29.43%	0.40	5,400	-22.21%	0.40
201.1210.260.370.9.3510.25152.1	Supt. Consultant Contract	0	2,500	-	0.00	0	-100.00%	0.00
201.1210.240.370.9.3510.25153.1	Supt. Contracted Services	207	4,000	1832.37%	0.00	207	-94.83%	0.00
201.1210.260.370.9.3510.25154.1	Supt. Memberships	3,863	6,821	76.57%	0.00	4,000	-41.36%	0.00
201.5200.260.370.9.3510.25155.1	Supt. Insurance	145	0	-100.00%	0.00	145	-	0.00
201.1210.260.370.9.3510.25156.1	Supt. Prof. Development	5,026	380	-92.44%	0.00	3,000	689.47%	0.00
201.1210.260.370.9.3510.25157.1	Annual School Census	1,056	0	-100.00%	0.00	0	-	0.00
201.5100.260.800.9.3510.25158.1	Admin. Annuity	0	0	-	0.00	0	-	0.00
201.1210.260.370.9.3510.25159.1	Administrative Membership	0	0	-	0.00	0	-	0.00
201.1220.250.370.9.3510.25161.1	Director of Teaching & Learning/Asst. Supt. Sr	974	1,944	99.60%	0.40	1,000	-48.56%	0.40
201.1220.240.370.9.3510.25162.1	Director of Teaching & Learning/Asst. Supt. C	0	0	-	0.00	0	-	0.00
201.1220.260.370.9.3510.25163.1	Director of Teaching & Learning/Asst. Supt. M	0	0	-	0.00	500	-	0.00
201.1220.260.370.9.3510.25164.1	Director of Teaching & Learning/Asst. Supt. Ph	175	925	428.58%	0.40	175	-81.08%	0.40
201.1410.250.370.9.3510.25171.1	Business Office SIM	4,500	2,100	-53.33%	0.40	4,500	114.27%	0.40
201.1410.240.370.9.3510.25172.1	Bus. Office Contr. Services	15,000	36,423	142.82%	0.00	15,000	-58.82%	0.00
201.1410.260.370.9.3510.25173.1	Bus. Office Legal Adv.	1,529	322	-78.95%	0.00	1,529	374.89%	0.00
201.1410.260.370.9.3510.25174.1	Bus. Office Memberships	2,410	950	-60.58%	0.00	2,410	153.68%	0.00
201.1410.260.370.9.3510.25175.1	Bus. Office Prof. Dev.	1,720	745	-56.89%	0.00	1,720	130.87%	0.00
201.1420.250.370.9.3510.25181.1	Human Resources Office SIM	2,200	2,972	35.11%	0.00	2,200	-25.96%	0.00
201.1420.240.370.9.3510.25182.1	Human Resources Contr. Serv.	6,728	8,696	29.25%	0.00	6,728	-22.63%	0.00

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
	201.1420.260.370.9.3510.25183.1	10,000	0	-100.00%		10,000		
	201.1420.260.370.9.3510.25184.1	3,440	191	-94.45%		3,440	1702.94%	
	201.1420.260.370.9.3510.25185.1	1,061	3,430	223.24%		1,061	-69.06%	
	201.1420.260.370.9.3510.25186.1	5,805	7,221	24.39%		5,805	-19.81%	
	201.1430.260.370.9.3510.25191.1	50,000	86,446	72.89%		30,000	-65.30%	
	201.1435.260.370.9.3510.25192.1	40,000	0	-100.00%		40,000		
		161,202	173,007	7.32%	0.00	138,820	-19.76%	0.00
Total Program		694,225	739,276	6.49%	6.00	716,166	-3.13%	6.00
PROGRAM AREA 3520: PRINCIPALS		691,267	675,155	-2.33%	6.00	687,757	1.87%	6.00
	201.2210.110.370.9.3520.2520.1.1	159,463	155,192	-2.68%	1.00	157,505	1.49%	1.00
	201.2210.120.370.9.3520.2520.2.1	244,031	237,090	-2.84%	3.00	242,014	2.08%	3.00
	201.2210.110.370.9.3520.2520.3.1	242,773	242,050	-0.30%	2.00	243,225	0.49%	2.00
		646,267	634,332	-1.85%	6.00	642,744	1.33%	6.00
	201.2210.250.370.9.3520.2525.1.1	13,500	26,232	94.31%		20,000	-23.76%	
	201.2420.240.370.9.3520.2525.2.1	10,500	2,400	-77.14%		7,500	212.50%	
	201.2210.260.370.9.3520.2525.3.1	8,500	8,506	0.07%		11,013	29.47%	
	201.2210.260.370.9.3520.2525.4.1	12,500	3,685	-70.52%		6,500	78.40%	
		45,000	40,823	-9.28%	0.00	45,013	10.26%	0.00
Total Program		691,267	675,155	-2.33%	6.00	687,757	1.87%	6.00
PROGRAM AREA 3530: SCHOOL COMMITTEE		12,135	9,827	-19.02%	0.00	12,058	22.71%	0.00
	201.1110.120.370.9.3530.2530.1.1	4,035	2,904	-28.03%	0.00	2,021	-30.40%	0.00
		4,035	2,904	-28.03%	0.00	2,021	-30.40%	0.00
	201.1110.250.370.9.3530.2535.1.1	800	1,690	181.67%		1,373	-18.78%	
	201.1110.260.370.9.3530.2535.2.1	5,500	5,233	-4.85%		7,440	42.18%	
	201.1110.260.370.9.3530.2535.3.1	1,000	-	-100.00%		217		
	201.1110.240.370.9.3530.2535.4.1	1,000	-	-100.00%		1,007		
		8,100	6,923	-14.53%	0.00	10,037	44.98%	0.00
Total Program		12,135	9,827	-19.02%	0.00	12,058	22.71%	0.00
PROGRAM AREA 4610: CAPITAL OUTLAY		37,500	58,610	56.29%	0.00	27,500	-53.08%	0.00
	201.7100.260.370.9.4610.2615.1.1	5,000	20,455	309.09%		5,000	-75.56%	
	201.7200.260.370.9.4610.2615.2.1	20,000	0	-100.00%		10,000		
	201.7200.260.370.9.4610.2615.3.1	2,500	6,800	164.00%		2,500	-62.12%	
	201.7300.260.370.9.4610.2615.4.1	10,000	31,555	215.55%		10,000	-88.31%	
	201.7200.260.370.9.4610.9125.1.1	0	0			0		
		37,500	58,610	56.29%	0.00	27,500	-53.08%	0.00
Total Program		37,500	58,610	56.29%	0.00	27,500	-53.08%	0.00
PROGRAM AREA 4620: CUSTODIAL SERVICES		577,063	505,202	-12.45%	8.40	546,719	8.22%	8.40
	201.4110.130.370.9.4620.2620.1.1	483,340	395,507	-18.17%	8.00	434,247	9.80%	8.00
	201.4110.130.370.9.4620.2620.2.1	46,013	80,924	75.87%		75,707	-6.45%	

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
201.4110.130.370.9.4620.26203.1	Rpley Bldg. Serv. Wkr. Sal.	25,814	23,736	-8.05%	0.40	24,662	3.90%	0.40
201.4110.130.370.9.4620.26204.1	Rpley Bldg. Serv. Wkr. Overtime	4,311	1,660	-61.51%		2,160	30.15%	
201.4110.120.370.9.4620.26205.1	Receptionist Salary	-	900			1,313	45.85%	
		559,478	502,727	-10.14%	8.40	538,089	7.03%	8.40
201.4110.260.370.9.4620.26251.1	Bldg. Serv. Wkr. SM	14,815	0	-100.00%		5,109		
201.4110.260.370.9.4620.26252.1	Rpley Bldg. Serv. Wkr. SM	324	0	-100.00%		324		
201.4110.260.370.9.4620.26253.1	Bldg. Serv. Wkr. Uniforms	2,446	2,475	1.20%		3,001	21.23%	
201.4110.260.370.9.4620.26254.1	Bldg. Serv. Wkr. Fees	0	0			196		
201.7400.260.370.9.4620.26255.1	Bldg. Serv. Wkr. Equipment	0	0			0		
		17,585	2,475	-85.92%	0.00	8,630	248.62%	0.00
Total Program		577,063	505,202	-12.45%	8.40	546,719	8.22%	8.40
PROGRAM AREA 4630: INFO. TECH. SERVICES		804,125	781,161	-2.86%	8.49	760,311	-2.67%	6.29
201.1450.110.370.9.4630.26301.1	Dir. of Info. Tech.	67,045	62,762	-6.39%	0.98	63,394	1.01%	0.49
201.1450.130.370.9.4630.26302.1	I.T. Services Unit Ldr. Salary	133,978	109,086	-18.58%	2.45	138,667	27.12%	1.47
201.1450.130.370.9.4630.26303.1	I.T. Sr. Support Analyst Sal.	262,263	279,170	6.45%	3.96	271,442	-2.77%	3.96
201.1450.120.370.9.4630.26304.1	I.T. Services Clerical Sal.	25,958	27,370	5.44%	1.10	26,867	-1.84%	0.37
		489,244	478,389	-2.22%	8.49	500,370	4.99%	6.29
201.1450.260.370.9.4630.26351.1	I.T. Services Office SM	6,616	34,196	416.71%		5,858	-92.96%	
201.2451.260.370.1.4630.26352.1	Micro Computer Repair SM	741	775	4.59%		0	-100.00%	
201.1450.240.800.9.4630.26353.1	Contr. Services - Web Page	7,137	25,807	261.59%		6,360	-75.36%	
201.1450.260.370.9.4630.26354.1	I.T. Services Server Maintenance	6,549	6,470	-1.20%		5,966	-7.80%	
201.1450.260.370.9.4630.26355.1	I.T. Services New Equipment	150,000	28,415	-81.06%		50,000	75.96%	
201.4400.260.370.9.4630.26356.1	I.T. Services Networking	45,000	103,867	130.81%		95,000	-8.54%	
201.2455.260.370.1.4630.26361.1	I.T. Services Software Dev.	18,903	-	-100.00%		1,580		
201.1450.260.370.9.4630.26362.1	I.T. Services Software Lease/Purchase	20,700	31,950	54.35%		34,009	6.44%	
201.1450.260.370.9.4630.26363.1	I.T. Serv. Admin. Software Support	16,000	54,347	239.67%		45,000	-17.20%	
201.1450.260.370.9.4630.26365.1	I.T. Serv. Software Maint./Financials	21,735	-	-100.00%		2,120		
201.2250.260.370.9.4630.26366.1	I.T. Serv. Software Maint./Student	11,000	14,483	31.49%		10,818	-25.20%	
201.4230.260.800.9.4630.26367.1	I.T. Vehicle Maint.	3,500	1,031	-70.54%		1,205	16.91%	
201.4230.260.800.9.4630.26368.1	I.T. Gasoline	4,000	1,121	-71.97%		1,564	41.33%	
201.4230.260.800.9.4630.26369.1	I.T. Vehicle Insurance	3,000	341	-88.65%		431	26.52%	
201.7600.260.800.9.4630.26370.1	I.T. Vehicle Replacement	-	-			0		
201.1450.260.370.9.4630.91251.1	Technology Stabilization	-	-			0		
		314,881	302,772	-3.85%	0.00	259,941	-14.15%	0.00
Total Program		804,125	781,161	-2.86%	8.49	760,311	-2.67%	6.29
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS		356,605	405,654	13.75%	2.37	292,756	-27.83%	2.12
201.4200.130.370.9.4640.26401.1	Maintenance Manager Salary	42,500	41,200	-3.06%	0.40	43,988	6.77%	0.40
201.4200.130.370.9.4640.26402.1	Maintenance Salary	107,863	108,358	0.65%	1.60	107,337	-0.94%	1.60
201.4200.130.370.9.4640.26403.1	Maintenance Overtime	20,000	20,837	4.19%		20,000	-4.02%	
201.4200.130.370.9.4640.26404.1	Maint. Supplemental Labor	10,000	-	-100.00%		-		
201.4200.120.370.9.4640.26405.1	Maintenance Clerical Salary	3,381	3,270	-3.29%	0.37	3,602	10.17%	0.12
		183,544	173,665	-5.38%	2.37	174,926	0.73%	2.12

Concord-Carlisle Regional School District
 FY2017 Budget Development
 Finance Committee Data Request

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
	201.4210.250.370.9.4640.2645.1.1	20,000	22,207	11.03%		20,000	-9.94%	
	201.4220.250.370.9.4640.2645.2.1	35,000	96,740	176.40%		20,000	-79.33%	
	201.4210.240.370.9.4640.2645.3.1	7,000	28,700	310.00%		7,000	-75.81%	
	201.4220.240.370.9.4640.2645.4.1	100,000	41,593	-58.41%		45,000	8.18%	
	201.4210.240.370.9.4640.2645.5.1	5,000	26,777	435.53%		15,000	-43.98%	
	201.4200.260.370.9.4640.2645.6.1	0	0			2,890		
	201.4200.260.370.9.4640.2645.7.1	961	15,273	1499.30%		950	-93.78%	
	201.4200.260.370.9.4640.2645.8.1	100	700	600.00%		2,000	185.71%	
	201.7400.260.370.9.4640.2645.9.1	5,000	0	-100.00%		5,000		
		173,061	231,989	34.05%	0.00	117,830	-49.21%	0.00
Total Program		356,605	405,654	13.75%	2.37	292,756	-27.83%	2.12
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES		24,874	30,016	20.67%	0.00	32,791	9.25%	0.00
	201.4230.250.370.9.4650.2655.1.1	5,693	15,239	167.69%		13,763	-9.68%	
	201.4230.250.370.9.4650.2655.2.1	2,070	485	-76.58%		3,461	613.69%	
	201.4230.240.370.9.4650.2655.3.1	10,000	8,596	-14.04%		7,894	-8.29%	
	201.4230.260.370.9.4650.2655.4.1	5,693	4,674	-17.90%		6,806	41.33%	
	201.4230.260.370.9.4650.2655.5.1	1,418	1,022	-27.95%		1,077	5.44%	
	201.7600.260.370.9.4650.2655.6.1	0	0			0		
		24,874	30,016	20.67%	0.00	32,791	9.25%	0.00
Total Program		24,874	30,016	20.67%	0.00	32,791	9.25%	0.00
PROGRAM AREA 4660: REGULAR TRANSPORTATION		748,589	872,591	16.56%	11.20	892,319	2.26%	11.20
	201.3300.130.370.1.4660.2660.1.1	54,946	29,263	-46.74%	0.40	29,405	0.49%	0.40
	201.3300.130.370.1.4660.2660.1.2	-	1,830		0.00	1,520	-16.93%	0.00
	201.3300.130.370.1.4660.2660.2.1	281,188	332,879	18.38%	8.00	336,331	1.04%	8.00
	201.3300.130.370.1.4660.2660.3.1	80,000	3,735	-95.33%	0.00	40,000	971.02%	0.00
	201.3300.130.370.1.4660.2660.4.1	80,895	65,153	-19.45%	2.00	77,202	18.49%	2.00
	201.3300.130.370.1.4660.2660.5.1	13,533	11,946	-11.73%		14,847	24.29%	
	201.3300.130.370.1.4660.2660.6.1	41,218	43,961	6.85%	0.80	40,551	-7.76%	0.80
		551,770	488,768	-11.42%	11.20	539,857	10.45%	11.20
	201.3300.250.370.1.4660.2665.1.1	45,000	120,385	167.52%		100,000	-16.93%	
	201.3300.260.370.1.4660.2665.2.1	0	0			1,159		
	201.3300.260.370.1.4660.2665.3.1	80,000	74,076	-7.41%		125,000	68.75%	
	201.3300.260.370.1.4660.2665.4.1	2,009	2,838	41.26%		3,016	6.28%	
	201.3300.260.370.1.4660.2665.5.1	597	2,692	350.95%		4,280	58.23%	
	201.3300.260.370.1.4660.2665.6.1	1,463	1,315	-10.12%	0.00	1,160	-11.81%	0.00
	201.3300.260.370.1.4660.2665.7.1	3,250	9,037	147.28%	0.00	8,234	2.46%	0.00
	201.3300.260.370.1.4660.2665.8.1	2,500	2,943	17.73%		4,527	53.82%	
	201.7600.260.370.1.4660.2665.9.1	0	0			0		
	201.3300.240.370.1.4660.2666.0.1	10,000	72,972	629.72%		45,000	-38.33%	
	201.3300.260.370.1.4660.2666.1.1	52,000	98,566	89.55%		60,106	-39.02%	
		196,819	383,823	95.01%	0.00	352,462	-8.17%	0.00
Total Program		748,589	872,591	16.56%	11.20	892,319	2.26%	11.20

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION		528,002	600,892	13.80%	0.00	539,002	-10.30%	0.00
201 3300 260 370 2 4870 2670 1 1	SPED Trans. Aide Salary	0	0		0.00	0		0.00
201 3300 260 370 2 4870 2675 1 1	SPED Trans. Contracted Services	527,707	527,707	0.00%		527,707	0.00%	
201 3300 260 370 2 4870 2675 2 1	SPED OTHER Trans. Contracted Services	0	70,277			11,000	-84.35%	
201 7600 260 370 2 4870 2678 1 1	Sped Vehicle Replacement	0	0			0		
201 3300 260 370 2 4870 2678 2 1	SPED Gasoline	0	400			0	-100.00%	
201 3300 260 370 2 4870 2678 3 1	SPED Vehicle Insurance	295	227	-23.04%		295	29.53%	
201 3300 250 370 2 4870 2678 4 1	SPED Vehicle SIM	0	2,281			0	-100.00%	
		528,002	600,892	13.80%	0.00	539,002	-10.30%	0.00
Total Program		528,002	600,892	13.80%	0.00	539,002	-10.30%	0.00
PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS		257,683	204,811	-20.52%	0.00	212,088	3.55%	0.00
201 4120 260 370 9 4890 2685 1 1	CCHS Heating	222,000	172,000	-22.52%		180,000	4.85%	
201 4120 260 370 9 4890 2685 2 1	Ripley Heating	22,683	18,798	-17.13%		19,088	1.54%	
201 4120 260 370 9 4890 2685 3 1	Trans. Repair Heating	0	2,115			0	-100.00%	
201 4120 260 370 9 4890 2685 4 1	Maint. Storage Heating	0	0			0		
201 4120 240 370 9 4890 2686 0 1	Contracted Serv. - Burners	9,000	2,431	-72.99%		9,000	270.19%	
201 4120 240 370 9 4890 2686 1 1	Contr. Services - Ripley Burners	0	0			0		
201 4120 240 370 9 4890 2686 2 1	Contr. Services - Controls	4,000	9,468	136.69%		4,000	-57.75%	
		257,683	204,811	-20.52%	0.00	212,088	3.55%	0.00
Total Program		257,683	204,811	-20.52%	0.00	212,088	3.55%	0.00
PROGRAM AREA 4690: UTILITIES/OTHER		541,507	656,314	21.20%	0.00	531,131	-19.07%	0.00
201 4130 260 370 9 4890 2695 1 1	CCHS Electricity	340,000	462,955	36.16%		340,000	-26.56%	
201 4130 260 370 9 4890 2695 2 1	Ripley Electricity	25,000	28,729	14.92%		25,000	-12.98%	
201 4130 260 370 9 4890 2695 3 1	Trans. Repair Electricity	0	0			0		
201 4130 260 370 9 4890 2696 0 1	CCHS Water/Sewer	62,000	57,633	-7.04%		50,000	-13.24%	
201 4130 260 370 9 4890 2696 1 1	Ripley Water/Sewer	1,376	1,500	9.01%		3,000	100.00%	
201 4130 260 370 9 4890 2696 2 1	Transportation Water/Sewer	0	0			0		
201 4130 260 370 9 4890 2697 0 1	Telephone	85,000	77,172	-9.21%		85,000	10.14%	
201 4130 260 370 9 4890 2698 0 1	Trash Pickup & Recycling	28,131	28,325	0.69%		28,131	-0.68%	
		541,507	656,314	21.20%	0.00	531,131	-19.07%	0.00
Total Program		541,507	656,314	21.20%	0.00	531,131	-19.07%	0.00
PROGRAM AREA 5800: DEBT SERVICE		2,835,424	2,831,824	-0.13%	0.00	4,843,808	71.05%	0.00
201 8200 260 370 9 5800 2805 1 1	Debt Service Banking	3,600	0	-100.00%		3,600		
201 8100 260 370 9 5800 2805 2 1	H.S. '02 - Principal	0	0			0		
201 8200 260 370 9 5800 2805 3 1	H.S. '02 - Interest	0	0			0		
201 8100 260 370 9 5800 2805 4 1	H.S. '05 - Principal	0	0			0		
201 8200 260 370 9 5800 2805 5 1	H.S. '05 - Interest	0	0			0		
201 8100 260 370 9 5800 2805 6 1	H.S. '06 - Principal	0	0			0		
201 8200 260 370 9 5800 2805 7 1	H.S. '06 - Interest	0	0			0		
201 8100 260 370 9 5800 2805 8 1	H.S. '07 - Principal	0	0			0		

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE	
	201 8200 260 370 9 5800 28058 1		0			0			
	201 8100 260 370 9 5800 28060 1		245,000	245,000	0.00%	245,000	0.00%		
	201 8200 260 370 9 5800 28061 1		29,646	29,646	0.00%	21,126	-28.74%		
	201 8100 260 370 9 5800 28062 1		0	0		0			
	201 8200 260 370 9 5800 28063 1		0	0		0			
	201 8100 260 370 9 5800 28064 1		0	0		0			
	201 8200 260 370 9 5800 28065 1		0	0		0			
	201 8100 260 370 9 5800 28066 1		0	0		0			
	201 8200 260 370 9 5800 28067 1		0	0		0			
	201 8200 260 370 9 5800 28068 1		1,400,000	1,400,000	0.00%	1,400,000	0.00%		
	201 8200 260 370 9 5800 28069 1		1,007,178	1,007,178	0.00%	969,082	-3.78%		
	201 8200 260 370 9 5800 28070 1		0	0		0			
	201 8200 260 370 9 5800 28071 1		150,000	150,000	0.00%		-100.00%		
	201 8200 260 370 9 5800 28072 1			0		1,305,000			
	201 8200 260 370 9 5800 28073 1			0		900,000			
			2,835,424	2,831,824	-0.13%	0.00	4,843,808	71.00%	0.00
Total Program		2,835,424	2,831,824	-0.13%	0.00	4,843,808	71.05%	0.00	
PROGRAM AREA 5810: INSURANCE		2,142,052	1,793,566	-16.27%	0.00	2,168,418	20.90%	0.00	
	201 5200 260 370 9 5810 28151 1		88,000	67,542	-0.67%	37,600	-44.33%		
	201 5200 260 370 9 5810 28152 1		0	0		5,000			
	201 5200 260 370 9 5810 28153 1		246,500	241,005	-2.23%	226,210	-6.14%		
	201 5200 260 370 9 5810 28154 1		25,000	0	-100.00%	15,000			
	201 5200 260 370 9 5810 28155 1		1,128,552	1,065,075	-5.62%	1,083,997	1.78%		
	201 5200 260 370 9 5810 28156 1		50,000	44,980	-10.04%	51,250	13.94%		
	201 5280 260 370 9 5810 28157 1		15,000	20,402	36.01%	15,000	-26.48%		
	201 5280 260 370 9 5810 28158 1		3,500	3,512	0.34%	3,500	-0.34%		
	201 5280 260 370 9 5810 28159 1		500	262	-47.60%	500	90.84%		
	201 5200 260 370 9 5810 28163 1		250,000	702	-99.72%	235,670	33469.31%		
	201 5200 260 370 9 5810 28164 1		350,000	350,000	0.00%	489,691	39.91%		
	201 5200 260 370 9 5810 28185 1		5,000	86	-98.28%	5,000	5720.04%		
			2,142,052	1,793,566	-16.27%	0.00	2,168,418	20.90%	0.00
Total Program		2,142,052	1,793,566	-16.27%	0.00	2,168,418	20.90%	0.00	
PROGRAM AREA 5820: RETIREMENT		523,666	533,364	1.85%	0.00	580,748	8.88%	0.00	
	201 5100 260 370 9 5820 28251 1		523,666	533,364	1.85%	580,748	8.88%		
			523,666	533,364	1.85%	0.00	580,748	8.88%	0.00
Total Program		523,666	533,364	1.85%	0.00	580,748	8.88%	0.00	
PROGRAM AREA 5830: ASSESSMENTS		51,403	77,022	49.84%	0.00	135,000	75.27%	0.00	
	201 9110 260 370 9 5830 28351 1		13,802	-193	-101.40%	15,000	-7872.02%		
			51,403	77,022	49.84%	0.00	135,000	75.27%	0.00

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:	Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
201.9120.260.370.9.5830.28352.1	Charter School Assessment	37,601 51,403	77,215 77,022	105.35% 49.84%	0.00	120,000 135,000	55.41% 75.27%	0.00
Total Program		51,403	77,022	49.84%	0.00	135,000	75.27%	0.00
PROGRAM AREA 5840: OTHER FIXED COSTS		73,948	69,360	-6.20%	0.00	65,176	-6.03%	0.00
201.5500.260.800.9.5840.2845.1.1	Postage	38,588	33,371	-13.54%		27,107	-18.77%	
201.5500.240.370.9.5840.2845.2.1	Audit Contract	34,917	34,917	0.00%		37,100	6.25%	
201.5500.260.370.9.5840.2845.3.1	Banking Services	99	500	405.05%		88	-82.50%	
201.5500.260.370.9.5840.2845.4.1	Treasurer Bonds	334	572	71.26%		882	54.18%	
		73,948	69,360	-6.20%	0.00	65,176	-6.03%	0.00
Total Program		73,948	69,360	-6.20%	0.00	65,176	-6.03%	0.00
Grand Total		27,437,330	27,433,730	-0.01%	190.01	30,643,037	11.70%	187.18
-- less Debt Service		2,831,824	2,831,824			4,840,208		
Total Operating Budget		24,605,506	24,601,906	-0.01%	190.01	25,802,829	4.88%	187.18

**Concord-Carlisle Regional School District
FY2017 Budget Development
Finance Committee Data Request**

Program Area:

Account Title	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
	FY2015 Budget	FY2015 Actuals	% Variance FY15 Actual vs. Budgeted	FY2015 FTE	FY2016 Budget	% Variance FY15 Actual vs. FY16 Budgeted	FY2016 FTE
REGULAR EDUCATION \$	11,834,823	\$ 12,400,359	4.78%	115.99	\$ 12,568,337	1.35%	115.61
SPECIAL EDUCATION \$	5,230,341	\$ 4,789,619	-8.43%	31.56	\$ 5,569,955	16.29%	31.56
ADMINISTRATION \$	1,397,627	\$ 1,424,258	1.91%	12.00	\$ 1,415,981	-0.58%	12.00
OPERATIONS \$	3,347,946	\$ 3,514,359	4.97%	30.46	\$ 3,295,614	-6.22%	28.01
FIXED COSTS \$	5,626,493	\$ 5,305,136	-5.71%	0.00	\$ 7,793,150	46.90%	0.00
TOTAL BUDGET \$	27,437,330	\$ 27,433,730	-0.01%	190.01	\$ 30,643,037	11.70%	187.18
-- Less Debt Service \$	2,831,824	\$ 2,831,824			\$ 4,840,208		
OPERATING BUDGET \$	24,605,506	\$ 24,601,906	-0.01%	190.01	\$ 25,802,829	4.88%	187.18

District Goals

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

GOAL	ACTIONS	OUTCOMES
<p>1. Increase achievement for all students and narrow the achievement gaps for identified student groups.</p>	<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. • Improve support in the resource centers by staffing with content teachers, assigning students, and providing targeted instruction. • Develop school wide intervention plan to support student achievement. • Provide summer math program, "Algebridge" to support incoming freshmen. • Provide additional learning opportunities for Boston students. • Evaluate effectiveness of school wide resource programs (Challenge, Network) • Align English and math courses with Common Core Standards. • Evaluate science curriculum with the Next Generation Science Standards and make recommendations for alignment. 	<ul style="list-style-type: none"> • 100% of the CCHS students will master critical end-of-course standards • 95% CCHS students earn 2.5 GPA or higher • 10% Reduction of # of d's and F's earned by students • 95% score 3-5 on AP exams • Median SAT score is 1800 • 100% Competency Determination for Class 2016 • 96% score Adv/prof MCAS ELA/Math • PPI score is 75 or better for each student group in ELA and math

GOAL	ACTIONS	OUTCOMES
<p>2. Provide students with a rigorous, coherent, and aligned curriculum that includes a variety of authentic learning experiences, high student engagement, innovation, interdisciplinary units, differentiation, and increased use of digital tools.</p>	<ul style="list-style-type: none"> • Implement 1:1 laptop learning environment. • Create opportunities for interdisciplinary units, differentiated instruction and project-based learning. • Incorporate strands of Learner Outcome rubrics in both department and course rubrics. • Engage in action-research on best practices for homework. • Identify areas for professional growth and provide professional learning opportunities. • Develop and share curricula accommodation practices for all students. • Create more opportunities for students to participate in hands-on interdisciplinary learning in science, tech, engineering and math through the K12 STEM committee. • Provide training for teachers on curriculum mapping to encourage innovative curriculum. 	<ul style="list-style-type: none"> • Students will increase use of Google platforms and multimedia presentations. • All teachers will select one best practice for their artifact file where student learning was enhanced through the use of innovation or digital tool. • Each department creates/refines an interdisciplinary unit of course of study and more students experience interdisciplinary approach. • Teachers and school leader group will make recommendations for changes in homework practices. • Implement new schedule in 2016-17 for increased professional learning opportunities.

GOALS	ACTIONS	OUTCOMES
<p>3. Foster a respectful and inclusive school culture that promotes growth and well-being for all.</p>	<ul style="list-style-type: none"> • Identify students who are not connected and implement strategic response to include these students in a community. • Student leaders and educators create a diversity program for school-wide implementation. • Study homework reduction as a possible tool for student stress reduction. • Evaluate Advisory Program. • Revise bullying prevention curriculum in Advisory program. • Use Dept. Chairs feedback loop and meeting reflection sheets to improve communication with teachers. • Improve the on-boarding process for new teachers. • Wellness Committee provides programs for mindfulness, wellness, and stress reduction. • Administer 2016 YRBS • Review 2015 parent survey results to identify specific actions to improve parent satisfaction. 	<ul style="list-style-type: none"> • Student survey results will show an increase of 2% among all grades in # of students who identify as having a connection to at least one adult in the building (94% 2015). • Based on feedback, adjustments will be made for the 2016-17 Advisory Program. • Increased participation of students and teachers in Wellness programs. • Teachers report on TELL mass survey questions increased agreement with Teacher and School Leadership elements. • 2016 Parent survey results indicate 90% response to "Overall, I am satisfied with my child's school". (87% 2015)

GOALS	ACTIONS	OUTCOMES
<p>4. Effectively implement the new Educator Evaluation system with a focus on continuous improvement in teaching and learning.</p>	<ul style="list-style-type: none"> • Educators implement DDMs and collect student growth data for year 1. • CCTA Joint Supervision/Evaluation Committee meets regularly to review the process and make recommendations. • District Admin team and CCHS Dept. Chairs participate in professional learning to continue to improve feedback to teachers. 	<ul style="list-style-type: none"> • All five components of the educator evaluation system are implemented.

GOALS	ACTIONS	OUTCOMES
<p>5. Develop FY17 budget to support educational excellence and enrollment growth while maintaining fiscal sustainability.</p>	<ul style="list-style-type: none"> • Work with school administration, school committee, and both Concord and Carlisle Finance Committees to develop CCRSD budget that supports district goals and is within the levy limits • Discuss budget development at each Regional SC meeting to increase public understanding of the budget process. • Discuss preliminary FY17 budget with School Committee, CCHS faculty, and Concord and Carlisle Finance Committees. • Develop FY17 Budget book and present SC adopted FY17 budget at Public Hearings and Town Meetings. 	<ul style="list-style-type: none"> • FY17 CCRSD budget is approved at both Concord and Carlisle Town meetings.

GOALS	ACTIONS	OUTCOMES
<p>6. Manage CCHS building project to completion in December 2015.</p>	<ul style="list-style-type: none"> • Meet weekly with Project Team and monthly with CCHS Building Committee to manage project scope, budget, and timeline. • Prepare for December 2015 dedication ceremony with Building Committee. 	<ul style="list-style-type: none"> • CCHS Building Project completion December 2015. • Dedication ceremony in December 2015.

GOALS	ACTIONS	OUTCOMES
<p>7. Build support, consensus, and community engagement around 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. • Continue communication to community through school meetings, PTG, district, CCHS websites, monthly updates, school newsletters local media, social media, and the annual performance report. 	<ul style="list-style-type: none"> • Increase community awareness of CCRSD goals, accomplishments and challenges as measured by informal and formal feedback.