

CONCORD PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

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To: Richard Giles, Chair, Guidelines Subcommittee Chairperson
From: Diana F. Rigby, Superintendent of Schools
John F. Flaherty, Deputy Superintendent for Finance and Operations
Cc: Jennifer Munn, Chair, Concord-Carlisle Regional School Committee
Kathi Snook, Chair, Concord School Committee
Date: November 13, 2014
Re: Supplemental Data Request

Our presentation this evening provides a focused response to questions and requests for information in the October 30th Annual Guidelines Request memorandum from the Concord Guidelines Subcommittee Chairperson, Richard Giles. Budget discussions for FY16 are underway with the K12 principals, central office administrators, and the 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 taxpayers' funding for the new high school building project.

The school committees will give direction to the administration in their determination of appropriate FY2016 operating budgets as we move forward in the budgeting process.

For CPS

1. Please clarify the \$210,000 increase for hardware at Alcott and Thoreau. Last year there was an incremental \$365,000 to support Willard hardware. Is the \$210,000 above last year's incremental \$365,000 increase? Is this all part of the normal 5-year replacement cycle or is some of either or both years a catch-up?

The FY16 budget request has a net increase of \$35,000 for computer hardware from the \$210,000 increase to Alcott & Thoreau hardware, and the \$185,000 reduction from the FY15 Willard increase. Last year there was an incremental increase to CMS and Willard technology budgets that totaled \$365,000. \$265,000 was for the replacement of many Willard computers that went into service in 2009 and that were procured in the building project. The remaining \$100,000 was for the CMS Apple lease to support 1:1. The FY16 request reduced Willard's computer hardware line by \$185,000. This was referenced as an offset to the increases of \$135,000 and \$75,000 for Thoreau and Alcott computer hardware replacement. Thoreau and Alcott are in the second wave of their computer replacement cycles. All of these budget movements are driven by the five year replacement cycle goal; there are years where we cannot meet all of the planned needs.

2. Please elaborate on the increases (compared to FY2014 actual expenditures) for SPED at CPS. It appears the 2016 budget is \$967,316 above the 2014 actual. What makes up this difference and does transportation factor into the increase and if so how much?

There is \$341,323 of salary escalation during the two year period of comparison included in the \$967,316

difference noted. The FY14 CPS Special Education salary budget was \$4,751,087 and actuals of \$4,808,094 exceeded budget by \$57,007. FY2016 Special Education transportation is budgeted at \$460,682, or \$15,578 higher than FY2014 actuals. Additionally, FY2016 Special Education budgets requests adversely reflect the full FY2014 consumption of all circuit breaker carryover funds from FY2013, and full consumption of FY2014 circuit breaker current year receipts; this impacts FY16 needs as there will be no relief to FY15 special education costs from FY2014 circuit breaker carryover. Resultantly, the FY16 request has to fully fund projected Special Education obligations without anticipation of FY2015 circuit breaker carryover.

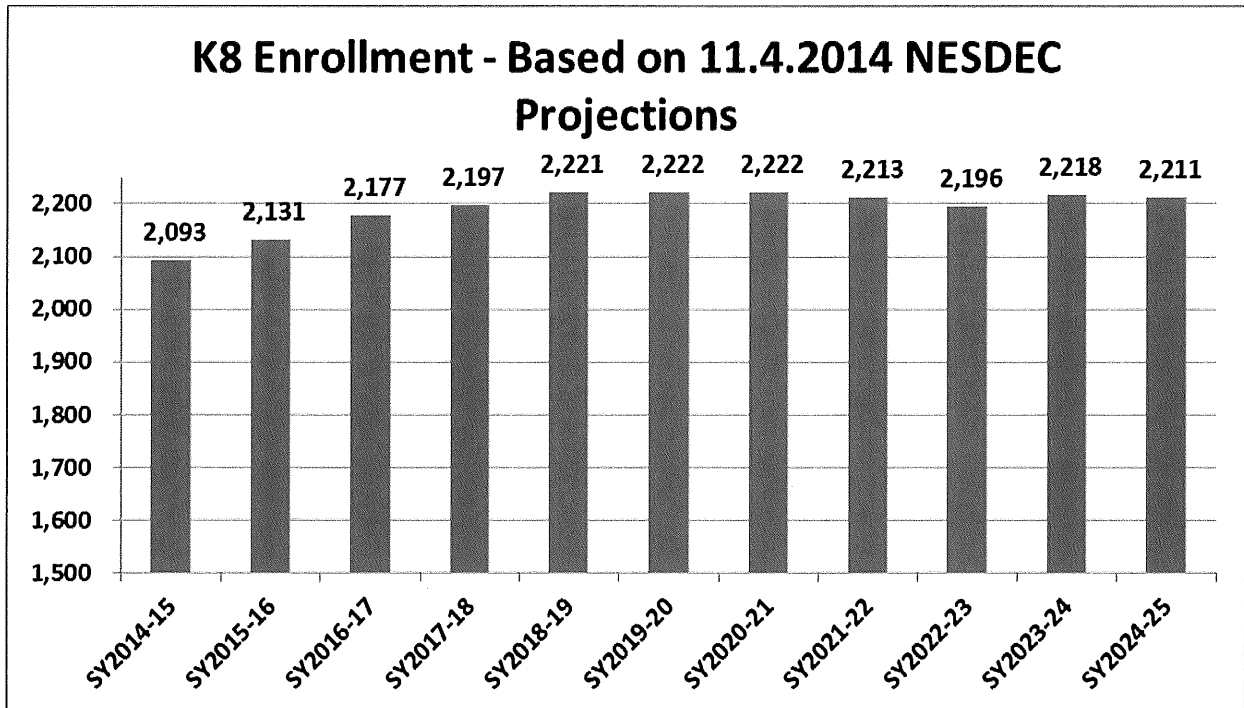
3. What was the Out-of-district tuition in FY14 and what is it projected to be in FY15 and FY16?

CPS										
ACCOUNT #	ACCOUNT TITLE	FY2014	FY2014	FY2014	FY2014	FY2015	PROJECTED	PROJECTED	PROJECTED	FY2016
		Budget	Unadjusted Total	Circuit Breaker	EOY Total	Budget	FY2015 Unadjusted Total	FY2015 Circuit Breaker	FY2015 EOY Total	
101.9100.260.100.2.1200.12062.1	Elem. SPED Massachusetts Tuition	-	67,635	-	67,635	-	-	-	-	-
101.9200.260.100.2.1200.12063.1	Elem. SPED Out-of-State Tuition	-	-	-	-	-	-	-	-	-
101.9300.260.100.2.1200.12064.1	Elem. SPED Non-Public Tuition	600,000	733,941	321,737	412,204	319,000	479,506	300,572	178,934	515,000
101.9400.260.100.2.1200.12065.1	Elem. SPED Collaborative Tuition	700,000	634,625	19,478	615,146	703,517	703,517	18,197	685,320	550,000
101.9100.260.200.2.1201.12078.1	M.S. SPED Massachusetts Tuition	55,000	-	-	-	55,000	-	-	-	55,000
101.9200.260.200.2.1201.12079.1	M.S. SPED Out-of-State Tuition	150,000	-	-	-	150,000	-	-	-	150,000
101.9300.260.200.2.1201.12080.1	M.S. SPED Non-Public Tuition	700,000	637,212	87,113	550,099	419,000	956,510	81,383	875,127	600,000
101.9400.260.200.2.1201.12081.1	M.S. SPED Collaborative Tuition	350,000	424,091	254,602	169,490	350,000	350,000	237,854	112,146	445,688
	Total	2,555,000	2,497,504	682,930	1,814,574	1,996,517	2,489,533	638,006	1,851,527	2,315,688

4. What percentage of a principal’s time is anticipated to be spent in the classroom to meet CMS’ strategy to fulfill Education reform standards?

The CMS Principal and Assistant Principal serve 114 staff and 690 students and families in two buildings. The new educator evaluation system requires evaluators to make frequent classroom observations which increases administrator's time in classrooms by approximately 50%. CMS student enrollment has increased from 606 students in 2008 to 690 students in 2014, and the demand on administrative time to provide student and family guidance has also increased without additional resources. The new 2014 state regulations for student discipline has added significant work for the administrators when resolving student issues.

5. Since enrollment for School year 2014/2015 is down at the grade schools, what are your current expectations for the following school year and does this impact the need for additional staffing/professionals? CMS enrollment has been unchanged in the last 2 years, what is driving the need for additional staffing at CMS for FY2016?



Updated NESDEC projections were received on November 4 and indicate a steady annual increase from the current level of 2,093 students to 2,222 in the next five school years.

The need for additional CMS staffing is driven by increased student growth in previous years without commensurate teaching staff growth and additional projected student growth. In School Year 2012 -2013, CMS enrollment increased from 633 to 699 students and has been relatively stable at that higher level. Special education teaching and regular education staffing has increased by 3.05 FTE's in FY2015 since FY2013. CMS is projected to increase to 704 students for FY16 and to 766 students for FY17.

For CCHS

1. *For CCHS please provide a similar chart as you provided for CPS that shows the actual dollar amounts for the various steps and lane.*

Please see following tables.

FY16 Step Movement

STEP	BACH	B+15	MAST	M+15	M+30	M+45	M+60		DOC
1	0	0	0	0	0	0	0	0	0
2	0	0	1.25	0	0	0	0	0	1.25
3	0	0	0	0	0	0	0	0	0
4	0	0	2	1	2	0	0	0	5
5	0	1	1	0	0	0	0	0	2
6	0	0	2.625	0	1	0	1	0	4.625
7	0.25	0	1.1	0	0	0	3	0	4.35
8	0	0	0	0	0	0	0	0	0
9	0	0	1	1	2	0	3	0	7
10	0	0	2	0	0	1	1.5	0	4.5
11	0	0	0	1	1	0.75	0	0	2.75
12	0	0	1.75	1	2	0	1	1	6.75
13	0	0	0	3	1.75	0	1	1	6.75
14	0	1	0.75	0	0	2	0	0	3.75
15	0	0	0	0	0.5	0	2	0	2.5
16	1	3	11.625	5.75	13	11.75	16.75	4.5	67.375
									118.6

FY16 Scale Increase Cost Calculation

2.00%

STEP	BACH	B+15	MAST	M+15	M+30	M+45	M+60	DOC
1	46,554	48,884	54,470	55,867	57,262	58,658	60,056	61,558
2	48,416	50,836	56,648	58,102	59,555	61,006	62,458	64,018
3	50,353	52,871	58,913	60,425	61,935	63,446	64,957	66,580
4	52,369	54,987	61,272	62,842	64,414	65,982	67,554	69,244
5	54,462	57,187	63,720	65,354	66,990	68,623	70,257	72,014
6	56,640	59,473	66,270	67,970	69,667	71,368	73,067	74,895
7	58,907	61,854	68,921	70,689	72,457	74,222	75,989	77,889
8	61,262	64,327	71,677	73,516	75,354	77,194	79,031	81,007
9	63,714	66,900	74,546	76,457	78,368	80,294	82,191	84,244
10	66,264	69,575	77,527	79,516	81,503	83,492	85,477	87,614
11	68,913	72,358	80,631	82,696	84,765	86,831	88,898	91,121
12	71,671	75,252	83,855	86,004	88,153	90,304	92,455	94,767
13	74,535	78,264	87,207	89,444	91,680	93,917	96,153	98,556
14	77,518	81,395	90,695	93,022	95,346	97,674	99,998	102,499
15	80,620	84,652	94,323	96,744	99,162	101,580	103,999	106,599
16	83,411	89,333	99,540	102,095	104,647	107,197	109,752	112,495

CCTA

FY16 Step & Scale Baseline Costs

2.00%

STEP	BACH	B+15	MAST	M+15	M+30	M+45	M+60	DOC
1	-	-	-	-	-	-	-	-
2	-	-	69,421	-	-	-	-	-
3	-	-	-	-	-	-	-	-
4	-	-	120,142	61,610	126,303	-	-	-
5	-	56,065	62,471	-	-	-	-	-
6	-	-	170,549	-	68,301	-	71,635	-
7	14,438	-	74,327	-	-	-	223,496	-
8	-	-	-	-	-	-	-	-
9	-	-	73,084	74,958	153,663	-	241,737	-
10	-	-	152,015	-	-	81,855	125,702	-
11	-	-	-	81,075	83,102	63,846	-	-
12	-	-	143,869	84,317	172,849	-	90,642	92,909
13	-	-	-	263,071	157,294	-	94,267	96,624
14	-	79,799	66,687	-	-	191,517	-	-
15	-	-	-	-	48,609	-	203,920	-
16	81,775	262,744	1,134,466	575,538	1,333,731	1,234,862	1,802,297	496,303
							Step Cost	10,957,886 160,338

CCTA

FY15 Step & Scale Baseline Costs

2.00%

STEP	BACH	B+15	MAST	M+15	M+30	M+45	M+60	DOC
1	-	-	-	-	-	-	-	-
2	-	-	70,809.62	-	-	-	-	-
3	-	-	-	-	-	-	-	-
4	-	-	122,545	62,842	128,829	-	-	-
5	-	57,187	63,720	-	-	-	-	-
6	-	-	173,960	-	69,667	-	73,067	-
7	14,727	-	75,813	-	-	-	227,966	-
8	-	-	-	-	-	-	-	-
9	-	-	74,546	76,457	156,736	-	246,572	-
10	-	-	155,055	-	-	83,492	128,216	-
11	-	-	-	82,696	84,765	65,123	-	-
12	-	-	146,747	86,004	176,306	-	92,455	94,767
13	-	-	-	268,333	160,440	-	96,153	98,556
14	-	81,395	68,021	-	-	195,348	-	-
15	-	-	-	-	49,581	-	207,999	-
16	83,411	267,999	1,157,156	587,049	1,360,405	1,259,560	1,838,343	506,229
							Scale Cost	11,177,043 219,158
							Step & Scale	379,496

2. In the Benchmarking data you presented the FY13 ratio of students to teachers was 13.4 and the state average was 13.5. Is this ratio optimal or could we produce similar outcomes with a higher ratio? Is this ratio offset by other teaching services staff and what is that staff:student ratio?

We believe this ratio is optimal and that CCRSD is appropriately staffed. The 13:5 statewide average reflects a number of lower performing school districts as well as other high performing districts similar to CCRSD and comparison of our 13:4 ratio to the 13:5 state average ratio does not indicate a significant variance.

3. In reviewing the DESE 2013 data, it was pointed out to us that for the 2013 data CCHS showed expenditures for "District-wide Information Systems" of \$668/student which was \$535 above a peer group of Acton-Boxboro, Northboro-Southboro, Dover-Sherborn and Lincoln-Sudbury. Please help us

understand the nature of this spending and why it is so significantly above this peer group.

Based on commentary provided by Lincoln-Sudbury and Northboro-Southboro in their respective technology plans posted on their district websites where each district clearly indicates inadequate funding in their support to their technology infrastructure we believe the status of Concord-Carlisle's technology infrastructure is sound relative to L-S and N-S. Acton-Boxborough and Dover –Sherborn have not responded to our inquiries as of 11.3.2014.

	CCRS	Acton-Boxborough	Dover-Sherborn	Lincon-Sudbury	Northboro-Soutboro
	Actual	Actual Vs. CCRSD	Actual Vs. CCRSD	Actual Vs. CCRSD	Actual Vs. CCRSD
Professional Salaries (01)	64,541	50,394 (14,147)	58,216 (6,325)	71,909 7,368	- (64,541)
Clerical Salaries (02)	24,528	- (24,528)	- (24,528)	4,789 (19,739)	- (24,528)
Other Salaries (03)	446,394	244,426 (201,968)	194,741 (251,653)	- (446,394)	- (446,394)
Contracted Services (04)	6,929	80,387 73,458	47,169 40,240	53,183 46,254	- (6,929)
Supplies and Materials (05)	6,424	9,660 3,236	1,849 (4,575)	- (6,424)	- (6,424)
Other Expenses (06)	263,774	6,183 (257,591)	39,305 (224,469)	- (263,774)	23,572 (240,202)
	812,590	391,050 (421,540)	341,280 (471,310)	129,881 (682,709)	23,572 (789,018)
Notes:				According to L-S Tech plan: Most computers unusable, severely understaffed; major renovation of infrastructure and network configuration needs to take place. No changes in switches feels like 56 k modem.	Have relied upon PTO and foundation grants to fund. Technology in schools is inequitable due to lack of funding (ie- one school has interactive white boards and document cameras in every room while high school has 3 interactive whiteboards in entire school). Current understaffing creates "crisis" mode culture. Local networks are "last generation" quality.

4. What is the total Out-of-district tuitions in FY14 and projected for FY15 and FY16? Does this include students ages 18-22?

Please see the following table for FY14 cost data and FY15 and FY16 projections. The data includes the legal obligation to cover special education students until they reach age 22.

CCRS

ACCOUNT #	ACCOUNT TITLE	FY2014	FY2014	FY2014	FY2014	FY2015	PROJECTED	PROJECTED	PROJECTED	FY2016
		Budget	Unadjusted	Circuit	EOY	Budget	FY2015	FY2015	FY2015	Preliminary
			Total	Breaker	Total		Unadjusted	Circuit	EOY	Budget
		Total	Breaker	Total		Total	Breaker	Total	Budget	
201.9100.260.370.2.1200.22059.1	SPED Massachusetts Tuitions	80,262	214,888	-	214,888	165,692	165,692	-	165,692	162,782
201.9200.260.370.2.1200.22060.1	SPED Out-of-State Tuitions	80,225	119,833	-	119,833	151,483	151,484	-	151,484	127,023
201.9300.260.370.2.1200.22061.1	SPED Non-Public Tuitions	1,783,232	3,368,093	1,787,491	1,580,602	1,807,342	2,874,583	1,313,313	1,561,270	1,855,226
201.9400.260.370.2.1200.22062.1	SPED Collaborative Tuitions	240,932	210,199	-	210,199	140,932	140,932	-	140,932	104,969
	Total	2,184,651	3,913,014	1,787,491	2,125,523	2,265,449	3,332,691	1,313,313	2,019,378	2,250,000

5. What amount of time (expressed in FTE) is currently dedicated to handling disciplinary situations today? Please provide a brief overview of the new student disciplinary system requirements.

2.0 FTE Assistant Principals are dedicated to supporting students including disciplinary issues. Please see attached Student Discipline policy. [File: JIC](#)

6. In light of the upcoming OPEB actuarial re-evaluation and the probability that the ARC will change, what reduction to the current planned FY16 contribution of \$675,000 would you be comfortable with, assuming the target of achieving the ARC by FY 2020 remains unchanged?

Please see following chart that depicts a revised plan to meet and ARC of \$1,050,000 by Fiscal Year 2020.

While the Actuarial ARC was estimated at \$1,431,660 in the January 2012, study the previously used value of \$1,050,000 is used in the attached plan as we know that execution of the OPEB trust fund agreement will lessen the \$1.4M. An actuarial study to identify the June 30, 2014 obligations is planned, and when the results are available OPEB Planning Strategy further worksheet adjustments to meeting the FY2020 ARC can be made.

We will present a revised FY2016 operating budget recommendation to the Regional School Committee that eliminates the request for an Assistant Principal position estimated at \$120,000 which allows funding of \$489,691 for OPEB.

INITIAL PLAN -- OPEB Planning Strategy	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Actuarial ARC as of Jan 1, 2012 - \$1,431,660									
Unfunded Liability as of Jan 1, 2012 - \$16,318,190									
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					
Actual Budget Funding Profile	\$ 250,000	\$ 275,000	\$ 76,954	\$ 350,000					
Planned Commitment	\$ 250,000	\$ 275,000	\$ 76,954	\$ 350,000	\$ 675,000	\$ 825,000	\$ 950,000	\$ 1,025,000	\$ 1,125,000
Additional Closing Commitment		\$ 300,000							
Actual Commitments	\$ 250,000	\$ 575,000	\$ 76,954	\$ 350,000	\$ 675,000	\$ 825,000	\$ 950,000	\$ 1,025,000	\$ 1,125,000
Cumulative Actual Commitments	\$ 250,000	\$ 825,000	\$ 901,954	\$ 1,251,954	\$ 1,926,954	\$ 2,751,954	\$ 3,701,954	\$ 4,726,954	\$ 5,851,954
Variance to Cumulative Funding Profile	\$ -	\$ 225,000	\$ (148,046)	\$ (348,046)	\$ (323,046)	\$ (248,046)	\$ (148,046)	\$ (73,046)	\$ 1,954

REVISED PLAN -- OPEB Planning Strategy	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Actuarial ARC as of Jan 1, 2012 - \$1,431,660									
Unfunded 2014 Liability from Stone Consulting Report - Jan 1, 2012 - \$18,160,823									
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	\$ 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)	\$ -

General

1. *Relating to benchmarking, you made reference during your presentation to “five metrics” that you have started to track with other towns. Please explain what these metrics are and what they show in comparison to the other towns you track.*

District	2014 SAT Scores– Mean	% AP Scores 3-5	1 st /2 nd College Choice Acceptance	% Connected to Adult at HS	Unique Student Accomplishments
Acton Boxboro	R614 M639 W621	97%	NA	NA	<ul style="list-style-type: none"> • Banking in the school • Radio & TV production studio • Band & chorus travel internationally.
Concord Carlisle	R589 M607 W587	97%	86%	95%	<ul style="list-style-type: none"> • 85% student participation in co-curricular activities. • Digital Recording Studio and students produce own recordings of choral and instrumental music. • Bands and Chorus earn gold medals at MICCA. Band selected for the National Festival in Indianapolis. • Drama students win invitation to New England Theater Guild Festival. • Art students win Boston Globe Scholastic Art Awards. • Meteorology Studio and students present at American Meteorology Society Conference. • Interdisciplinary Rivers and Revolutions program and students lead professional development for educators. • Global Studies certificate and students travel to Iceland, Denmark, Japan, China, France, Italy, and Ecuador. • Engineering Certificate and Robotics Team competes in FIRST Robotics Competition. • Peer leadership- ADL student leaders teach advisory programs • Community Service
Dover Sherborn	R608 M624 W618	94%	78%	NA	(no response)
Lincoln Sudbury	R590 M616 W591	92%	NA	NA	<ul style="list-style-type: none"> • Community service program • Wellness Program • Peer Mediation • Dating Violence Program

Home Valuation Information - DOR

District	2014 Average Assessed Valuation	2014 Average Tax Bill
Acton-Boxborough	505,447.01	9,659.63
Lincoln-Sudbury	708,826.84	12,024.77
Concord-Carlisle	803,885.26	12,377.49
Dover-Sherborn	880,926.86	13,710.33

2. Please provide further details on your current thoughts and timing of a bus maintenance facility for Concord's buses including current cost estimates. Also identify the risks associated with the timing outlined.

The timing of the bus maintenance depot construction is dependent on the timing of the completion of the W.R. Grace land acquisition. Following the successful acquisition of the Grace acreage, testing, planning and development of cost estimates can commence. With completion of those milestones, the adequacy of the \$925,000 approved for use from the CPS Capital Construction Stabilization Fund to support the entire construction needs can be gauged. In order to expedite the eventual construction project a warrant article that includes contingency funds for any remediation needs that may be encountered is under consideration for inclusion in the Spring 2015 TM.

3. Please provide an update on any new contracts for busing and what the cost differential for FY16 is expected to be from both FY15 estimate and FY14 actual.

A three year bus driver contract has been executed with increases of 2%, 2% and 2.5%. A Real Property Lease has also been executed that will allow for all bus operations, including repair, fueling and parking, to occur from a single site in Acton. The first year of the lease is being executed, and the lease has provisions to allow for two, one-year renewals. We currently believe this will accommodate in-house support needs during the W.R. Grace acquisition and construction periods. We estimate an approximate operational saving on labor and fuel of \$5,225 per month will be realized operating at one site. This will offset the 8 month, \$4,000 per month overlap in the third year of Billerica repair facility lease; it should be noted that the Billerica site did not propose a renewal of their lease in the recent RFP process.

CCRSO overran its transportation budget in FY14 by \$128,270; CPS underran its transportation budget by \$99,302 in FY14. For FY15 the CCRSO budget was increased by only \$17,319, and the FY15 CPS budget was reduced \$17,142. While FY14 year-end actuals are not available during the FY15 budget development process, they do become available to guide the FY16 budget estimating process; this is the basis for the \$155,643 identified need in the CCRSO transportation budget and the \$19,495 reduction in the CPS FY16 transportation request.

5. Please provide a 5 and 10 year historical growth rates for CPS and CCHS in actual operating expenses (thru FY14) excluding transportation costs and then relate these to the FY15 budget and FY16 request, both in aggregate dollars as well as per student.

See following CPS & CCRSO charts.

PROGRAM AREA:	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
	Expenses	Expenses	Expenses	Expenses	Expenses	Expenses	Expenses	Expenses	Expenses	Expenses	Budget	Requested Budget
GRAND TOTAL WITHOUT TRANSPORTATION	21,552,230	22,868,600	24,200,620	24,753,309	25,558,906	26,052,053	26,327,538	27,135,196	28,285,646	29,606,937	30,919,957	33,036,793
\$ Budget Change	1,000,795	1,316,370	1,332,020	552,689	805,597	493,147	275,485	807,658	1,150,450	1,321,290	1,313,021	2,116,835
% Budget Change	4.87%	6.11%	5.82%	2.28%	3.25%	1.93%	1.06%	3.07%	4.24%	4.67%	4.43%	6.85%
Enrollment	1,956	1,904	1,835	1,809	1,839	1,859	1,918	1,957	2,102	2,152	2,093	2,131
Cost per Pupil	11,019	12,011	13,188	13,683	13,898	14,014	13,727	13,866	13,457	13,758	14,773	15,503
\$ PPE Change	501	992	1,178	495	215	116	(287)	139	(409)	301	1,015	730
% PPE Change	4.76%	9.01%	9.80%	3.75%	1.57%	0.83%	-2.05%	1.01%	-2.95%	2.24%	7.38%	4.94%
Five Year Growth Rate - Budget											2.99%	
Ten Year Growth Rate - Budget											3.73%	
PROGRAM AREA 4660: REGULAR TRANSPORTATION												
Salary	505,755	533,902	571,301	634,657	603,418	646,846	663,467	723,582	825,486	868,944	866,004	895,937
Non-Salary	485,305	304,302	197,927	514,170	338,446	211,936	192,003	213,039	222,219	213,651	298,752	249,323
Total Program	991,060	838,205	769,229	1,148,827	941,864	858,783	855,469	936,622	1,047,705	1,082,595	1,164,755	1,145,260
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION												
Non-Salary	490,791	434,940	481,241	515,119	510,304	371,196	513,631	401,234	414,643	445,104	355,826	460,682
Total Program	490,791	434,940	481,241	515,119	510,304	371,196	513,631	401,234	414,643	445,104	355,826	460,682
GRAND TOTAL WITH TRANSPORTATION	23,034,081	24,141,744	25,451,090	26,417,255	27,011,074	27,282,032	27,696,639	28,473,052	29,747,995	31,134,635	32,440,539	34,642,735
\$ Budget Change	1,312,477	1,107,663	1,309,345	966,165	593,820	270,957	414,607	776,413	1,274,943	1,386,641	1,305,903	2,202,196
% Budget Change	6.04%	4.81%	5.42%	3.80%	2.25%	1.00%	1.52%	2.80%	4.48%	4.66%	4.19%	6.79%
Enrollment	1,956	1,904	1,835	1,809	1,839	1,859	1,918	1,957	2,102	2,152	2,093	2,131
Cost per Pupil	11,776	12,679	13,870	14,603	14,688	14,676	14,440	14,549	14,152	14,468	15,500	16,257
\$ PPE Change	660	903	1,190	733	85	(12)	(235)	109	(397)	316	1,032	757
% PPE Change	5.93%	7.67%	9.39%	5.29%	0.58%	-0.08%	-1.60%	0.75%	-2.73%	2.23%	7.13%	4.88%
Regular Education Transportation % of Total Budget	4.30%	3.47%	3.02%	4.35%	3.49%	3.15%	3.09%	3.29%	3.52%	3.48%	3.59%	3.31%
Special Education Transportation % of Total Budget	2.13%	1.80%	1.89%	1.95%	1.89%	1.36%	1.85%	1.41%	1.39%	1.43%	1.10%	1.33%
Yearly Bus Purchases (after Trade-In)	331,573	164,888	78,374	339,164	187,858	77,703	0	0	0	0	0	0
RE Transportation % of Total Budget - Without Purchases	2.86%	2.79%	2.71%	3.06%	2.79%	2.86%	3.09%	3.29%	3.52%	3.48%	3.59%	3.31%
SE Transportation % of Total Budget - Purchases	2.13%	1.80%	1.89%	1.95%	1.89%	1.36%	1.85%	1.41%	1.39%	1.43%	1.10%	1.33%
Five Year Growth Rate - Budget											2.89%	
Ten Year Growth Rate - Budget											3.68%	

PROGRAM A	ACCOUNT TITLE	FY2005 Expenses	FY2006 Expenses	FY2007 Expenses	FY2008 Expenses	FY2009 Expenses	FY2010 Expenses	FY2011 Expenses	FY2012 Expenses	FY2013 Expenses	FY2014 Expenses	FY2015 Budget	FY2016 Prelim. Budget
Grand Total		16,160,300	17,234,374	18,630,847	19,442,406	20,198,176	20,830,069	22,336,383	22,737,866	23,241,483	24,638,947	26,160,739	29,584,858
	- less Debt Service	829,475	821,560	998,895	947,827	1,240,205	1,037,666	1,123,685	761,815	636,460	2,405,613	2,831,824	4,840,208
Total Operating Budget		15,330,825	16,412,814	17,631,952	18,494,579	18,957,971	19,792,403	21,212,698	21,976,071	22,605,023	22,233,334	23,328,915	24,744,650
	\$ Budget Change	894,903	1,081,989	1,219,138	862,627	463,391	834,432	1,420,295	763,372	628,952	(371,689)	1,095,581	1,415,735
	% Budget Change	6.20%	7.06%	7.43%	4.89%	2.51%	4.40%	7.18%	3.60%	2.86%	-1.64%	4.93%	6.07%
	Enrollment	1,242	1,244	1,257	1,259	1,268	1,245	1,221	1,209	1,216	1,228	1,255	1,302
	Cost per Pupil	12,344	13,194	14,027	14,690	14,951	15,898	17,373	18,177	18,590	18,105	18,589	19,005
	\$ PPE Change	354	850	833	663	261	946	1,476	804	413	(484)	483	416
	%PPE Change	2.95%	6.89%	6.32%	4.73%	1.78%	6.33%	9.28%	4.63%	2.27%	-2.61%	2.67%	2.24%
	Five Year Growth Rate - Budget					5.62%						3.28%	
	Ten Year Growth Rate - Budget											4.45%	
PROGRAM AREA 4660: REGULAR TRANSPORTATION													
	Salary	227,993	250,276	257,916	280,148	280,470	301,220	352,828	413,147	388,026	487,261	551,770	539,857
	Non-Salary	291,671	331,736	177,749	288,598	65,280	163,680	133,697	137,293	198,586	372,279	196,819	352,462
Total Program		519,664	582,012	435,665	568,746	345,751	464,900	486,525	550,440	586,612	859,540	748,589	892,319
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION													
	Salary	0	0	0	0	0	18,465	0	0	0	0	0	0
	Non-Salary	200,725	238,042	276,915	824,491	494,888	599,596	459,720	527,033	454,672	486,590	528,002	539,002
Total Program		200,725	238,042	276,915	824,491	494,888	618,061	459,720	527,033	454,672	486,590	528,002	539,002
Grand Total		16,880,689	18,054,428	19,343,426	20,835,642	21,038,815	21,913,030	23,282,628	23,815,358	24,282,767	25,985,076	27,437,330	31,016,179
	- less Debt Service	829,475	821,560	998,895	947,827	1,240,205	1,037,666	1,123,685	761,815	636,460	2,405,613	2,831,824	4,840,208
Total Operating Budget		16,051,214	17,232,868	18,344,532	19,887,816	19,798,610	20,875,364	22,158,943	23,053,543	23,646,307	23,579,463	24,605,506	26,175,971
	\$ Budget Change	962,441	1,181,654	1,111,664	1,543,284	(89,206)	1,076,754	1,283,579	894,600	592,763	(66,843)	1,026,043	1,570,465
	% Budget Change	6.38%	7.36%	6.45%	8.41%	-0.45%	5.44%	6.15%	4.04%	2.57%	-0.28%	4.35%	6.38%
	Enrollment	1,242	1,244	1,257	1,259	1,268	1,245	1,221	1,209	1,216	1,228	1,255	1,302
	Cost per Pupil	12,924	13,853	14,594	15,797	15,614	16,767	18,148	19,068	19,446	19,202	19,606	20,104
	\$ PPE Change	391	929	741	1,203	(182)	1,153	1,381	920	378	(244)	404	498
	%PPE Change	3.12%	7.19%	5.35%	8.24%	-1.16%	7.39%	8.24%	5.07%	1.98%	-1.26%	2.11%	2.54%
	Regular Education Transportation % of Total Budget	3.24%	3.38%	2.37%	2.86%	1.75%	2.23%	2.20%	2.39%	2.48%	3.65%	3.04%	3.41%
	Special Education Transportation % of Total Budget	1.25%	1.38%	1.51%	4.15%	2.50%	2.96%	2.07%	2.29%	1.92%	2.06%	2.15%	2.06%
	Yearly Bus Purchases (after Trade-In)	208,810	240,722	81,374	176,316	0	100,724	0	0	0	0	0	0
	RE Transportation % of Total Budget - Purchases	1.94%	1.98%	1.93%	1.97%	1.75%	1.74%	2.20%	2.39%	2.48%	3.65%	3.04%	3.41%
	SE Transportation % of Total Budget - Purchases	1.25%	1.38%	1.51%	4.15%	2.50%	2.96%	2.07%	2.29%	1.92%	2.06%	2.15%	2.06%
	Five Year Growth Rate - Budget					5.63%						3.58%	
	Ten Year Growth Rate - Budget											4.61%	

STUDENT DISCIPLINE

The School Committee believes that all students deserve every opportunity to achieve academic success in a safe, secure learning environment. Good citizenship in schools is based on respect and consideration for the rights of others. Students will be expected to conduct themselves in a way that the rights and privileges of others are not violated. They will be required to respect constituted authority, to conform to school rules and to those provisions of law that apply to their conduct.

Each Principal shall include prohibited actions in the student handbook or other publication and made available to students and parents.

Principals and staff shall not use academic punishment of any form as a consequence to inappropriate behaviors/actions by students.

The Principal may, as a disciplinary measure, remove a student from privileges, such as extracurricular activities and attendance at school-sponsored events, based on the student's misconduct. Such a removal is not subject to the remainder of this policy, law, or regulation.

Suspension

In every case of student misconduct for which suspension may be imposed, a Principal shall consider ways to re-engage the student in learning; and avoid using long-term suspension from school as a consequence until alternatives have been tried. Alternatives may include the use of evidence-based strategies and programs such as mediation, conflict resolution, restorative justice, and positive behavioral interventions and supports.

Notice of Suspension

Except for emergency removal or an in-school suspension of less than 10 days, a Principal must provide the student and the parent oral and written notice, and provide the student an opportunity for a hearing and the parent an opportunity to participate in such hearing before imposing suspension as a consequence for misconduct. The Principal shall provide both oral and written notice to the student and parent(s) in English and in the primary language of the home if other than English. The notice shall include the rights enumerated in law and regulation. To conduct a hearing without a parent present, the Principal must be able to document reasonable efforts to include the parent.

Emergency Removal

A Principal may remove a student from school temporarily when a student is charged with a disciplinary offense and the continued presence of the student poses a danger to persons or property, or materially and substantially disrupts the order of the school, and, in the Principal's judgment, there is no alternative available to alleviate the danger or disruption.

The Principal shall immediately notify the Superintendent in writing of the removal including a description of the danger presented by the student.

The temporary removal shall not exceed two (2) school days following the day of the emergency removal, during which time the Principal shall: Make immediate and reasonable efforts to orally notify the student and the student's parent of the emergency removal, the reason for the need for emergency removal, and the other matters required in the notice; Provide written notice to the student and parent as required above; Provide the student an opportunity for a hearing with the Principal that complies with applicable regulations, and the parent an opportunity to attend the hearing, before the expiration of the two (2) school days, unless an extension of time for hearing is otherwise agreed to by the Principal, student, and parent; Render a decision orally on the same day as the hearing, and in writing no later than the following school day, which meets the requirements of applicable law and regulation.

A Principal shall also ensure adequate provisions have been made for the student's safety and transportation prior to removal.

In School Suspension – Not More Than 10 Days Consecutively or Cumulatively

The Principal may use in-school suspension as an alternative to short-term suspension for disciplinary offenses.

The Principal may impose an in-school suspension for a disciplinary offense under this provision, provided that the Principal follows the process set forth in regulation and the student has the opportunity to make academic progress as required by law and regulation.

Principal's Hearing – Short Term Suspension of up to 10 Days

The hearing with the Principal shall be to hear and consider information regarding the alleged incident for which the student may be suspended, provide the student an opportunity to dispute the charges and explain the circumstances surrounding the alleged incident, determine if the student committed the disciplinary offense, and if so, the consequences for the infraction.

At a minimum, the Principal shall discuss the disciplinary offense, the basis for the charge, and any other pertinent information.

The student also shall have an opportunity to present information, including mitigating facts, that the Principal should consider in determining whether other remedies and consequences may be appropriate as set forth in law and regulation.

The Principal shall provide the parent, if present, an opportunity to discuss the student's conduct and offer information, including mitigating circumstances, that the Principal should consider in determining consequences for the student.

The Principal shall, based on the available information, including mitigating circumstances, determine whether the student committed the disciplinary offense, and, if so, what remedy or consequence will be imposed.

The Principal shall notify the student and parent of the determination and the reasons for it, and, if the student is suspended, the type and duration of suspension and the opportunity to make up assignments and such other school work as needed to make academic progress during the period of removal, as required by law and regulation. The determination shall be in writing and may be in the form of an update to the original written notice.

If the student is in a public preschool program or in grades K through 3, the Principal shall send a copy of the written determination to the Superintendent and explain the reasons for imposing an out-of-school suspension, before the short-term suspension takes effect.

Principal's Hearing – Long Term Suspension of more than 10 days but less than 90 days (consecutive or cumulative)

The hearing with the Principal shall be to hear and consider information regarding the alleged incident for which the student may be suspended, provide the student an opportunity to dispute the charges and explain the circumstances surrounding the alleged incident, determine if the student committed the disciplinary offense, and if so, the consequences for the infraction.

At a minimum, in addition to the rights afforded a student in a short-term suspension hearing, the student shall have the following rights: In advance of the hearing, the opportunity to review the student's record and the documents upon which the Principal may rely in making a determination to suspend the student or not; The right to be represented by counsel or a lay person of the student's choice, at the student's/parent's expense; The right to produce witnesses on his or her behalf and to present the student's explanation of the alleged incident, but the student may not be compelled to do so; The right to cross-examine witnesses presented by the school district; The right to request that the hearing be recorded by the Principal, and to receive a copy of the audio recording upon request. If the student or parent requests an audio recording, the Principal shall inform all participants before the hearing that an audio record will be made and a copy will be provided to the student and parent upon request.

The Principal shall provide the parent, if present, an opportunity to discuss the student's conduct and offer information, including mitigating circumstances, that the Principal should consider in determining consequences for the student.

The Principal shall, based on the evidence, determine whether the student committed the disciplinary offense, and, if so, after considering mitigating circumstances and alternatives to suspension as required by law and regulation, what remedy or consequence will be imposed, in place of or in addition to a long-term suspension. The Principal shall send the written determination to the student and parent by hand-delivery, certified mail, first-class mail, email to an address provided by the parent for school communications, or any other method of delivery agreed to by the Principal and the parent.

If the Principal decides to suspend the student, the written determination shall: Identify the disciplinary offense, the date on which the hearing took place, and the participants at the hearing; Set out the key facts and conclusions reached by the Principal; Identify the length and effective date of the suspension, as well as a date of return to school; Include notice of the student's opportunity to receive education services to make academic progress during the period of removal from school as required by law and regulation; Inform the student of the right to appeal the Principal's decision to the Superintendent or designee, but only if the Principal has imposed a long-term suspension. Notice of the right of appeal shall be in English and the primary language of the home if other than English, and shall include the following information: The process for appealing the decision, including that the student or parent must file a written notice of appeal with the Superintendent within five (5) calendar days of the effective date of the long-term suspension; provided that within the five (5) calendar days, the student or parent may request and receive from the Superintendent an extension of time for filing the written notice for up to seven (7) additional calendar days; and that the long-term suspension will remain in effect unless and until the Superintendent decides to reverse the Principal's determination on appeal.

If the student is in a public preschool program or in grades K through 3, the Principal shall send a copy of the written determination to the Superintendent and explain the reasons for imposing an out-of-school suspension before the suspension takes effect.

Superintendent's Hearing

A student who is placed on long-term suspension following a hearing with the Principal shall have the right to appeal the Principal's decision to the Superintendent.

The student or parent shall file a notice of appeal with the Superintendent within the time period noted above (see Principal's hearing – Suspension of more than 10 days). If the appeal is not timely filed, the Superintendent may deny the appeal, or may allow the appeal in his or her discretion, for good cause.

The Superintendent shall hold the hearing within three (3) school days of the student's request, unless the student or parent requests an extension of up to seven (7) additional calendar days, in which case the Superintendent shall grant the extension.

The Superintendent shall make a good faith effort to include the parent in the hearing. The Superintendent shall be presumed to have made a good faith effort if he or she has made efforts to find a day and time for the hearing that would allow the parent and Superintendent to participate. The Superintendent shall send written notice to the parent of the date, time, and location of the hearing.

The Superintendent shall conduct a hearing to determine whether the student committed the disciplinary offense of which the student is accused, and if so, what the consequence shall be. The Superintendent shall arrange for an audio recording of the hearing, a copy of which shall be provided to the student or parent upon request. The Superintendent shall inform all participants before the hearing that an audio record will be made of the hearing and a copy will be provided to the student and parent upon request. The student shall have all the rights afforded the student at the Principal's hearing for long-term suspension.

The Superintendent shall issue a written decision within five (5) calendar days of the hearing which meets the requirements of law and regulation. If the Superintendent determines that the student committed the disciplinary offense, the Superintendent may impose the same or a lesser consequence than the Principal, but shall not impose a suspension greater than that imposed by the Principal's decision. The decision of the Superintendent shall be the final decision of the school district with regard to the suspension.

Expulsion

Expulsion is defined as the removal of a student from school for more than ninety (90) school days, indefinitely, or permanently as allowed by law for possession of a dangerous weapon; possession of a controlled substance; assault on a member of the educational staff; or a felony charge or felony delinquency complaint or conviction, or adjudication or admission of guilt with respect to such felony, if a Principal determines that the student's continued presence in school would have a substantial detrimental effect on the general welfare of the school.

Any student alleged to have committed one of these acts shall be afforded the same due process rights as for a long term suspension. Any student expelled from school for such an offense shall be afforded an opportunity to receive educational services and make academic progress.

Academic Progress

Any student who is suspended or expelled shall have the opportunity to earn credits, make up assignments, tests, papers, and other school work as needed to make academic progress during the period of his or her removal from the classroom or school. The Principal shall inform the student and parent of this opportunity in writing, in English and in the primary language of the home, when such suspension or expulsion is imposed.

Any student who is expelled or suspended from school for more than ten (10) consecutive days, whether in school or out of school, shall have an opportunity to receive education services and make academic progress toward meeting state and local requirements, through the school-wide education service plan.

The Principal shall develop a school-wide education service plan describing the education services that the school district will make available to students who are expelled or suspended from school for more than ten (10) consecutive days. The plan shall include the process for notifying such students and their parents of the services and arranging such services. Education services shall be based on, and be provided in a manner consistent with, the academic standards and curriculum frameworks established for all students under the law.

The Principal shall notify the parent and student of the opportunity to receive education services at the time the student is expelled or placed on long-term suspension. Notice shall be provided in English and in the primary language spoken in the student's home if other than English, or other means of communication where appropriate. The notice shall include a list of the specific education services that are available to the student and contact information for a school district staff member who can provide more detailed information.

For each student expelled or suspended from school for more than ten (10) consecutive days, whether in-school or out-of-school, the school district shall document the student's enrollment in education services. For data reporting purposes, the school shall track and report attendance, academic progress, and such other data as directed by the Department of Elementary and Secondary Education.

Reporting

The school district shall collect and annually report data to the DESE regarding in-school suspensions, short- and long-term suspensions, expulsions, emergency removals, access to education services, and such other information as may be required by the DESE.

File: JIC

The Principal of each school shall periodically review discipline data by selected student populations, including but not limited to race and ethnicity, gender, socioeconomic status, English language learner status, and student with a disability status in accordance with law and regulation.

LEGAL REF: M.G.L. 71:37H; 71:37H ½; 71:37H3/4; 76:17; 603 CMR 53.00

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TENTATIVE GUIDELINE WORKSHEET

October 24, 2014

Tentative Guidelines adopted by the Finance Committee on October 23rd

	FY15 Budget	Town Manager and Superintendent presentations of FY16 needs	Tentative Guidelines voted		FY16 Guideline budget
			Amount	% change	
Town Government	\$20,564,013	\$1,221,400	\$750,000	3.65%	\$21,314,013
CPS (k-8)	\$32,440,538	\$2,202,196	\$1,250,000	3.85%	\$33,690,538
CCHS oper. Assessment	\$15,856,221	\$1,030,324	\$750,000	4.73%	\$16,606,221
	\$68,860,772	\$4,453,920	\$2,750,000	3.99%	\$71,610,772

Review of alternative FY16 increase levels

Total Increment	change in unused levy limit	Tax increase % impact	Guideline budget % change	
\$2,000,000	-\$355,888	2.61%	2.90%	
\$2,355,888	\$0	3.07%	3.42%	no use of projected unused levy limit
\$2,400,000	\$44,112	3.13%	3.49%	
\$2,500,000	\$144,112	3.26%	3.63%	
\$2,750,000	\$394,112	3.58%	3.99%	committee vote of Oct. 23rd
\$2,950,000	\$594,112	3.84%	4.28%	
\$3,000,000	\$644,112	3.91%	4.36%	
\$3,250,000	\$894,112	4.23%	4.72%	
\$3,500,000	\$1,144,112	4.55%	5.08%	
\$3,750,000	\$1,394,112	4.88%	5.45%	
\$4,000,000	\$1,644,112	5.20%	5.81%	
\$4,250,000	\$1,894,112	5.52%	6.17%	
\$4,500,000	\$2,144,112	5.85%	6.53%	
\$4,750,000	\$2,394,112	6.17%	6.90%	
\$5,000,000	\$2,644,112	6.49%	7.26%	
\$5,250,000	\$2,894,112	6.82%	7.62%	
\$5,500,000	\$3,144,112	7.14%	7.99%	
\$6,001,127	\$3,645,239	7.79%	8.71%	full use of projected unused levy limit

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
 FY2016 PRELIMINARY BUDGET
 CONCORD FINANCE COMMITTEE**

November 13, 2014

DESCRIPTION	FY15 Adopted Budget	FY16 Preliminary Budget	FY16 SC= Fincom GL
SOURCES OF REVENUE			
LOCAL SOURCES			
ASSESSMENTS	\$ 24,234,011	\$ 27,677,353	\$ 27,297,044
EXCESS & DEFICIENCY	580,000	580,000	610,000
INVESTMENT INCOME	15,000	15,000	45,000
MISCELLANEOUS INCOME	5,000	5,000	20,000
PRIOR YEAR RESERVED DEBT SERVICE		72,294	72,294
STATE SOURCES (DOE)			
CHAPTER 70	1,867,899	2,020,931	2,020,931
REGIONAL TRANSPORTATION AID	387,114	617,582	617,582
CHARTER TUITION REIMBURSEMENTS	59,356	28,019	28,019
OTHER STATE SOURCES (MSBA)			
SBAB REIMBURSEMENT	288,950	-	-
TOTAL	\$ 27,437,330	\$ 31,016,179	\$ 30,710,870
PROJECTED USES OF REVENUE			
SALARIES	\$ 16,124,599	\$ 17,010,026	\$ 16,890,026
NON-SALARIES	\$ 8,130,907	\$ 8,490,945	\$ 8,490,944
DEBT SERVICE	\$ 2,831,824	\$ 4,840,208	\$ 4,840,209
OPEB LIABILITY	\$ 350,000	\$ 675,000	\$ 489,691
TOTAL	\$ 27,437,330	\$ 31,016,179	\$ 30,710,870

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
 FY2016 PRELIMINARY BUDGET
 CONCORD FINANCE COMMITTEE**

November 13, 2014

MAJOR ESCALATION/COST DRIVERS	FY16 Preliminary Budget	FY16 SC= Fincom GL Level
	<u>INCREASED COSTS</u>	<u>INCREASED COSTS</u>
STEPS	\$ 160,338	\$ 160,338
LANES	\$ 60,000	\$ 60,000
SCALE %	\$ 219,158	\$ 219,158
OPEB (\$489,691 Reserve - \$139,691 Net Increase)	\$ 325,000	\$ 139,691
SPECIAL EDUCATION CONTRACTED SERVICES	\$ 325,000	\$ 325,000
TRANSPORTATION	\$ 155,643	\$ 155,643
ASSISTANT PRINCIPAL	\$ 120,000	-
ADDITIONAL TEACHING STAFF 1.5 FTES	\$ 112,500	\$ 112,500
INSTRUCTIONAL SUPPLIES RESTORATIONS = \$121,980	\$ 121,980	\$ 121,980
-- Art		
-- Music		
-- Professional Development		
-- Science		
--Athletics		
--Co-Curriculars		
OTHER CBU & NON-CBU SALARY ESCALATION	\$ 117,199	\$ 117,199
STATE ASSESSMENTS	\$ 83,597	\$ 83,597
LIBRARY EXTENDED HOURS	\$ 45,000	\$ 45,000
OTHER ESCALATION & ADJUSTMENTS	\$ 34,696	\$ 34,696
RETIREMENT	\$ 23,565	\$ 23,565
RIVERS & REVOLUTIONS TRIPS	\$ 18,000	\$ 18,000
NON-TRANSPORTATION VEHICLE REPAIR	\$ 8,070	\$ 8,070

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
 FY2016 PRELIMINARY BUDGET
 CONCORD FINANCE COMMITTEE**

November 13, 2014

MAJOR ESCALATION/REDUCTIONS	FY16 Preliminary Budget	FY16 SC= Fincom GL Level
	DECREASED COSTS	DECREASED COSTS
COMPUTER HARDWARE & NETWORK INFRASTRUCTURE	\$ (147,646)	\$ (147,646)
UTILITIES	\$ (27,345)	\$ (27,345)
LEGAL	\$ (20,000)	\$ (20,000)
CAPITAL OUTLAY, MAINTENANCE	\$ (10,000)	\$ (10,000)
INSURANCE (FICA & UE)	\$ (30,290)	\$ (30,290)
MAINTENANCE & UTILITIES (<i>Heating & Water & Building Repairs</i>)	\$ (124,000)	\$ (124,000)
TOTAL	\$ -	\$ 1,265,156

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY16 SC BUDGET=GUIDELINE
CONCORD FINANCE COMMITTEE
 November 13, 2014

	FY13 CCSC TM Adopted Budget	FY14 CCRSD ToC TM Budget	FY15 CCRSD Adopted Budget	FY16 CCRSD Preliminary Budget	FY16 / FY15 % Preliminary Change	FY16 / FY15 \$ Change Preliminary	FY16 SC = ToC Fincom Guideline	FY16 / FY15 \$ Change Guideline	FY16 / FY15 % Fincom GL Change
Concord-Carlisle Regional High School									
Operations	\$ 23,647,387	23,886,464	24,605,507	26,175,971	6.38%	1,570,464	25,870,662	1,265,155	5.14%
Excluded Debt Service	643,036	2,419,139	2,831,824	4,840,208 *	70.92%	2,008,384	4,840,208 *	2,008,384	70.92%
Total Budget	24,290,423	26,305,603	27,437,331	31,016,179	13.04%	3,578,848	30,710,870	3,273,539	11.93%
Financing Sources									
State Aid - Chapter 70	1,783,206	1,836,274	1,867,899	2,020,931	8.19%	153,032	2,020,931	153,032	8.19%
State Aid - MSBA (Excluded Debt)	288,950	288,950	288,950	0	-100.00%	(288,950)	0	(288,950)	-100.00%
Prior Year Reserved Debt Service				72,294		72,794	72,294	72,294	
State Aid -									
-- Regional Transportation	256,142	327,264	387,114	617,582	59.53%	230,468	617,582	230,468	59.53%
-- Charter Tuition Reimbursement	15,673	43,693	59,356	28,019	-52.79%	(31,337)	28,019	(31,337)	-52.79%
-- Charter Facility Reimbursement	0	0	0	0			0		
District Funds									
-- Excess & Deficiency	580,000	580,000	580,000	580,000	0.00%	-	610,000	30,000	5.17%
-- Investment Income	15,000	15,000	15,000	15,000	0.00%	-	45,000	30,000	200.00%
-- Miscellaneous Income	5,000	5,000	5,000	5,000	0.00%	-	20,000	15,000	300.00%
Assessments to Member Towns	2,943,971	3,096,181	3,203,319	3,338,826		135,507	3,413,826	210,507	
Total Financing Sources	\$ 21,346,452	23,209,422	24,234,012	27,677,353			27,297,044	3,063,032	
Total Financing Sources	24,290,423	26,305,603	27,437,331	31,016,179			30,710,870	3,273,539	
Assessments									
Concord									
Within the levy limit	\$ 71.77%	72.85%	73.10%	73.71%	0.83%	0	73.71%	-	0.83%
Excluded debt service	15,066,221	15,356,221	15,856,222	16,886,548	6.50%	1,030,326	16,606,222	750,000	4.73%
Total Assessments	254,128	1,551,843	1,858,841	3,514,429			3,514,429		
Carlisle	15,320,349	16,908,064	17,715,063	20,400,977	15.16%	2,685,914	20,120,651	-	13.58%
Within the levy limit	28.23%	27.15%	26.90%	26.29%	-2.27%		26.29%		-2.27%
Excluded debt service	5,926,145	5,723,012	5,834,916	6,022,892	3.22%	187,976	5,922,908	87,992	1.51%
Total Assessments	99,958	578,346	684,033	1,253,485			1,253,485		
Carlisle	6,026,103	6,301,358	6,518,949	7,276,377	11.62%	757,428	7,176,393	-	10.09%
Total Assessments	\$ 21,346,452	23,209,422	24,234,012	27,677,354	14.21%	3,443,342	27,297,044	-	12.64%

* Preliminary Estimated Debt Service

CONCORD PUBLIC SCHOOLS
FY2016
BUDGET REQUEST
CONCORD FINANCE COMMITTEE
November 13, 2014

DESCRIPTION	FY12 Adopted Budget	FY13 Adopted Budget	FY14 Adopted Budget	FY15 Adopted Budget	FY16 Preliminary Budget	FY16 Fincom GL Level	Reductions
SALARIES	\$ 22,949,270	\$ 23,575,871	\$ 24,686,846	\$ 25,724,098	\$ 27,363,839	\$ 26,621,642	\$ (742,197)
NON - SALARIES	5,524,930	6,179,667	6,453,692	6,716,440	7,278,897	7,068,897	\$ (210,000)
TOTAL OPERATING BUDGET	\$ 28,474,200	\$ 29,755,538	\$ 31,140,538	\$ 32,440,538	\$ 34,642,735	\$ 33,690,538	\$ (952,197)
CHANGE	2.80%	4.50%	4.65%	4.17%	6.79%	3.85%	
5 Year <i>Operating Average Increase</i>			2.75%	3.23%	4.58%	4.00%	
FUNDING IMPACT	\$ 775,000	\$ 1,281,338	\$ 1,385,000	\$ 1,300,000	\$ 2,202,197	\$ 1,250,000	
MAJOR ESCALATION/COST DRIVERS					\$ 2,435,416	\$ 2,068,316	
OFFSETTING REDUCTIONS					\$ (233,218)	\$ (818,315)	
BALANCE					\$ (0)	\$ (0)	

CONCORD PUBLIC SCHOOLS
FY2016
BUDGET REQUEST
CONCORD FINANCE COMMITTEE
November 13, 2014

<u>ESCALATION/COST DRIVERS</u>	FY16 Preliminary Budget	FY16 Fincom GL Level	Reductions
STEPS	\$ 362,179	\$ 362,179	
LANES	60,000	60,000	
SCALE %	366,742	366,742	
OTHER NON CBU & CBU SALARY CONTINGENCY	213,609	213,609	
INSTRUCTIONAL MATERIALS & SUPPLIES RESTORATIONS	202,615	202,615	
-- Art			
-- Curriculum Center (includes \$41.5K Math Adoption)			
-- K5 Instructional Materials & Supplies (\$15.5K per school)			
-- English Language Learners			
-- Library			
-- Elementary Reading			
-- Curriculum Leadership			
CMS SPECIAL EDUCATION TUITIONS	231,589	231,589	
INTEGRATED PRESCHOOL	101,095	101,095	
ALCOTT & THOREAU COMPUTER HARDWARE	210,000	85,000	(125,000)
SPECIAL EDUCATION TRANSPORTATION	104,856	104,856	
K8 SOFTWARE & COMPUTER SUPPLIES	70,000	35,000	(35,000)
TECHNOLOGY - Classroom (CMS Lease)	95,000	95,000	
CMS ASSISTANT PRINCIPAL	110,000	110,000	
CMS STAFFING - .5 Technology Staff	45,000	-	(45,000)
CMS 1.0 FTE Teaching (Enrollment Driven)	77,100	-	(77,100)
CMS TEXTBOOKS (Foreign Language \$14.2K, Science \$4K, Soc	22,937	22,937	
ELEMENTARY FOREIGN LANGUAGE (Staff \$75K & Materials \$1	85,000		(85,000)
PROFESSIONAL DEVELOPMENT	46,270	46,270	
UTILITIES	21,371	21,371	
COPIER MAINTENANCE	5,494	5,494	
OTHER NET ESCALATION	4,559	4,559	
TOTAL INCREASES	2,435,416	2,068,316	(367,100)

CONCORD PUBLIC SCHOOLS
FY2016
BUDGET REQUEST
CONCORD FINANCE COMMITTEE
November 13, 2014

<u>OFFSETTING REDUCTIONS</u>	FY16 Preliminary Budget	FY16 Fincom GL Level	Reductions
<u>PRELIMINARY BUDGET REQUEST REDUCTIONS</u>			
SPECIAL EDUCATION OOD TUITIONS K5	(233,218)	(233,218)	
<u>ADDITIONAL REDUCTIONS TO MEET FINCOM GL LEVEL</u>			
REDUCE BUILDING MAINTENANCE ACCOUNTS		(40,000)	
REDUCE TRANSPORTATION OVERTIME		(9,202)	
REDUCE 3.0 LIBRARY ASSISTANTS		(75,000)	
REDUCE 3.0 CUSTODIANS		(100,000)	
REDUCE SOCIAL STUDIES & SCIENCE CURRICULUM SPECIALISTS		(63,601)	
REDUCE 3.0 FTE K5 SOCIAL WORKERS		(297,294)	
TOTAL DECREASES	(233,218)	(818,315)	(952,197)
NET CHANGE			
	\$ 2,202,198	\$ 1,250,001	