

Concord Public Schools Concord-Carlisle Regional School District



FY14 Proposed Budget Requests



April 2013

~ MISSION ~

Educate all students to become independent lifelong learners, creative thinkers, caring citizens and responsible contributors in our increasingly diverse global society.



~ CORE VALUES & BELIEFS ~

Academic Excellence

Empathic and Respectful Community

Educational Equity

Continuous Improvement

Professional Collaboration

Concord Public Schools
Concord-Carlisle Regional School District
School Committee
2012/13 School Year



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CONCORD PUBLIC SCHOOLS/CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

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DIRECTOR OF HUMAN RESOURCES	KELLY MCCAUSLAND	EXT. 8117
DIRECTOR OF TEACHING & LEARNING	KATHRYN CODIANNE	EXT. 8131
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DISTRICT GOALS FOR 2012-2013

MISSION

The Mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors in our increasingly diverse global society.

~ CORE VALUES & BELIEFS ~

Academic Excellence

Empathic and Respectful Community

Educational Equity

Continuous Improvement

Professional Collaboration

TEACHING AND LEARNING

- *Students in grades K-12 master critical end of year grade level standards by end of June 2013.*
- *Administrators and teacher leaders will lead all educators and teams to use student assessment data, research and best practices in instruction, assessment and technology to improve student learning during the 2012-2013 year.*
- *Increase K-12 students' social and emotional well-being.*

HUMAN RESOURCES

- *Implement 100% of the new supervision & evaluation system at CCHS and begin the process at CPS in alignment with state regulations and contract provisions by June 2013.*

FINANCE AND OPERATIONS

- *FY2014 CPS and CCRSD budgets will be approved at both Concord and Carlisle Town Meetings by June 2013.*
- *Support the CCHS Building Committee and Building Project Team to complete Construction Documents and maintain construction schedule.*
- *Assist School Committee in determining long term solution for Transportation Services in FY2014 by June 2013.*

Concord Public Schools
 Concord-Carlisle Regional School District

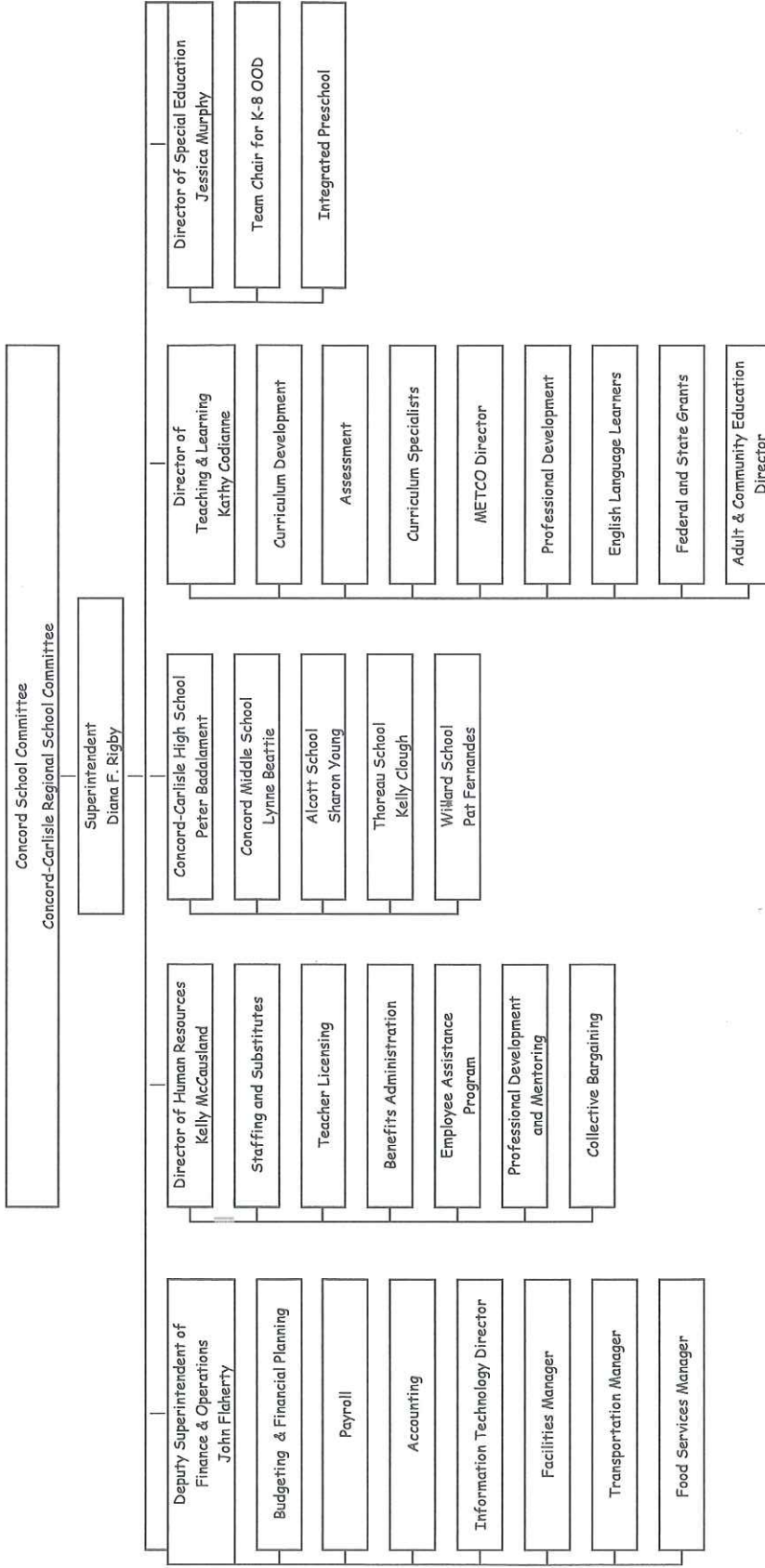


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**CONCORD PUBLIC SCHOOLS
CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

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

October 11, 2012

TO: Concord Finance Committee

FROM: Diana F. Rigby, Superintendent
John Flaherty, Deputy Superintendent

RE: Annual Budget Data Requests

Our presentation this evening provides a focused response to questions and requests for information in the August 2012 Annual Budget Data Request memorandum from the Concord Guidelines Subcommittee Chair, John C. Hutchins. Budget discussions for FY14 are underway with the principals and central office administrators. Our 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 funding for the high school building project.

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

CONCORD-CARLISLE HIGH SCHOOL

The major focus for FY14 CCRSD budget development is to ensure a strong academic program at the most reasonable cost. This is critical to both communities as we work towards high school project reimbursement funding being restored. We have maximized our existing resources of in-district funds and anticipated circuit breaker receipts in FY2014 budget development to lower operating budget assessments.

For the first time in several years we have planned the FY14 budget at full current DOR values for State aid as the States' finances seem more stable. We have used excess and deficiency (E&D) funds in the regional budget development to lower the impact of assessments to Concord and Carlisle. In the recent and more fiscally challenging years, we have significantly increased our contributions to lessen the assessment impact. For FY11 and FY 12, we contributed \$425,000, and for FY 13 we increased the in-district contribution to \$600,000, our planned FY14 in-district contribution is also \$600,000. Our FY11 E&D certification is \$1,166,660. Our projection for FY12 E & D certification is in the 4.7% range as we work to preserve the current Aaa bond rating which is critical to the Region's future borrowing needs.

Question 1. What specific factors contributed to substantially higher per-pupil expenditures for CCRSD in FY2011 than for Lincoln-Sudbury, Acton-Boxborough, and Dover-Sherborn high schools? Than for the Bedford, Lexington, Wayland, and Wellesley K - 12 school systems? Please discuss in terms of costs of

- *Total instruction*
- *Materials and technology*
- *Administration*
- *Pupil services*
- *Special education*
- *Guidance and counseling*

Comparing a K12 system to a 9-12 high school is misleading because K12 systems are more efficient. The number of teachers needed at the K5 level is much lower than the 9-12 level. The only true 9 – 12 comparison in the group is Lincoln - Sudbury.

As shown below, the CCRSD's teaching contract's highest salary is the second highest in the comparison group; this factor increases PPE in the Instruction, Pupil Services, Special Education and Guidance and Counseling areas.

Top Step	FY2012	FY2013	FY2014
CCRSD (9-12)	\$ 101,920	104977	108127
Acton Boxborough (7-12)	\$ 76,357	77357	
Dover Sherborn (6-12)	\$ 97,848	98826	
Lincoln Sudbury (9-12)	\$ 101,514		
Bedford	\$ 86,191	86622	87925
Lexington	\$ 94,677		
Wayland	\$ 104,844	105877	
Wellesley	\$ 86,589	87455	
Average of Comparison Group	\$ 92,574	\$ 91,227	\$ 87,925
CCRSD To Group Comparison	10.10%	15.07%	22.98%

Additionally, CCRSD's teacher contract caps workload at 90:1 students within departments, or 95:1 for compelling reasons. CCRSD's course load of four teaching periods, in comparison to other districts is also lower which translates into more teachers being needed at CCHS. And, since our teachers are paid higher than those of teachers in the comparison group, our costs are higher.

In regard to Materials and Technology, we believe we have one of the strongest integrations of technology in the classroom within the state and this cost is reflected in CCHS's PPE. To prepare our students for the skills demand of the future, this is a vital expenditure.

Question 2. Why did per-pupil expenditures increase so rapidly during FY2010 - FY2012?

In FY10, expenditures increased \$1,076,754, approximately \$310K of increases in special education transportation, bus replacement and insurance costs made up 30% of the increase, the other \$800K was mainly in salary escalation and instructional computer technology infusion.

In FY11, non-salary expenditure increases in the following areas drove the majority \$1,283K increase: instructional computer expenditures dropped 200K, but the system's network required bandwidth increases and networking component replacements at \$375K, science and social studies instructional materials and equipment increased \$75K, SPED \$300K, building repairs in operating budget \$85K, replaced maintenance vehicle \$42K, legal costs \$40K, fuel and electricity \$70K, insurance \$150K, and a reserve of \$250K for the technology stabilization fund is also reflected.

In FY12, the \$996K expenditure increase is made up of the following: instructional technology increased by \$200K, foreign language texts \$35K, professional development \$25K, building repair \$100K, network expenditures \$270K, bus driver salaries \$50K, SPED transportation \$70K, OPEB \$250K reserve.

Question 3. What are your top 3-4 priorities in terms of improved learning/development effectiveness over the next 5-7 years? What are the desired outcomes? What resources will be needed? What performance milestones should we expect?

The top priorities over the next 5-7 years include increasing the number of high school students who master critical end of course standards, score proficient/advanced on the Math and English Language Arts (ELA) MCAS, maintaining 100% competency determination for every graduating student, increasing the number of students who participate in at least one co-curricular activity each year they attend CCHS, increasing the number of seniors who report a connection to at least one adult during their high school tenure, increasing the use of digital tools, Moodle, etextbooks, and 1:1 laptops, implementing Common Core Standards, common assessments, and data teams, developing professional collaboration to analyze student work and adjust instructional practices to improve student learning, and implementing the new educator supervision and evaluation model. The outcome benchmarks include the following: 85% of CCHS students earn 2.0 or higher, 90% Adv/Prof on ELA MCAS at Grade 10, 80% Adv/Prof on Math MCAS, 100% Competency Determination, 90% IEP goals for Special Education students, CCHS students use digital tools to demonstrate content understanding, data teams regularly use protocols for looking at student work, analyzing data, and adjusting instructional practices, 90% students participate in at least one co-curricular activity each year they attend CCHS, and 100% of seniors report a connection to at least one adult. (See attached District Goals 2012-13).

Resources needed include maintenance of staffing levels, professional development, teacher collaboration time, increased technology tools, and increased administrative technology tools for the supervision and evaluation system.

Question 4. What is the outlook for the growth rate in total operating expenditures for CCRSD over the next five years?

Based on historical spending patterns and currently known collective bargaining agreements CCRSD operating expenses are anticipated to require 3-5% funding increases. Variations in state funding levels for circuit breaker reimbursement levels could negatively affect this projection.

What is the outlook for total enrollments at CCHS? For the Concord/Carlisle Ratio? For METCO and other non-resident students?

While we believe we will be stable in the 1,200 to 1,225 range for the next few years, it will be important to consider the recent significant increase of over 180 students in the past two years at CPS. Further out we will need to assess the impact of Carlisle's new building to determine its impact on their declining enrollment. The assessment ratio is projected by NESDEC to increase Concord's proportion of costs as shown in the following chart. METCO and non-resident populations are projected as being stable.

**Projected Distribution of Concord and Carlisle Residents at CCHS
Based upon NESDEC Projections October 4, 2011**

School Year	Gr. 9-12 Enrollment	Resident Enrollment	Concord Residents	Concord %	Carlisle Residents	Carlisle %
2011-12	1,209	1,130	811	71.77%	319	28.23%
2012-13	1,206	1,126	803	71.31%	323	28.69%
2013-14	1,217	1,143	816	71.39%	327	28.61%
2014-15	1,220	1,153	825	71.55%	328	28.45%
2015-16	1,238	1,177	840	71.37%	337	28.63%
2016-17	1,228	1,167	840	71.98%	327	28.02%
2017-18	1,227	1,164	862	74.05%	302	25.95%
2018-19	1,257	1,192	889	74.58%	303	25.42%
2019-20	1,266	1,201	921	76.69%	280	23.31%
2020-21	1,282	1,214	948	78.09%	266	21.91%
2021-22	1,230	1,164	899	77.23%	265	22.77%

What is the outlook for Special Education expenditures, out-of-district placements and reimbursements?

The short term outlook for special education expenditures is encouraging. In our development of the FY2014 request we have reduced out-of-district budget line items by \$500K. However, we do know that need in the K8 district will eventually make its way into the high school environment. Our early intervention strategies have been helpful in mitigating special education costs. The reimbursement forecast is also encouraging; as State finances have improved the reimbursement percentages have been approaching the legislated level of 75% above the threshold of \$40,516.

What is the outlook for faculty compensation including steps, scales, and lane changes? Please provide a summary of the major collective bargaining agreements (those covering more than ten employees) showing the duration of each such contract, its expiration date, the number of employees covered by the agreement and the annual escalators in the contract for FY 12, 13, 14 and 15 (if applicable) for salary steps, lanes and scales, employee compensation, and what changes you foresee over the next five years.

The table below summarizes the status of our seven collective bargaining units with

more than ten employees. The table also identifies the number of teachers at top step in their respective teacher association.

Collective Bargaining Status

		FY2012	FY2013	FY2014	FY2015	Expiration	Members	Top Step
Concord Teachers Association		0.75%	2.00%	2.00%	1.75%	6.30.15	198	32.9%
All Steps 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%		6.30.14	123	39.5%
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%			6.30.13	37	
CPS Building Service Workers		2.25%	2.25%	2.25%	2.25%	6.30.15	15	
CCHS Building Service Workers		2.25%	2.25%	2.25%	2.25%	6.30.15	9	
Bus Drivers Unit - Expired		3.10%				6.30.12	31	
CCHS Tutors		2.00%	2.00%			6.30.13	30	

Please comment on recent trends in the costs of employee benefit programs, how those costs have been changing as a percentage of overall employee compensation, and what changes you foresee over the next five years.

In the past three years we have seen stabilization in the rate of increases for medical insurance and the impacts of legislative changes have allowed us to reduce our budgetary needs to fund this benefit in the FY2014 budget development process. On a longer term basis, the inflationary pace of employee benefits has exceeded the rate of salary escalation resulting in a greater level of benefits within total compensation. Looking forward, changes in national policy, a growing awareness of dietary impacts and proactive wellness plans may result in positive cost trends.

Please discuss your plans for meeting the Region's obligations for FY14 and projected through FY18 for funding retirees' other post-employment benefits (OPEB) and anticipated changes in the amounts to be paid during those years toward unfunded pension liabilities.

The Concord-Carlisle Regional School Districts plan for meeting the OPEB would be to increase the funding level by \$100,000 per year till the Annual Required Contribution (ARC) is reached. However, the current amount in the FY2014 CCRSD request is \$300,000, which is only \$25,000 more than the FY2013 level.

What is the outlook for numbers of faculty FTEs, administrative FTEs, and total FTEs? Please indicate what percentage of your faculty has now achieved the highest step in the pay grade.

Instructional FTE levels will respond to changes in enrollment, and additions or deletions of program. Administrative FTE levels may need to increase in order to provide responsiveness to an increasingly more complex technology environment, more demanding state reporting, new supervision and evaluation process, HS project administration, and public records requests.

What are the main uncertainties that you face in projecting forward?

Our main uncertainties moving forward are costs associated with enrollment, special education, adequately funding technology, landfill remediation and transportation costs.

How would programs, staffing, faculty levels or information technology plans be affected if the FY 14 budget were to be approved (a) with only a 2% increase above the FY 13 budget? or (b) with no increase at all over the FY 13 budget?

(a) A 2% operating budget request would be .64%, or \$151,653 below our current planning increase. This would be equivalent to a reduction of approximately 3-4FTEs, or a reduction in planned OPEB reserve.

(b) A 0% operating budget request would be \$624,600 below our current planning increase. This would eliminate the planned OPEB reserve, the equivalent of 6.5-8 FTE or the reduction of \$178K in budgetary resources for technology expenses and reductions in supplies and materials of \$146,600.

Question 5. What level of capital expenditures is planned over the next five years? Please identify what expenditures will be proposed to be financed through the issuance of long-term debt and what expenditures will be proposed to be financed as capital outlays within the current budget of each year (without debt issuance)?

\$92,500,000 of capital expenditure is planned for the new high school project to be financed through the issuance of long-term debt. There are no current capital outlay plans for interim projects in the existing facility; we plan on spending for necessary health and safety issues only.

Question 6. Please discuss any anticipated changes in the FY 13 budgeted amount for transportation services and the amounts you contemplate for the FY 14 budget and over the next five years.

The following chart identifies an estimated \$333K of FY2013 unanticipated expenses for fuel, labor and leases for transportation services. The \$333K will be allocated on 60/40 ratio to CPS and CCRSD. The FY2014 budgets include \$350K for transportation expenses. The FY2014 budgets do not include any funding requests for bus replacements.

FY13 Additional Transportation Costs	Lease Cost	FY13 Cost	FY13 Allocation		FY14	FY14 Allocation		FY15
			CPS	CCRSD		CPS	CCRSD	
Leasing								
Billerica Facility Lease	\$42,000	\$ 42,000	\$ 25,200	\$ 16,800	\$ 45,000	\$ 27,000	\$ 18,000	\$48,000
Proposed Acton Facility Lease*	\$48,000	\$ 36,000	\$ 21,600	\$ 14,400	\$ 50,400	\$ 30,240	\$ 20,160	\$54,000
Office Trailer with Restroom (46' x 12' - planning number only plus tight tank allowance)		\$ 28,000	\$ 16,800	\$ 11,200	\$ 28,000	\$ 16,800	\$ 11,200	\$29,400
-- FY 13 cost assumes 10/1/12 lease signing								
Associated Labor Costs								
Additional driver time with Acton starting point (6.8 Miles from Townhouse) and with Billerica repair facility.								
ST Rate -- 2 X .5 hrs X 36 Drivers X \$22.38 X 180 school days =		\$ 145,022						
OT Rate -- 2 X .5 hrs X 36 Drivers X \$33.57 X 180 school days =		\$ 217,534						
Blended Rate (50% OT/50% ST)		\$ 181,278	\$ 108,767	\$ 72,511.2	\$ 181,278	\$ 108,767	\$ 72,511	
** Used top step of FY12 labor rate -- \$22.38 straight time								
Associated Fuel Costs								
Additional Driver fuel cost with Acton starting point -- 2 gallons a day @ \$3.51 per gallon X 36 buses X 180 days of school								
2*3.51*36*180=		\$ 45,490	\$ 27,294	\$ 18,196	\$ 45,490	\$ 27,294	\$ 18,196	
Estimated range of cost associated with Acton based operation is \$190K to \$263K for labor and fuel.								
		\$ 332,768	\$ 199,661	\$ 133,107		\$ 210,101	\$ 140,067	
60 days to sign Acton RFP after due date of August 31, NLT October 30								

Question 7. Please report on the amounts in all stabilization and reserve funds and any planned uses of or additions to those funds in FY 14.

The CCHS Stabilization fund created after the 1992 projects has a balance of \$8,187.21 as of September 30, 2012, The Technology Stabilization fund has a September 30, 2012 balance of \$293,554.68. The newly authorized CCHS Special Education stabilization fund does not contain any funds to date. An addition to the Technology Stabilization will be determined in the FY2012 closing process and is currently estimated to be above \$250,000.

Question 8. Please provide information as to the actual or anticipated amount in the E&D account at the end of each of FY 12, 13 and 14 and how those amounts were or may be used in the following year.

The FY2011 certified E & D amount is \$1,166,660. FY2012 -2014 anticipated percentage levels are in the 4.5% to 4.9% range. These funds will be used to reduce assessments to member communities, but will also be kept as close to the statutorily ceiling of 5% to show financial strength to the lenders.

Question 9. Please report on all off-budget sources of funding, including all receipts, fees, federal, state and other grants for FY12, FY13 (as known to date) and anticipated or planned for FY14, including the finances of our METCO program (inclusive of transportation).

Please see chart below.

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget
GENERAL FUNDS					
TOTAL GENERAL FUND BUDGET LEVELS	22,357,071	23,498,427	23,981,012	24,290,423	26,691,126
- less debt service	1,038,831	1,124,235	747,738	643,036	2,419,139
GENERAL FUND OPERATING BUDGET LEVEL	21,318,240	22,374,192	23,233,274	23,647,387	24,271,987
EXTERNAL FUNDS					
FEDERAL GRANTS	617,875	754,197	385,366	378,738	378,738
STATE GRANTS-METCO	423,620	380,669	386,933	375,290	375,290
COMMUNITY CHEST	24,000	24,000	15,000	15,000	15,000
EXTERNAL FUNDS TOTAL	1,065,495	1,158,866	787,299	769,028	769,028
ALL FUNDS TOTAL	23,422,566	24,657,293	24,768,311	25,059,451	27,460,154
EXTERNAL FUNDS AS % OF GRAND TOTAL	4.5%	4.7%	3.2%	3.1%	2.8%

Question 10. Please provide an overview of any contemplated changes in the criteria CCRSD uses to measure its performance and cost-effectiveness.

There are no changes contemplated.

CONCORD PUBLIC SCHOOLS

Question 1. Please discuss the factors that have impacted per-pupil costs most significantly in FY11, 12 and 13, the outlook for those factors in FY14 through FY18 and CPS per-pupil costs relative to per-pupil costs in comparable peer school systems. Please discuss in terms of:

- Regular Education
- Materials and Technology
- Administration
- Pupil services
- Special Education
- Guidance and Counseling

The most significant factors driving PPE costs in FY11 were special education expenditures. For the two previous fiscal years we had experienced downward trends in our special education expenditures; this trend was reflected in our development of the FY2011 CPS budget request of 0% increase, which included a \$300,000 decrease in out of district tuition line items. During FY11, the trend began to reverse, most notably in early childhood special education needs. As these students move through grade levels, and new students enter in earlier grades with similar needs, the initial costs remain while new costs needs enter the system. This trend continued into FY12 and FY13 and is anticipated to be present in fiscal years 2014 to 2018. For regular education our FY11 expenditures increased 2.17%. While this increase was insufficient to meet contractual salary obligations there were offsetting reductions in enrollment driven decreases. Special education costs decreased 4.2% in the FY2011 budget, and as mentioned the trend of declining costs in this area reversed and FY12 Special Education budgets increased 3.27%. The full impact of the increased special education costs was reflected

in the FY2013 budget with a 16.8% increase in the special education program area. Regular education costs increased by 1.8 percent. During these challenging budget years we maintained a strong technology program, but conventional instructional material accounts were reduced by 13.5%. In regard to guidance and counseling we believe the high level of services we provide to our children mitigates the need for more intensive services.

Another significant factor in terms of PPE is the contractually required teaching salary structure of our system in comparison to other districts. The chart below shows the relationship of our teaching salaries to comparable neighboring districts. The data below is the top step/top lane teaching salary for true K8 districts.

		<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
Concord Public Schools		\$ 101,940	\$ 103,978	\$ 106,057	\$ 107,912
Lincoln Public Schools	***	\$ 93,999	\$ 95,409	\$ 96,840	
Sudbury Public Schools	***	\$ 93,207			
Average of Comparison Group		\$ 93,603	\$ 95,409	\$ 96,840	
CPS To Group Comparison		8.91%	8.98%	9.52%	

Materials and Technology – we have integrated technology into the classroom to a greater extent than many of our neighboring districts; this is reflected in our PPE. We believe technology competence will be critical to the success of our students as they move into the high school and collegiate levels.

During FY11 we began to see increases in our early childhood classrooms special education needs. For FY12 and FY13 we have experienced growth in our general enrollment, and with that growth an associated special education growth in line with the state average special education percentages.

During FY08 – FY12 there has been a 25% drop in the number of OOD students. In FINCOM meetings we have discussed the drop in numbers but emphasized the nature and complexities of needs presenting in this decrease are driving costs higher.

Question 2. What are your top 3-4 priorities in terms of improved learning/development effectiveness over the next 5 years? What are the desired outcomes? What performance milestones should we expect?

Top priorities over the next five years include increasing the number of K8 students who master critical end of year grade level standards and score proficient/advanced on the Math and English Language Arts (ELA) MCAS, increasing the use of digital tools, Moodle, etextbooks, and 1:1 laptops, increasing students' social and emotional well-being, implementing Common Core Standards, common assessments, and data teams, developing professional collaboration to analyze student work and adjust instructional practices to improve student learning, and adopting the new educator supervision and evaluation model. The outcome benchmarks include the following: 80% K5 mastery of critical grade level standards in ELA and Math, 80% of CMS students earn B- or higher, 90% Adv/Prof. on ELA MCAS at Grades 5 and 8, 80% Adv/Prof on Math MCAS grades 5 and 8, K8 sped students achieve 90% of IEP goals, CMS students use digital tools to produce culminating projects, data teams regularly use protocols for looking at student

work, analyzing data, and adjusting instructional practices, reduction in referrals to the K5 Mental Health team and reported incidences of bullying. (See attached District Goals 2012-13).

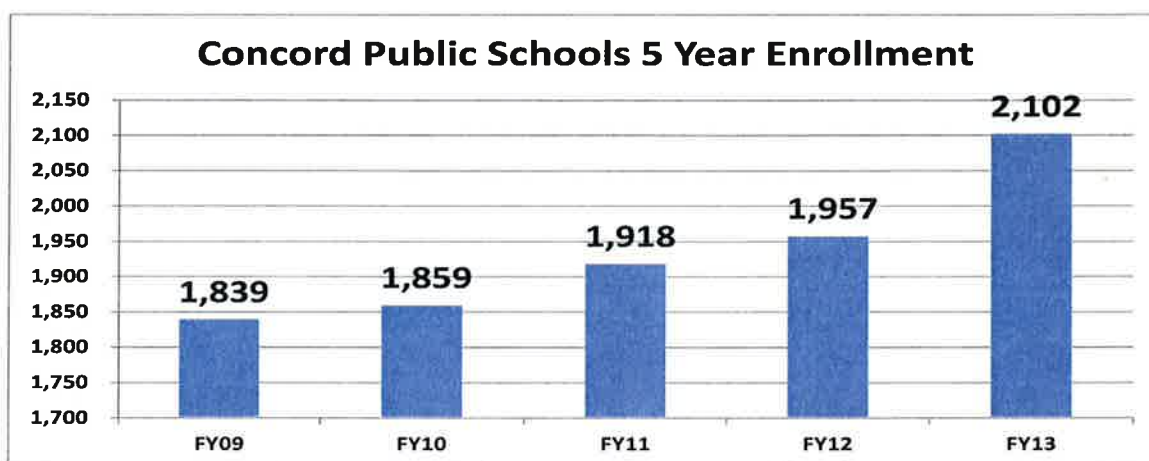
Resources needed include increased levels of staffing, professional development, teacher collaboration time, increased technology tools, and increased administrative technology tools for the supervision and evaluation system.

Question 3. What is the outlook for growth rate in total operating expenditures for CPS over the next five years?

Based on historical spending patterns and currently known collective bargaining agreements CPS operating expenses are anticipated to require 3 -5% funding increases. Variations in state funding levels for circuit breaker reimbursement could negatively affect this projection.

Question 3a. What is the outlook for total enrollment at CPS? For METCO and other non-resident students?

Enrollments at CPS have risen by 184 students in the past two years. About 1/4 of this increase is attributable to the Concord Mews development, whose full impact is yet to be determined. The 5 previous fiscal years and current FY2013 enrollments are below.



The larger portion of the enrollment increase is due to the availability of homes in Concord and the favorable buyer's market and interest rate environment. METCO and non-residents student enrollment is currently projected to remain stable in the future. NESDEC projections which will reflect the increases of the past two year's October 1 actuals are expected to be received in early November. The latest on-hand NESDEC projections are from November, 2011 and are attached.

Question 3b. What is the outlook for Special Education expenditures, out-of-district placements and reimbursements?

With increasing enrollment it is projected that special education student numbers will increase, with a similar percentage to the state average of 17% requiring some level of special education services. We are observing a higher level of need in our early childhood programs that indicate special education services' costs will increase in future years. While out-of-district placements have decreased from 53 in FY2008 to the current 38, the intensity and costs of these placements are substantially higher. Current

placements range in cost from \$34,477 to \$128,708 for CPS. In regard to the circuit breaker reimbursement rate, as the State's finances have stabilized the rates have been increasing and approaching the statutory level of 75% percent for costs above the \$40,516 threshold. The chart below contains the five year history for CPS Out-Of-District Special Education costs.

**OUT OF DISTRICT SPECIAL EDUCATION COSTS
FY08-FY12**

	Total Expenditures	SPED Expenditures	Out of District (OOD) Expenses	OOD % of Total	OOD % of SPED	# of OOD	Circuit Breaker Reimbursement
CPS							
FY08	\$26,417,163	\$6,782,566	\$2,668,150	10.10%	39.34%	53	\$680,802
FY09	\$26,999,599	\$6,366,650	\$2,283,752	8.46%	35.87%	46	\$656,927
FY10	\$27,699,046	\$6,692,766	\$2,035,448	7.35%	30.41%	48	\$302,147
FY11	\$27,699,200	\$7,102,642	\$2,112,465	7.63%	29.74%	40	\$308,085
FY12	\$28,474,200	\$7,343,469	\$2,593,865	9.11%	35.32%	40	\$621,757

Question 3c. What is the outlook for faculty compensation including steps, scales, and lane changes?

The following table summarizes the status of our seven collective bargaining units with more than ten employees. The table also identifies the number of teachers at top step in their respective teacher association.

Collective Bargaining Status

	FY2012	FY2013	FY2014	FY2015	Expiration	Members	Top Step
Concord Teachers Association	0.75%	2.00%	2.00%	1.75%	6.30.15	198	32.9%
All Steps 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	0.75%	2.25%	2.25%		6.30.14	123	39.5%
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%			6.30.13	37	
CPS Building Service Workers	2.25%	2.25%	2.25%	2.25%	6.30.15	15	
CCHS Building Service Workers	2.25%	2.25%	2.25%	2.25%	6.30.15	9	
Bus Drivers Unit - Expired	3.10%				6.30.12	31	
CCHS Tutors	2.00%	2.00%			6.30.13	30	

In the past three years we have seen stabilization in the rate of increases for medical insurance and the impacts of legislative changes have allowed us to reduce our budgetary needs to fund this benefit in the FY2014 budget development process. On a

longer term basis, the inflationary pace of employee benefits has exceeded the rate of salary escalation resulting in a greater level of benefits within total compensation. Looking forward, changes in national policy, a growing awareness of dietary impacts and proactive wellness plans may result in positive cost trends.

The Concord Public Schools do not include OPEB obligations in its operating budget request. The Concord-Carlisle Regional School Districts plan for meeting the OPEB would be to increase the funding level by \$100,000 per year till the Annual Required Contribution (ARC) is reached. However, the current amount in the FY2014 CCRSD request is \$300,000, which is only \$25,000 more than the FY2013 level.

What is the outlook for numbers of faculty FTEs, administrative FTEs, and total FTEs? Please indicate what percentage of your faculty has now achieved the highest step in the pay grade.

Instructional FTE levels will respond to changes in enrollment, and additions or deletions of program. Recent enrollment increases at the K8 level have required additional staff. District administrative FTE levels may need to increase in order to provide responsiveness to an increasingly more complex technology environment, more demanding state reporting, new supervision and evaluation process, HS project administration, and public records requests.

Question 3d. What are the main uncertainties that you face in projecting forward?

Our main uncertainties moving forward are costs associated with enrollment, special education, adequately funding technology, and transportation costs.

Question 3e. How would programs, staffing, faculty levels or information technology plans be affected if the FY14 budget were to be approved (a) with only a 2% increase above the FY13 budget? or (b) with no increase at all over the FY13 budget?

(a) A 2% increase would create a \$611,089 shortfall against projected needs. Of the \$856,754 increase allowed by a 2% increase, \$752,099 would be required for legally binding collective bargaining obligations. The remaining \$104,655 would not address the legal requirements for special education tuitions projected to be required for FY2014; there would be a shortfall of \$209,183 in special education budgets, and a \$210,101 shortfall in funding to address estimated transportation needs. Or, if faculty reductions were used to address the shortfall a reduction in the range of 9 - 13 teaching positions from steps 1 – 4 would be required and class size would increase.

(b) A 0% increase would create a \$1,467,843 shortfall against projected needs. None of the \$752,099 required for legally binding collective bargaining obligations would be available, and funds for binding leases, required tuitions, and enrollment driven staffing would also not be available. This funding shortfall would be nearly equivalent to the funding required for 25.5 teachers on steps 1 – 6 of the pay scale matrix. Class sizes would increase significantly and educational programs would be cut. This would create a significant unemployment liability for the Town of Concord.

Question 4. What level of capital expenditures is planned over the next five years, including transportation services facilities? Please identify what expenditures will be proposed to be financed through the issuance of long-term debt and what expenditures

will be proposed to be financed as capital outlays within the current budget of each year (without debt issuance).

The Town Manager's capital plan for CPS is funded at approximately \$800K for FY14 - 18. This funding level appears adequate for our currently known needs. Projects in the CPS Capital plan are included in the Town Manager's budget who determines the method of financing.

Question 5. Please indicate the amounts in the CPS Capital Needs and CPS Technology Stabilization funds as of September 30, 2012 and any planned uses of or additions to those funds in FY13 or FY14.

The respective stabilization fund balances as of September 30, 2012 are \$75,288.16 for the Technology and \$964,058.21 for the Capital Needs.

Question 6. Please discuss any anticipated changes in the budgeted amounts for transportation services for FY13, the amounts you contemplate for the FY 14 budget and over the next five years.

The chart below is support for an estimate of \$333K of FY2013 unanticipated expenses

FY13 Additional Transportation Costs	Lease Cost	FY13 Cost	FY13 Allocation		FY14	FY14 Allocation		FY15
			CPS	CCRSD		CPS	CCRSD	
Leasing								
Billerica Facility Lease	\$42,000	\$ 42,000	\$ 25,200	\$ 16,800	\$ 45,000	\$ 27,000	\$ 18,000	\$ 48,000
Proposed Acton Facility Lease*	\$48,000	\$ 36,000	\$ 21,600	\$ 14,400	\$ 50,400	\$ 30,240	\$ 20,160	\$ 54,000
Office Trailer with Restroom (46' x 12' - planning number only plus tight tank allowance)		\$ 28,000	\$ 16,800	\$ 11,200	\$ 28,000	\$ 16,800	\$ 11,200	\$ 29,400
-- FY 13 cost assumes 10/1/12 lease signing								
Associated Labor Costs								
Additional driver time with Acton starting point (6.8 Miles from Townhouse) and with Billerica repair facility.								
ST Rate	-- 2 X .5 hrs X 36 Drivers X \$22.38 X 180 school days =	\$ 145,022						
OT Rate	-- 2 X .5 hrs X 36 Drivers X \$33.57 X 180 school days =	\$ 217,534						
Blended Rate (50% OT/50% ST)		\$ 181,278	\$ 108,767	\$ 72,511.2	\$ 181,278	\$ 108,767	\$ 72,511	
** Used top step of FY12 labor rate -- \$22.38 straight time								
Associated Fuel Costs								
Additional Driver fuel cost with Acton starting point -- 2 gallons a day @ \$3.51 per gallon X 36 buses X 180 days of school								
	2*3.51*36*180=	\$ 45,490	\$ 27,294	\$ 18,196	\$ 45,490	\$ 27,294	\$ 18,196	
Estimated range of cost associated with Acton based operation is \$190K to \$263K for labor and fuel.								
		\$ 332,768	\$ 199,661	\$ 133,107		\$ 210,101	\$ 140,067	
60 days to sign Acton RFP after due date of August 31, NLT October 30								

For fuel, labor and leases due to transportation issues. The \$330K will be allocated on a 60/40 ratio to CPS and CCRSD. The FY2014 budgets include \$350K for transportation expenses. The FY2014 budgets do not include any funding requests for bus replacements.

Question 7. Please report on all off-budget sources of funding, including all receipts, fees, federal, state and other grants for FY12, FY13 (as known to date) and anticipated or planned for FY14, including the finances of our METCO program (inclusive of transportation). Please discuss any changes anticipated in the level, rate or method of determining such receipts, fees and grants.

Please see chart below. Our current anticipation for FY2014 grants is level funding.

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 Budget	FY13 Adopted Budget	FY14 Planning Budget
GENERAL FUND					
OPERATING BUDGET LEVELS	\$ 27,699,200	\$ 27,699,200	\$ 28,474,200	\$ 29,755,538	\$ 31,223,381
EXTERNAL FUNDS					
FEDERAL GRANTS	906,165	1,057,937	628,658	643,566	643,566
STATE GRANTS-METCO	493,724	476,855	445,535	460,137	460,137
EXTERNAL FUNDS TOTAL	1,399,889	1,534,792	1,074,193	1,103,703	1,103,703

Question 8. Is the current level of capital expenditures sufficient, assuming the continued use of the Concord Middle School's Sanborn and Peabody buildings for another decade or longer?

For the near five to ten year term, a combination of the \$800,000 in the Town Manager's Budget and potential use of CPS Capital Needs stabilization funds is sufficient for currently anticipated needs at the CMS buildings.

Question 9. Please provide an overview for us of any anticipated changes in the criteria CPS uses to measure its performance and cost effectiveness.

No changes are currently anticipated.

Attachments:

- District Goals
- Monthly Enrollments
- NESDEC Projections (November 2011)
- FY2014 CCRSD Planning Budget
- FY2014 CPS Planning Budget
- Preliminary CPS 5 Year Capital Plan

Concord-Carlisle Regional School District
 Concord Public Schools
 District Goals 2012-2013

DISTRICT SMART GOAL: TEACHING & LEARNING

By June 2013, students in grades K – 12 will master critical end of year grade level standards.

Key Actions	Process Benchmarks	Outcome Benchmarks
Implement district core curriculum K – 12 incorporating CCSS in ELA, Math and SS & Science Literacy.	<ul style="list-style-type: none"> Teachers revise K5 progress reports to reflect alignment with the CCSS (Common Core State Standards) in ELA, Math and Literacy in Science & Social Studies. 6-8 teachers collaborate to identify those common core standards that are shared among subject areas 9-12 teachers develop school wide rubrics to assess critical learning outcomes for all students. 	<ul style="list-style-type: none"> K5 Progress reports are aligned with the CCSS Grades 6-8 map of common core standards shared among multiple subject areas Grades 9-12 school-wide rubric are used to assess critical learning outcomes for all students
Implement common assessments in ELA and Math K5 and all subject areas 6-12.	<ul style="list-style-type: none"> Teacher teams analyze summative and formative common assessment data and use the data to adjust practice and identify and/or implement appropriate differentiated interventions 	<ul style="list-style-type: none"> 80% K5 mastery of critical grade level standards in English Language Arts and Math 80% of CMS students earn B- or higher 85% of CCHS students earn 2.0 GPA or higher 90% Advance/Proficient on ELA MCAS at 5, 8, and 10 80% Advance/Proficient on Math MCAS at 5, 8, and 10 Maintain 100% Competency Determination for every graduating member of the Class of 2013
Identify appropriate intervention and adjust instructional practice	<ul style="list-style-type: none"> Establish building based structures (i.e., RTI) to support students not meeting benchmarks. Implement progress-monitoring procedures to track students' progress 	<ul style="list-style-type: none"> K12 SPED students will achieve 90% of the goals on their IEPs Increase GPA of grades 9-12 Boston students by +.2

Concord-Carlisle Regional School District
 Concord Public Schools
 District Goals 2012-2013

DISTRICT SMART GOAL: TEACHING & LEARNING

During the 2012-2013 school year, administrators and teacher leaders will lead all educators and teams to use student assessment data, research and best practices in instruction, assessment and technology to improve student learning.

Key Actions	Process Benchmarks	Outcome Benchmarks
Provide professional development to administrators, department chairs and curriculum specialists in developing and implementing protocols for looking at student work, analyzing data, and adjusting instructional practices.	During administration and faculty meetings, model protocol for looking at student work, analyzing data, and adjusting instructional practices.	Educators and teams routinely use protocols for looking at student work, analyzing data, and adjusting instructional practices.
Technology specialists collaborate with teachers to integrate use of digital tools in daily classroom instruction and assessment.	Elementary students will increase use of digital tools for informational, narrative and persuasive writing.	Elementary students complete technology project that incorporates online writing and digital story telling.
Initiate pilots of one-to-one laptop program in the middle school and high school	Students in grades 6-12 will increase their use of digital tools, Moodle and e-textbooks.	Students in grades 6-12 use digital tools to demonstrate mastery of content standards.

Concord-Carlisle Regional School District
 Concord Public Schools
 District Goals 2012-2013

DISTRICT SMART GOAL: TEACHING & LEARNING

Increase K12 students' social and emotional well-being.

Key Actions	Process Benchmarks	Outcome Benchmarks
<ul style="list-style-type: none"> • K5 Mental Health Team provides coaching to teachers for consistent implementation of Open Circle and Bully Proofing Curricula. • Grade 6-8 implements year 2 of CMS Stands Together • Grades 9-12 implements Advisory Program. 	<ul style="list-style-type: none"> • Elementary teachers collaborate with Mental Health Team to implement Open Circle and Bully Proofing Curricula. • Teachers in grades 6-8 collaborate with guidance counselors and student leaders to provide two days of bullying prevention and intervention programming. • Students' involvement in co-curricular activities will be monitored by their guidance counselors. 	<ul style="list-style-type: none"> • K5, 5% reduction in referrals to the Mental Health Team. • Grades 6-12, 3% reduction in reported incidents of bullying. • Grades 9-12, 90% students participate in at least 1 co-curricular activity each year they attend CCHS. • Grades 9-12, 100% of seniors report a connection to at least 1 adult on the senior exit survey.

Concord-Carlisle Regional School District
 Concord Public Schools
 District Goals 2012-2013

DISTRICT SMART GOAL: HUMAN RESOURCES

By June 2013, implement 100% of the new supervision & evaluation system at CCHS and begin the process at CPS in alignment with state regulations and contract provisions.

Key Actions	Process Benchmarks	Outcome Benchmarks
Implement training for district leadership team.	<ul style="list-style-type: none"> District and CCHS Leadership teams complete DESE Training Modules. Train instructional leadership teams on protocols for examining student work. 	<ul style="list-style-type: none"> District and CCHS evaluators implement new evaluation system. K-8 evaluators have a working knowledge of the new evaluation system.
Assist CCHS principal in implementation of evaluation system.	<ul style="list-style-type: none"> Regularly meets with CCHS Principal to review progress. Participates as a member of the CCHS leadership team. Collaborates with CCTA leadership to implement new evaluation system. 	<ul style="list-style-type: none"> All five stages of the evaluation system are implemented. Co-facilitate joint labor/management committee to continue working on implementation.
Collaborate with the CTA to develop a new supervision & evaluation system based on state regulation.	<ul style="list-style-type: none"> Co-facilitate a joint labor management committee. Promote open and frequent communication. 	<ul style="list-style-type: none"> A new CPS supervision & evaluation system.
Utilize MLP to complement the implementation of the new supervision & evaluation system.	<ul style="list-style-type: none"> Train teachers on all new aspects of MLP. Collaborate with the district administrative team to align professional development to district, school, and individual SMART goals. 	<ul style="list-style-type: none"> Professional development activities are connected to educator, school, and district goals. MLP Team Room is used to support ongoing collaboration and team learning.

Concord-Carlisle Regional School District
 Concord Public Schools
 District Goals 2012-2013

DISTRICT SMART GOAL: FINANCE AND OPERATIONS

By June 2013, FY14 CPS and CCRSD budgets will be approved at both Concord and Carlisle Town Meetings.

Key Actions	Process Benchmarks	Outcome Benchmarks
Work with Administrative team to identify FY 14 student learning needs, cost drivers, and additional resources.	<ul style="list-style-type: none"> • Develop preliminary budget that minimizes taxpayers demand while providing necessary educational resources. 	<ul style="list-style-type: none"> • Preliminary FY 14 budget requests
Work with Concord and Carlisle Finance Committees and School Committees to develop budgets that support the FY14 school district goals and are within levy limits.	<ul style="list-style-type: none"> • Prepare Preliminary budget reports for School Committees and Finance Committees. 	<ul style="list-style-type: none"> • Preliminary FY14 budget request book
Develop plans to demonstrate impacts of Concord and Carlisle Fin Com guidelines and levy limits.	<ul style="list-style-type: none"> • Attend Fin Com meetings in Concord and Carlisle. 	
Present Prelim FY14 budgets to School Committee.	<ul style="list-style-type: none"> • School Committee adopts FY 14 budgets. 	<ul style="list-style-type: none"> • School Committee adopted FY14 budgets.
Present School Committee adopted FY 14 budgets at Fin Com hearings	<ul style="list-style-type: none"> • Town Fin Coms and Selectmen support FY 14 School budgets. 	<ul style="list-style-type: none"> • FY 14 budgets approved at both Concord and Carlisle Town Meetings.

Concord-Carlisle Regional School District
 Concord Public Schools
 District Goals 2012-2013

DISTRICT SMART GOAL: FINANCE AND OPERATIONS
 Support the CCHS Building Committee and Building Project Team to complete Construction Documents and maintain construction schedule.

Key Actions	Process Benchmarks	Outcome Benchmarks
Meet weekly with Project Team and monthly with CCHS Building Committee to review and inform Project scope, budget, and schedule..	<ul style="list-style-type: none"> Assist Project Team with MSBA Final CD submission and 100% CD bid documents 	<ul style="list-style-type: none"> CCHS Project on budget and schedule

Concord-Carlisle Regional School District
 Concord Public Schools
 District Goals 2012-2013

DISTRICT SMART GOAL: FINANCE AND OPERATIONS
 By June 2013, assist School Committee in determining long term solution for Transportation Services in FY14.

Key Actions	Process Benchmarks	Outcome Benchmarks
Work with SC Transportation Advisory Committee to identify viable options for Transportation services for CPS and CCRSD.	<ul style="list-style-type: none"> Prepare financial and operational analysis of Transportation options for the SC Transportation Advisory Committee 	<ul style="list-style-type: none"> School Committee determines long term solution for Transportation services.

Monthly Enrollments
10/1/2012 - 6/1/2013

	Oct. 1, 2011 Enrollment with Current K-5 Ratios	K-5 Ratios 2011-2012		Oct. 1 2011	Oct. 1 2012	Nov. 1 2012	Dec. 1 2012	Jan. 1 2013	Feb. 1 2013	Mar. 1 2013	Apr. 1 2013	May 1 2013	June 1 2013	K-5 Ratios 2012 - 2013	
		Sections	Ratio											2012-2013 Sections	10/01/12 Ratio
CCHS															
9				294	309										
10				300	295										
11				306	302										
12				308	310										
TOTAL CCHS:				1209	1216	0	0	0	0	0	0	0	0		
Peabody & Samborn															
6				218	243										
7				209	234										
8				206	222										
TOTAL PEABODY & SANBORN:				633	699	0	0	0	0	0	0	0	0		
Alcott															
K															
1				53	66									3	22.0
2				62	62									3	20.7
3				74	73									4	18.3
4				83	80									4	20.0
5				79	89									4	22.3
				63	81									4	20.3
TOTAL ALCOTT:				414	451	0	0	0	0	0	0	0	0	22	
Thoreau															
K															
1				73	84									4	21.0
2				75	77									4	19.3
3				75	80									4	20.0
4				85	76									4	19.0
5				55	92									5	18.4
				85	64									3	21.3
TOTAL THOREAU:				448	473	0	0	0	0	0	0	0	0	24	
Willard															
K															
1				74	76									4	19.0
2				94	77									4	19.3
3				87	103									5	20.6
4				65	89									4	22.3
5				67	62									4	15.5
				75	72									3	24.0
TOTAL WILLARD:				462	479	0	0	0	0	0	0	0	0	24	

Monthly Enrollments
10/1/2012 - 6/1/2013

	Oct. 1, 2011 Enrollment with Current K-5 Ratios	K-5 Ratios 2011-2012	Oct. 1 2011	Oct. 1 2012	Nov. 1 2012	Dec. 1 2012	Jan. 1 2013	Feb. 1 2013	Mar. 1 2013	Apr. 1 2013	May 1 2013	June 1 2013	K-5 Ratios 2012 - 2013
TOTAL K-12													
Elementary - Grades K-5			1324	1403	0	0	0	0	0	0	0	0	0
Elementary - Grades 1-5			1124	1177	0	0	0	0	0	0	0	0	0
Middle - Grades 6-8			633	699	0	0	0	0	0	0	0	0	0
CPS - Grades K-8			1957	2102	0	0	0	0	0	0	0	0	0
CCHS - Grades 9-12			1209	1216	0	0	0	0	0	0	0	0	0
TOTAL K-12: (Not including OOD SPED)			3166	3318	0	0	0	0	0	0	0	0	0
Worksheet													
Kindergarten			200	226									
1			231	216									
2			236	256									
3			233	245									
4			201	243									
5			223	217									
TOTAL Grades K-5:			1324	1403	0	0	0	0	0	0	0	0	0
Grade 6			218	243									
Grade 7			209	234									
Grade 8			206	222									
TOTAL Grades 6-8:			633	699	0	0	0	0	0	0	0	0	0
TOTAL Grades K-8:			1957	2102	0	0	0	0	0	0	0	0	0
Grade 9			294	309									
Grade 10			300	295									
Grade 11			306	302									
Grade 12			309	310									
TOTAL Grades 9-12:			1209	1216	0	0	0	0	0	0	0	0	0
TOTAL K-12: (Not including OOD SPED)			3166	3318	0	0	0	0	0	0	0	0	0

Monthly Enrollments
10/1/2012 - 6/1/2013

Oct. 1, 2011 Enrollment with Current K-5 Ratios	K-5 Ratios 2011-2012	Oct. 1 2011	Oct. 1 2012	Nov. 1 2012	Dec. 1 2012	Jan. 1 2013	Feb. 1 2013	Mar. 1 2013	Apr. 1 2013	May 1 2013	June 1 2013	K-5 Ratios 2012 - 2013
Worksheet												
SPECIAL EDUCATION OOD												
CPS OOD K-8		35	33									
CCHS OOD		38	40									
TOTAL K-12 OOD: (Not in K-12 Total)		73	73	0	0	0	0	0	0	0	0	
Pre-School OOD: (Not in K-12 Total)		2	0	0	0	0	0	0	0	0	0	
METCO STUDENTS												
CCHS		69	64									
Middle School		21	26									
Alcott		30	29									
Thoreau		25	24									
Willard		22	22									
TOTAL K-12: METCO Students:		167	165	0	0	0	0	0	0	0	0	
NON-TUITION-OUT OF TOWN STUDENTS												
CCHS---Carlisle Students		319	310									
CCHS---Staff Students		10	10									
TOTAL CCHS-Out of Town Students:		329	320	0	0	0	0	0	0	0	0	
Middle School-Staff Students		6	7									
Alcott-Staff Students		3	7									
Thoreau-Staff Students		7	5									
Willard-Staff Students		18	14									
TOTAL K-8 - Out of Town Students:		34	33	0	0	0	0	0	0	0	0	
CONCORD STUDENTS												
CCHS		811	832									
Peabody & Sanborn		606	666									
Alcott		381	415									
Thoreau		416	444									
Willard		422	443									
TOTAL CONCORD Students:		2636	2800	0	0	0	0	0	0	0	0	

Concord-Carlisle HS Historical Enrollment

10/5/2011

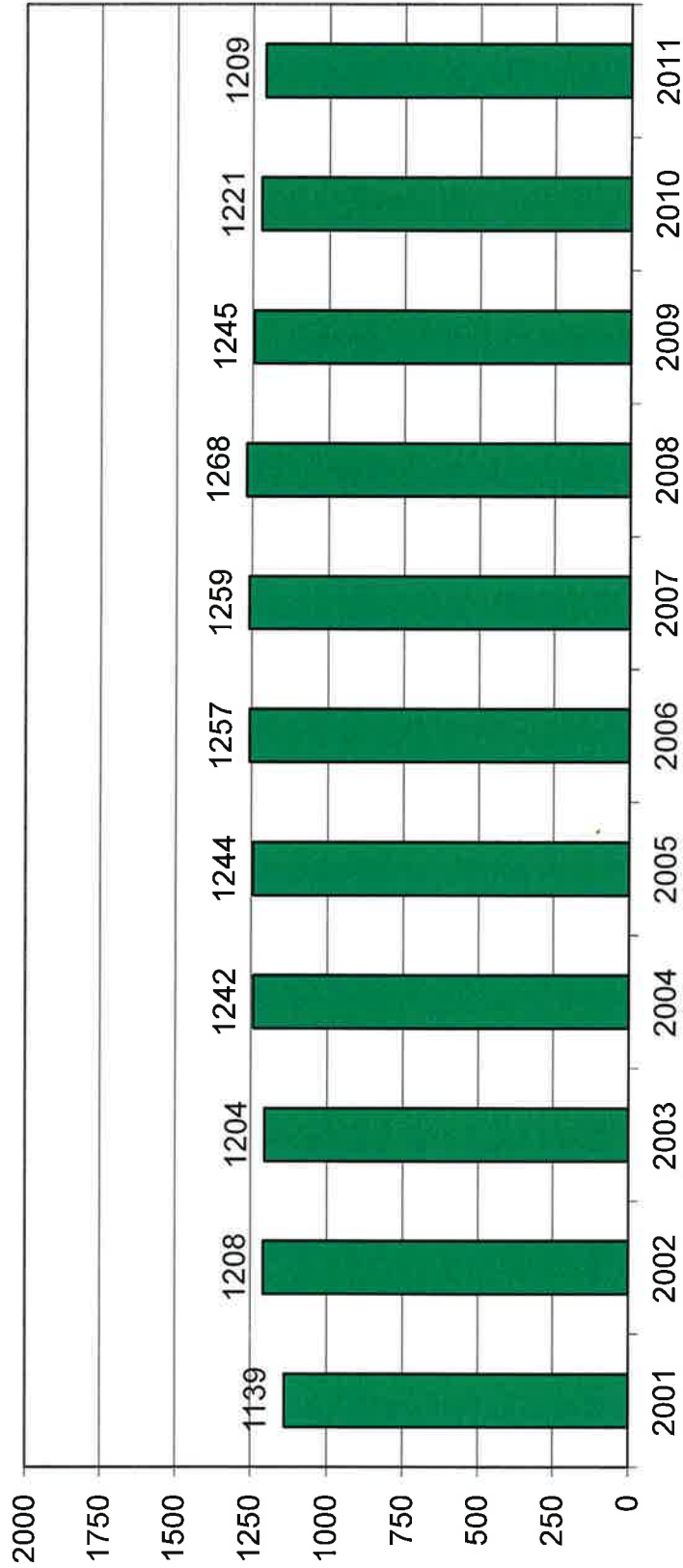
School District: Concord-Carlisle High School with METCO

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
1996	220	2001-02	0	0	0	0	0	0	0	0	0	0	307	276	295	261	0	1139	1139
1997	224	2002-03	0	0	0	0	0	0	0	0	0	0	328	309	286	285	0	1208	1208
1998	213	2003-04	0	0	0	0	0	0	0	0	0	0	301	325	303	275	0	1204	1204
1999	222	2004-05	0	0	0	0	0	0	0	0	0	0	311	311	316	304	0	1242	1242
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	1257	1257
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	1268	1268
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	294	300	306	309	0	1209	1209

Historical Enrollment in Grade Combinations									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2001-02	0	0	0	0	0	0	0	0	1139
2002-03	0	0	0	0	0	0	0	0	1208
2003-04	0	0	0	0	0	0	0	0	1204
2004-05	0	0	0	0	0	0	0	0	1242
2005-06	0	0	0	0	0	0	0	0	1244
2006-07	0	0	0	0	0	0	0	0	1257
2007-08	0	0	0	0	0	0	0	0	1259
2008-09	0	0	0	0	0	0	0	0	1268
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

Historical Percentage Changes			
Year	9-12	Diff.	%
2001-02	1139	0	0.0%
2002-03	1208	69	6.1%
2003-04	1204	-4	-0.3%
2004-05	1242	38	3.2%
2005-06	1244	2	0.2%
2006-07	1257	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%
Gr. 9-12 Change		70	6.1%

Grades 9-12, 2001-2011



Concord-Carlisle HS Projected Enrollment

School District:

Concord-Carlisle High School with METCO

10/5/2011

Enrollment Projections 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
2006	154	2011-12	0	0	0	0	0	0	0	0	0	0	294	300	306	309	0	1209	1209
2007	129	2012-13	15	0	0	0	0	0	0	0	0	0	301	297	300	308	0	1206	1206
2008	136	2013-14	16	0	0	0	0	0	0	0	0	0	314	304	297	302	0	1217	1217
2009	148	2014-15	17	0	0	0	0	0	0	0	0	0	301	317	304	298	0	1220	1220
2010	140	(est.)	18	0	0	0	0	0	0	0	0	0	311	304	317	306	0	1238	1238
2011	141	(est.)	19	0	0	0	0	0	0	0	0	0	291	314	304	319	0	1228	1228
2012	139	(est.)	20	0	0	0	0	0	0	0	0	0	313	294	314	306	0	1227	1227
2013	141	(est.)	21	0	0	0	0	0	0	0	0	0	331	316	294	316	0	1257	1257
2014	142	(est.)	22	0	0	0	0	0	0	0	0	0	321	334	316	295	0	1266	1266
2015	140	(est.)	23	0	0	0	0	0	0	0	0	0	306	324	334	318	0	1282	1282
2016	141	(est.)	24	0	0	0	0	0	0	0	0	0	261	309	324	336	0	1230	1230

*Projections should be updated on an annual basis.

Based on an estimate of births

Based on children already born

Based on students already enrolled

Projected Enrollment in Grade Combinations*									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2011-12	0	0	0	0	0	0	0	0	1209
2012-13	0	0	0	0	0	0	0	0	1206
2013-14	0	0	0	0	0	0	0	0	1217
2014-15	0	0	0	0	0	0	0	0	1220
2015-16	0	0	0	0	0	0	0	0	1238
2016-17	0	0	0	0	0	0	0	0	1228
2017-18	0	0	0	0	0	0	0	0	1227
2018-19	0	0	0	0	0	0	0	0	1257
2019-20	0	0	0	0	0	0	0	0	1266
2020-21	0	0	0	0	0	0	0	0	1282
2021-22	0	0	0	0	0	0	0	0	1230

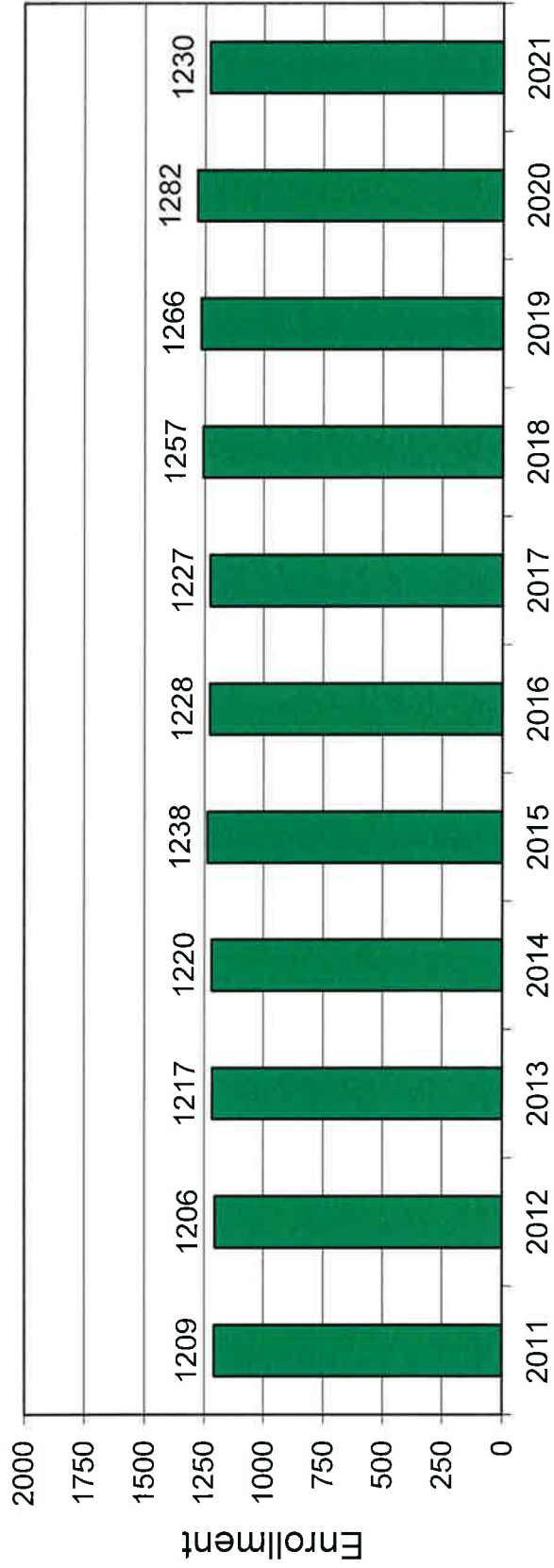
See "Reliability of Enrollment Projections" section of accompanying letter. Projections are more reliable for Years 1-5 in the future than for Years 6 and beyond.

Projected Percentage Changes			
Years	9-12	Diff.	%
2011-12	1209	0	0.0%
2012-13	1206	-3	-0.2%
2013-14	1217	11	0.9%
2014-15	1220	3	0.2%
2015-16	1238	18	1.5%
2016-17	1228	-10	-0.8%
2017-18	1227	-1	-0.1%
2018-19	1257	30	2.4%
2019-20	1266	9	0.7%
2020-21	1282	16	1.3%
2021-22	1230	-52	-4.1%
9-12 Change		21	1.7%

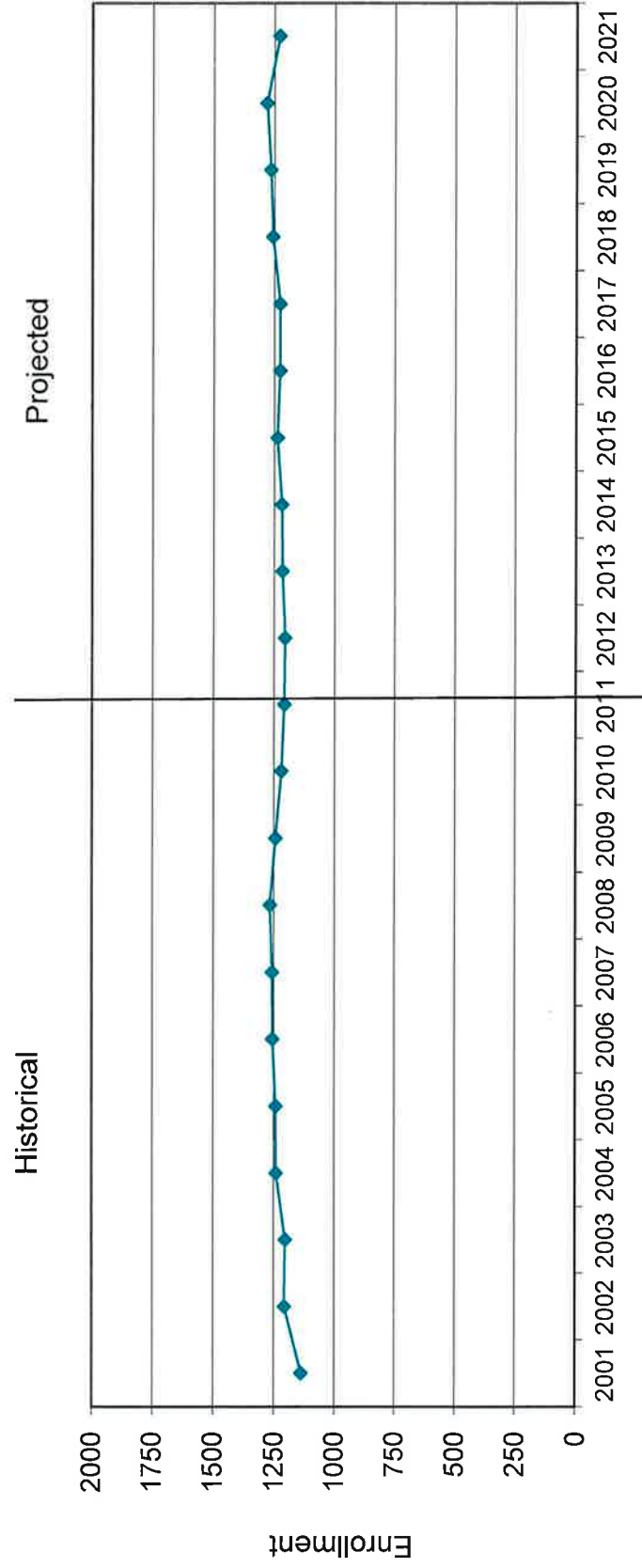


Concord-Carlisle HS Projected Enrollment

Grades 9-12 To 2021 Based On Data Through School Year 2011-12



Grades 9-12, 2001-2021



**Projected Distribution of Concord and Carlisle Residents at CCHS
Based upon NESDEC Projections October 4, 2011**

School Year	Gr. 9-12 Enrollment	Resident Enrollment	Concord Residents	Concord %	Carlisle Residents	Carlisle %
2011-12	1209	1130	811	71.77%	319	28.23%
2012-13	1206	1126	803	71.31%	323	28.69%
2013-14	1217	1143	816	71.39%	327	28.61%
2014-15	1220	1153	825	71.55%	328	28.45%
2015-16	1238	1177	840	71.37%	337	28.63%
2016-17	1228	1167	840	71.98%	327	28.02%
2017-18	1227	1164	862	74.05%	302	25.95%
2018-19	1257	1192	889	74.58%	303	25.42%
2019-20	1266	1201	921	76.69%	280	23.31%
2020-21	1282	1214	948	78.09%	266	21.91%
2021-22	1230	1164	899	77.23%	265	22.77%

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
 October 11, 2012

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-
NET OPERATING BUDGET	\$ 21,318,240	\$ 22,374,192	\$ 23,233,274	\$ 23,647,387	\$ 24,271,987
OPERATING BUDGET % INCREASE					
5 Year Operating Average Increase	5.53%	4.95%	3.84%	1.78%	2.64%
					3.75%
OPERATING INCREASE - net of OPEB (Other Post Employment Benefits)					
3 Year Operating Average Increase net of OPEB			2.72%	0.60%	1.37%
					1.56%
SALARIES	\$ 13,228,658	\$ 13,844,285	\$ 14,380,781	\$ 15,071,039	\$ 15,833,348
NON - SALARIES	8,089,582	8,529,907	8,852,493	8,576,348	8,438,639
DEBT SERVICE AMOUNTS	1,038,831	1,124,235	747,738	643,036	2,419,139
TOTAL	<u>\$ 22,357,071</u>	<u>\$ 23,498,427</u>	<u>\$ 23,981,012</u>	<u>\$ 24,290,423</u>	<u>\$ 26,691,126</u>

OPERATING BUDGET FUNDING IMPACT

\$ 1,055,952 \$ 859,082 \$ 414,113 \$ 624,600

BALANCE

(0)

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
 October 11, 2012

DESCRIPTION	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-
-------------	------------------------------	---

SOURCES OF REVENUE		
LOCAL SOURCES		
ASSESSMENTS	\$ 21,346,452	\$ 23,594,945
EXCESS & DEFICIENCY	580,000	580,000
INVESTMENT INCOME	15,000	15,000
MISCELLANEOUS INCOME	5,000	5,000
STATE SOURCES (DOE)		
CHAPTER 70	1,696,884	1,836,274
REGIONAL TRANSPORTATION AID	256,142	327,264
CHARTER TUITION REIMBURSEMENTS	15,673	43,693
OTHER STATE SOURCES (MSBA)		
SBAB REIMBURSEMENT	288,950	288,950
TOTAL	\$ 24,204,101	\$ 26,691,126
PROJECTED USES OF REVENUE		
SALARIES	\$ 15,071,039	\$ 15,833,348
NON-SALARIES	\$ 8,215,026	\$ 8,138,639
DEBT SERVICE	\$ 643,036	\$ 2,419,139
OPEB LIABILITY	\$ 275,000	\$ 300,000
TOTAL	\$ 24,204,101	\$ 26,691,126

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
 October 11, 2012

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-
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MAJOR ESCALATION/COST DRIVERS

	<u>COST</u>	<u>COST</u>
STEPS	\$ 221,850	
LANES	\$ 45,000	
SCALE %	\$ 271,178	
OPEB	\$ 300,000	
TUITIONS	\$ (471,020)	
RETIREMENT	\$ 71,089	
NATURAL GAS	\$ (45,500)	
TRANSPORTATION	\$ 84,673	
LEGAL	\$ 70,000	
TECHNOLOGY	\$ 177,831	
INSURANCE (Health & UE)	\$ (100,500)	
TOTAL	\$ -	\$ 624,600

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 PLANNING BUDGET
CONCORD FINANCE COMMITTEE
October 11, 2012

ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY14 - FY13 CHANGE	FY 14 / FY 13 BUDGET
REGULAR EDUCATION	\$ 10,700,589	\$ 11,067,037	\$ 11,642,146	575,109	5.20%
SPECIAL EDUCATION	\$ 5,525,903	\$ 5,235,731	\$ 4,863,490	(372,241)	-7.11%
ADMINISTRATION	\$ 1,323,231	\$ 1,335,891	\$ 1,434,327	98,436	7.37%
OPERATIONS	\$ 2,936,312	\$ 3,136,861	\$ 3,434,627	297,766	9.49%
FIXED COSTS	\$ 3,746,163	\$ 3,514,903	\$ 5,316,536	1,801,633	51.26%
TOTAL BUDGET	\$ 24,232,197	\$ 24,290,423	\$ 26,691,126	2,400,703	9.88%
-- Less Debt Service	\$ 757,156	\$ 643,036	\$ 2,419,139	276.21%	
OPERATING BUDGET	\$ 23,475,041	\$ 23,647,387	\$ 24,271,987	624,600	2.64%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY14 PLANNING BUDGET
CONCORD FINANCE COMMITTEE**
October 11, 2012

	FY11 CCSC 12.8.9 Adopted Budget	FY12 CCSC 12.14.10 Adopted Budget	FY13 CCSC 12.13.11 Adopted Budget	FY14 CCRS Planning Budget	Change
Concord-Carlisle Regional High School					
Operations	\$ 22,374,193	23,233,274	23,647,387	24,271,987	624,600
Excluded Debt Service	1,123,110	747,738	643,036 *	2,419,139	
Total Budget	23,497,303	23,981,012	24,290,423	26,691,126	
Financing Sources					
State Aid - Chapter 70	1,698,199	1,598,989	1,696,884	1,836,274	53,068
State Aid - MSBA (Excluded Debt)	288,950	288,950	288,950	288,950	0
State Aid -					
-- Regional Transportation	149,612	229,933	256,142	327,264	71,122
-- Charter Tuition Reimbursement	15,018	1,625	15,673	43,693	28,020
-- Charter Facility Reimbursement	0	0	0	0	
District Funds					
-- Excess & Deficiency	405,000	405,000	580,000	580,000	
-- Investment Income	15,000	15,000	15,000	15,000	
-- Miscellaneous Income	5,000	5,000	5,000	5,000	
Assessments to Member Towns	2,576,780	2,544,497	2,857,649	3,096,181	
Total Financing Sources	20,920,524	21,436,515	21,432,774	23,594,945	
Total Financing Sources	23,497,303	23,981,012	24,290,423	26,691,126	2,400,703
Assessments					
<i>Concord</i>					
Within the levy limit	69.73%	70.39%	71.77% **	72.85%	
Excluded debt service	14,006,221	14,766,222	15,128,174	15,637,075	570,854
	581,660	322,941	254,128	1,551,843	1,297,715
<i>Carlisle</i>					
Within the levy limit	30.27%	29.61%	28.23% **	27.15%	
Excluded debt service	6,080,142	6,211,505	5,950,514	5,827,681	(98,464)
	252,500	135,847	99,958	578,346	478,388
Total Assessments	6,332,642	6,347,352	6,050,472	6,406,027	
Total Assessments	20,920,523	21,436,515	21,432,774	23,594,945	

	FY13	FY14 Rates Impact	FY14 Assessment Shift Impact in FY13 Dollars
	71.77%	72.85%	
\$	15,066,221 \$	15,292,939 \$	226,718
\$	254,128 \$	257,952 \$	3,824
\$	28.23%	27.15%	230,542
\$	5,926,145 \$	5,699,427 \$	(226,718)
\$	99,958 \$	96,134 \$	(3,824)
\$	6,026,103 \$	5,795,561 \$	(230,542)

* Preliminary Estimated Debt Service

ENROLLMENT RETURNS

CONCORD-CARLISLE REGIONAL HIGH SCHOOL DATE: October 1 2012

	Town of Concord	Town of Carlisle	Tuition Metco	Students State Wards	Out of Town	Non- Tuition Out of Town	Total
Grade 9	217	77	12	-	-	3	309
Grade 10	204	70	18	-	-	3	295
Grade 11	210	72	19	-	-	1	302
Grade 12	201	91	15	-	-	4	310
TOTALS	832	310	64	--		10	1216

Entries and Withdrawals:

Date	Name	Grade	Town	Action	Reason
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FY2014 Assessment Ratio – Official 10/1/2012

$$832 + 310 = 1,142$$

$$832 / 1,142 = 72.85\% \text{ Concord}$$

$$310 / 1,142 = 27.15\% \text{ Carlisle}$$

**CONCORD PUBLIC SCHOOLS
 FY2014 PLANNING BUDGET
 CONCORD FINANCE COMMITTEE
 October 11, 2012**

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 Budget	FY13 Adopted Budget	FY14 Planning Budget
TOTALS	\$ 27,699,200	\$ 27,699,200	\$ 28,474,200	\$ 29,755,538	\$ 31,223,381
CHANGE	1.8%	0.0%	2.8%	4.5%	4.9%
FUNDING IMPACT					
MAJOR ESCALATION/COST DRIVERS		\$ -	\$ 775,000	\$ 1,281,338	\$ 1,467,843
ACCOMMODATED NEEDS				\$ -	\$ (1,467,843)
TOTAL PRELIMINARY NEEDS				\$ -	\$ (1,467,843)
UNFUNDED AMOUNTS				\$ 1,281,338	\$ 0
ESCALATION/COST DRIVERS					
STEPS					FY2014
LANES					\$ 366,769
SCALE %					60,000
TRANSPORTATION - (Fuel, Labor, Leases)					325,329
SPECIAL EDUCATION TUITIONS					210,101
ENROLLMENT DRIVEN STAFFING (4.6 Teaching FTEs)					313,838
TOTAL					\$ 1,467,843

**CONCORD PUBLIC SCHOOLS
 FY2014 PLANNING BUDGET
 CONCORD FINANCE COMMITTEE
 October 11, 2012**

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 Budget	FY13 Adopted Budget	FY14 Planning Budget
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GENERAL FUND

OPERATING BUDGET LEVELS
 \$ 27,699,200 \$ 27,699,200 \$ 28,474,200 \$ 29,755,538 \$ 31,223,381

EXTERNAL FUNDS

FEDERAL GRANTS	906,165	1,057,937	628,658	643,566	643,566
STATE GRANTS-METCO	493,724	476,855	445,535	460,137	460,137
EXTERNAL FUNDS TOTAL	1,399,889	1,534,792	1,074,193	1,103,703	1,103,703
ALL FUNDS TOTAL	29,099,089	29,233,992	29,548,393	30,859,241	32,327,084

EXTERNAL FUNDS AS % OF GRAND TOTAL
 4.81% 5.25% 3.64% 3.58% 3.41%

**CONCORD PUBLIC SCHOOLS
 FY2014 PLANNING BUDGET
 CONCORD FINANCE COMMITTEE
 October 11, 2012**

	FY2012	FY2013	FY2014	
	Budget	Adopted Budget	Planning Budget	FY14 - FY13 / FY14 / FY13
REGULAR EDUCATION	15,370,754	15,647,480	16,610,076	962,596 6.2%
SPECIAL EDUCATION	6,672,579	7,795,828	8,410,442	614,614 7.9%
OPERATIONS	4,309,273	4,213,614	4,092,504	(121,110) -2.9%
ADMINISTRATION	2,034,647	2,033,670	2,059,559	25,889 1.3%
FIXED COSTS	86,946	64,946	50,800	(14,146) -21.8%
TOTAL	28,474,200	29,755,538	31,223,381	1,467,843 4.9%

**Concord Public Schools
FY14 - FY18**

Preliminary Capital Needs

Project Description	FY14	FY15	FY16	FY17	FY18	Comments / Building Total
Alcott						
Replacement of DX Chilling				250,000	100,000	
Classroom Refurbishing	50,000	25,000				
Parking Area Sealing & Relining	20,000	20,000				
Total Alcott	70,000	45,000	0	250,000	100,000	\$465,000
Thoreau						
Replacement of DX Chilling			125,000	125,000	100,000	
Classroom & Hall Painting	50,000	25,000				
Parking Area Sealing & Relining	20,000	25,000				
Total Thoreau	70,000	50,000	125,000	125,000	100,000	\$470,000
Peabody Building						
Roof replacement	240,000					
General flooring replacement						Need Updated Gale Estimates & Conditions Report
Replacement of HVAC controls and unit ventilator throughout school-desin phase followed by construction	165,000	185,000				Wear and tear of flooring HVAC systems starting to fail due to age of equipment.
Electrical upgrade	50,000					For computer technology.
Replace existing ventilation units and piping			320,000	300,000		Replace due to age of equipment.
Domestic water piping replacement		150,000	150,000			Replacement due to age of piping in crawl spaces.
Electrical power upgrade for technology	100,000					Lack of electrical power for increased demand for power.
Total Peabody	\$555,000	\$335,000	\$470,000	\$300,000	\$0	\$1,660,000
Sanborn Building						
Asbestos abatement / classrooms						VAT tile should be abated as possible. This request for classrooms where asbestos tile is covered by degraded carpets.
Auditorium renovation (Phase 1)						Carpeting, Chairs, Stage Upgrades
Roof replacement					700,000	Need Updated Gale Estimates
HVAC univert replacement		125,000	125,000	125,000		
Electrical upgrade	50,000					
Fire alarm detection	50,000	25,000				On-going Fire Department codes
Domestic water piping replacement		220,000	80,000			Replacement of old piping
Total Sanborn	\$100,000	\$370,000	\$205,000	\$125,000	\$700,000	\$1,500,000
Ripley Administration Building						
Replace air handlers/AC (elec/mech. Design FY10)						Replacement due to age of equipment
Ripley Conference Rooms						
Total Ripley	\$0	\$0	\$0	\$0	\$0	\$0
Yearly Totals	\$795,000	\$600,000	\$600,000	\$800,000	\$900,000	\$4,095,000

Concord, MA Historical Enrollment

School District:

Concord, MA K-8

10/18/2012

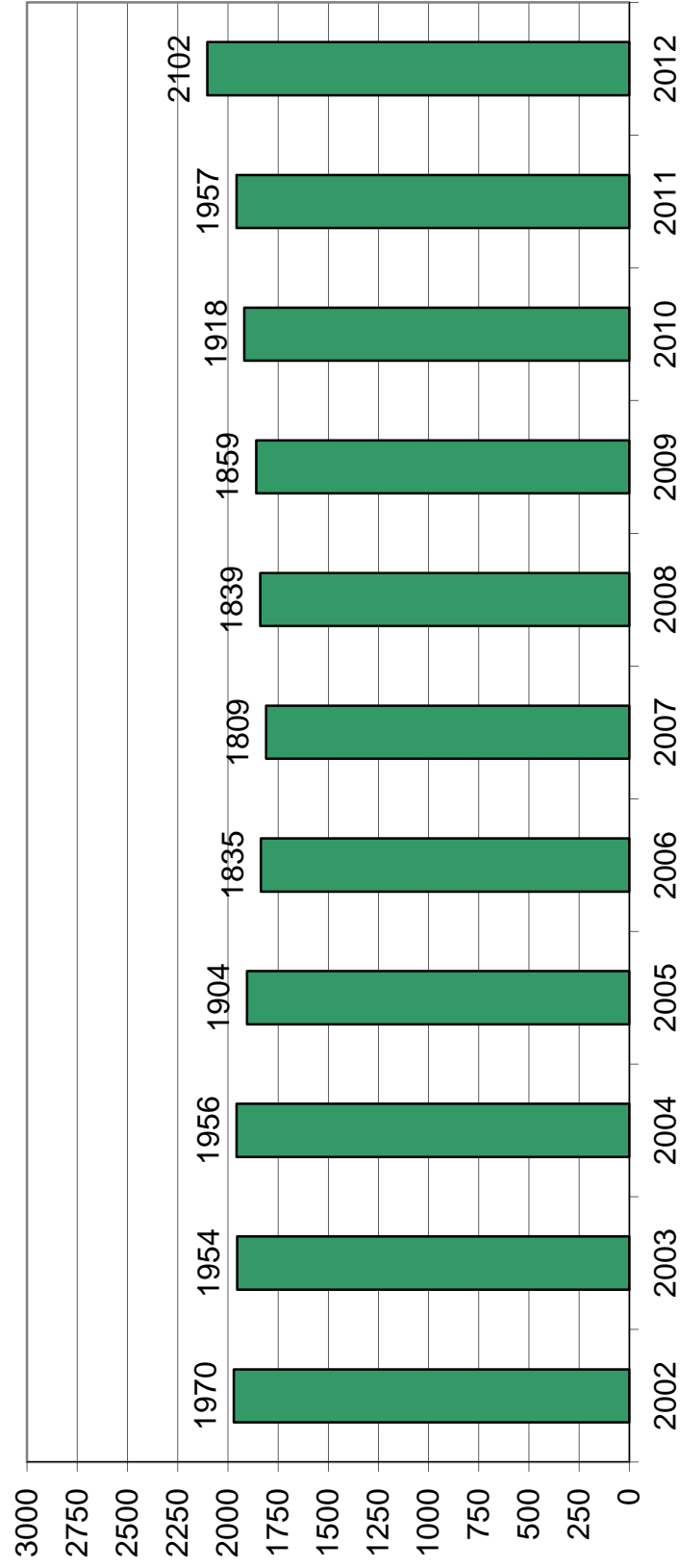
Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-8	PK-8
1997	164	2002-03	0	208	210	213	208	231	241	232	199	228	0	0	0	0	0	1970	1970
1998	161	2003-04	0	223	217	212	214	189	233	232	230	204	0	0	0	0	0	1954	1954
1999	158	2004-05	0	206	229	223	206	198	190	230	233	241	0	0	0	0	0	1956	1956
2000	176	2005-06	0	209	212	231	223	197	187	188	224	233	0	0	0	0	0	1904	1904
2001	161	2006-07	0	187	207	214	228	201	198	188	190	222	0	0	0	0	0	1835	1835
2002	149	2007-08	0	181	201	212	217	218	199	203	188	190	0	0	0	0	0	1809	1809
2003	127	2008-09	0	205	179	202	226	206	215	203	211	192	0	0	0	0	0	1839	1839
2004	156	2009-10	0	203	216	184	215	211	204	207	203	216	0	0	0	0	0	1859	1859
2005	108	2010-11	0	231	215	229	200	214	215	205	206	203	0	0	0	0	0	1918	1918
2006	124	2011-12	0	200	231	236	233	201	223	218	209	206	0	0	0	0	0	1957	1957
2007	94	2012-13	0	226	216	256	245	243	217	243	234	222	0	0	0	0	0	2102	2102

Historical Enrollment in Grade Combinations									
Year	K-4	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2002-03	1070	1311	1543	1970	900	659	427	0	0
2003-04	1055	1288	1520	1954	899	666	434	0	0
2004-05	1062	1252	1482	1956	894	704	474	0	0
2005-06	1072	1259	1447	1904	832	645	457	0	0
2006-07	1037	1235	1423	1835	798	600	412	0	0
2007-08	1029	1228	1431	1809	780	581	378	0	0
2008-09	1018	1233	1436	1839	821	606	403	0	0
2009-10	1029	1233	1440	1859	830	626	419	0	0
2010-11	1089	1304	1509	1918	829	614	409	0	0
2011-12	1101	1324	1542	1957	856	633	415	0	0
2012-13	1186	1403	1646	2102	916	699	456	0	0

Historical Percentage Changes			
Year	K-8	Diff.	%
2002-03	1970	0	0.0%
2003-04	1954	-16	-0.8%
2004-05	1956	2	0.1%
2005-06	1904	-52	-2.7%
2006-07	1835	-69	-3.6%
2007-08	1809	-26	-1.4%
2008-09	1839	30	1.7%
2009-10	1859	20	1.1%
2010-11	1918	59	3.2%
2011-12	1957	39	2.0%
2012-13	2102	145	7.4%
Change		132	6.7%

Concord, MA Historical Enrollment

PK-8, 2002-2012



Concord, MA Projected Enrollment

School District:

Concord, MA K-8

10/18/2012

Enrollment Projections By Grade*																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-8	PK-8
2007	94	2012-13	0	226	216	256	245	243	217	243	234	222	0	0	0	0	0	2102	2102
2008	103	2013-14	0	196	236	233	268	249	254	222	249	239	0	0	0	0	0	2146	2146
2009	126	2014-15	0	239	205	255	244	272	261	260	228	254	0	0	0	0	0	2218	2218
2010	109	(prov) 2015-16	0	207	250	221	267	248	285	268	267	233	0	0	0	0	0	2246	2246
2011	111.2	(est.) 2016-17	0	211	217	270	231	271	260	292	275	273	0	0	0	0	0	2300	2300
2012	108.64	(est.) 2017-18	0	206	221	234	283	234	284	267	299	281	0	0	0	0	0	2309	2309
2013	111.568	(est.) 2018-19	0	212	216	239	245	287	245	291	274	305	0	0	0	0	0	2314	2314
2014	113.2816	(est.) 2019-20	0	215	222	233	250	249	300	251	298	280	0	0	0	0	0	2298	2298
2015	110.7379	(est.) 2020-21	0	210	225	240	244	254	261	308	257	304	0	0	0	0	0	2303	2303
2016	111.0855	(est.) 2021-22	0	211	220	243	251	248	266	268	316	262	0	0	0	0	0	2285	2285
2017	111.0626	(est.) 2022-23	0	211	221	238	255	255	260	273	275	323	0	0	0	0	0	2311	2311

*Projections should be updated on an annual basis.

Based on an estimate of births

Based on children already born

Based on students already enrolled

Projected Enrollment in Grade Combinations*									
Year	K-4	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2012-13	1186	1403	1646	2102	916	699	456	0	0
2013-14	1182	1436	1658	2146	964	710	488	0	0
2014-15	1215	1476	1736	2218	1003	742	482	0	0
2015-16	1193	1478	1746	2246	1053	768	500	0	0
2016-17	1200	1460	1752	2300	1100	840	548	0	0
2017-18	1178	1462	1729	2309	1131	847	580	0	0
2018-19	1199	1444	1735	2314	1115	870	579	0	0
2019-20	1169	1469	1720	2298	1129	829	578	0	0
2020-21	1173	1434	1742	2303	1130	869	561	0	0
2021-22	1173	1439	1707	2285	1112	846	578	0	0
2022-23	1180	1440	1713	2311	1131	871	598	0	0

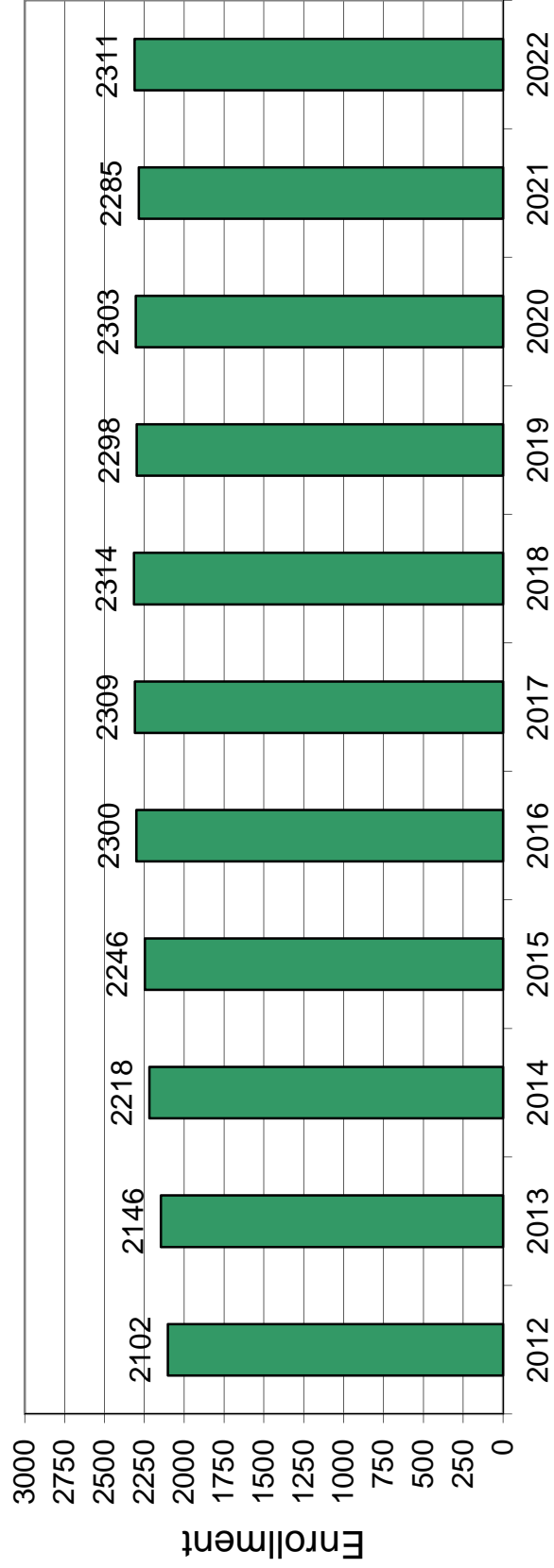
See "Reliability of Enrollment Projections" section of accompanying letter.

Projections are more reliable for Years 1-5 in the future than for Years 6 and beyond.

Projected Percentage Changes		
Years	K-8	Diff. %
2012-13	2102	0 0.0%
2013-14	2146	44 2.1%
2014-15	2218	72 3.4%
2015-16	2246	28 1.3%
2016-17	2300	54 2.4%
2017-18	2309	9 0.4%
2018-19	2314	5 0.2%
2019-20	2298	-16 -0.7%
2020-21	2303	5 0.2%
2021-22	2285	-18 -0.8%
2022-23	2311	26 1.1%
Change	209	9.9%

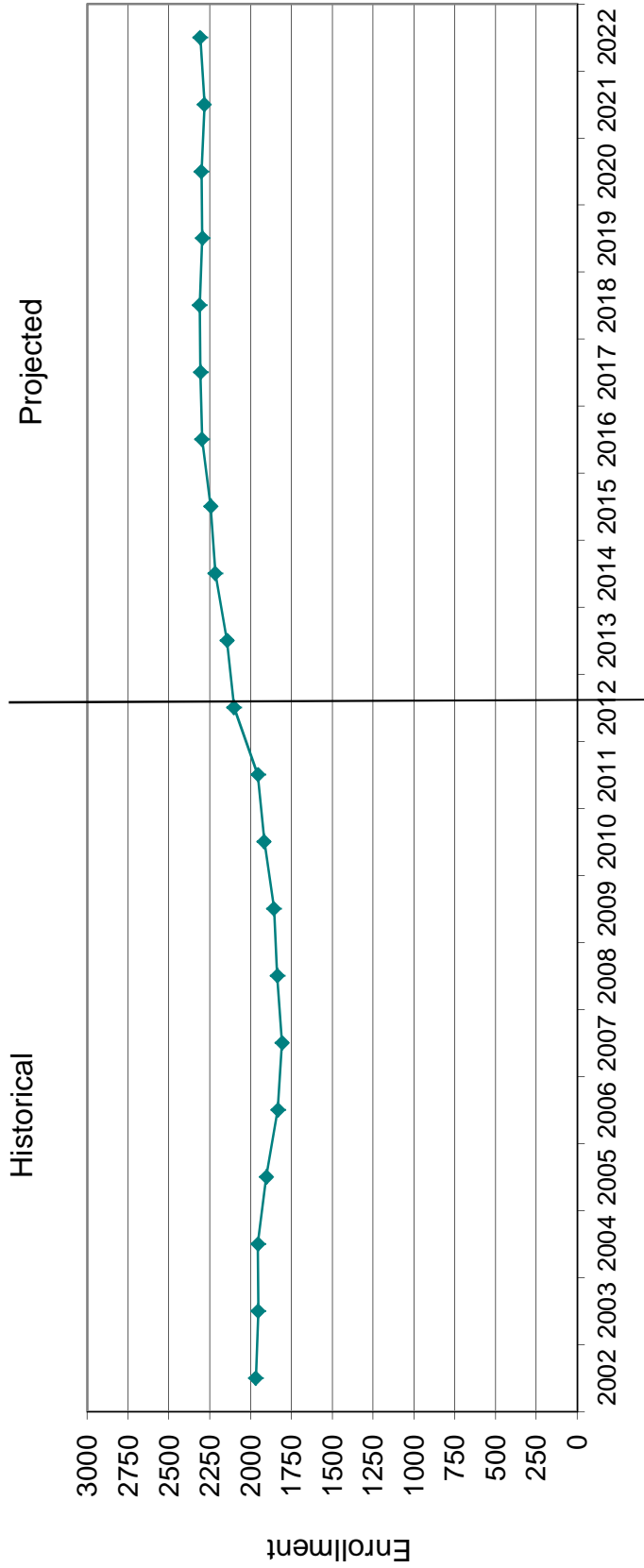
Concord, MA Projected Enrollment

PK-8 TO 2022 Based On Data Through School Year 2012-13

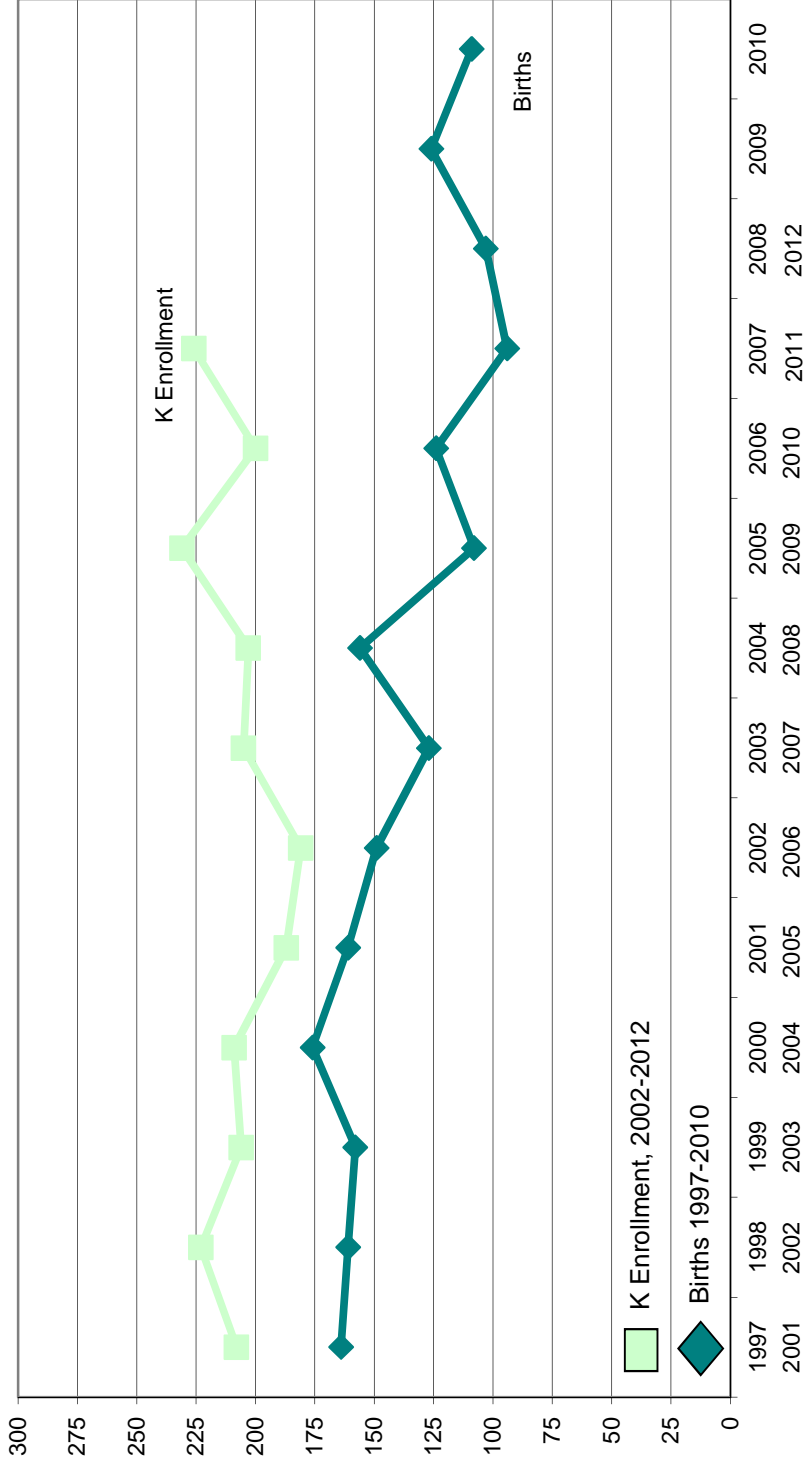


Concord, MA Historical & Projected Enrollment

PK-8, 2002-2022



Concord, MA Birth-to-Kindergarten Relationship



Concord, MA Additional Data

Building Permits Issued		
Year	Single-Family	Multi-Units
2000	24	0
2008	28	2
2009	26	6
2010	43	11
2011	22	0
2012	0	0

Source: HUD and Building Department

Year	Enrollment History	
	Voc-Tech 9-12 Total	Non-Public K-8 Total
2001-02	n/a	206
2008-09	n/a	378
2009-10	n/a	368
2010-11	n/a	340
2011-12	n/a	337
2012-13	n/a	324

Residents in Non-Public Independent and Parochial Schools (Regular Education)														
Enrollments as of Oct. 1	K	1	2	3	4	5	6	7	8	9	10	11	12	K-8 TOTAL
	17	20	17	23	43	38	64	51	51	51	0	0	0	0

K-8 Home-Schooled Students	
2012	10

K-8 Residents "Choiced-out" or in Charter or Magnet Schools	
2012	5

K-8 SpEd Outplaced Students	
2012	33

K-8 Choiced-In, Tuitioned-In, & Other Non- Residents	
2012	0

The above data were used to assist in the preparation of the enrollment projections. If additional demographic work is needed, please contact our office.

CONCORD, MA ELEMENTARY SCHOOLS: SCHOOL-BY-SCHOOL PROJECTIONS

SCHOOL: ALCOTT SCHOOL, CONCORD, MA
DATE: 11/16/2012
HISTORICAL AND PROJECTED ENROLLMENTS

BIRTH YEAR	BIRTHS		SCHOOL YEAR	K	1	2	3	4	5	K-5 TOTAL
2002	149		2007-08	59	64	75	75	77	74	424
2003	127		2008-09	73	61	64	81	77	74	430
2004	156		2009-10	56	75	66	65	76	74	412
2005	108		2010-11	58	65	79	76	59	76	413
2006	124		2011-12	53	62	74	83	79	63	414
2007	94		2012-13	66	62	73	80	89	81	451
2008	103		2013-14	53	69	67	76	82	92	439
2009	126		2014-15	65	56	75	70	78	85	429
2010	109	(prov.)	2015-16	56	68	62	79	71	82	418
2011	111	(est.)	2016-17	57	59	74	65	80	75	410
2012	109	(est.)	2017-18	55	60	64	79	66	85	409
2013	112	(est.)	2018-19	57	59	66	68	81	69	400
2014	113	(est.)	2019-20	58	60	64	70	70	86	408
2015	111	(est.)	2020-21	56	61	66	67	72	74	396
2016	111	(est.)	2021-22	57	60	67	69	69	76	398
2017	111	(est.)	2022-23	57	61	64	71	72	73	398

NESDEC School-By-School

SCHOOL: THOREAU SCHOOL, CONCORD, MA
DATE: 11/16/2012
HISTORICAL AND PROJECTED ENROLLMENTS

BIRTH YEAR	BIRTHS		SCHOOL YEAR	K	1	2	3	4	5	K-5 TOTAL
2002	149		2007-08	59	70	75	86	72	66	428
2003	127		2008-09	74	54	74	76	79	71	428
2004	156		2009-10	72	78	55	80	76	78	439
2005	108		2010-11	77	70	87	55	80	75	444
2006	124		2011-12	73	75	75	85	55	85	448
2007	94		2012-13	84	77	80	76	92	64	473
2008	103		2013-14	70	87	83	84	77	96	497
2009	126		2014-15	85	73	93	87	86	81	505
2010	109	(prov.)	2015-16	74	89	78	98	89	90	518
2011	111	(est.)	2016-17	75	78	96	82	100	93	524
2012	109	(est.)	2017-18	74	79	84	100	83	104	524
2013	112	(est.)	2018-19	76	77	85	87	101	87	513
2014	113	(est.)	2019-20	77	79	83	88	88	105	520
2015	111	(est.)	2020-21	75	80	85	87	89	92	508
2016	111	(est.)	2021-22	75	78	86	89	88	93	509
2017	111	(est.)	2022-23	75	78	84	90	92	92	511

NESDEC School-By-School

SCHOOL: WILLARD SCHOOL, CONCORD, MA
DATE: 11/16/2012
HISTORICAL AND PROJECTED ENROLLMENTS

BIRTH YEAR	BIRTHS		SCHOOL YEAR	K	1	2	3	4	5	K-5 TOTAL
2002	149		2007-08	59	64	60	55	66	57	361
2003	127		2008-09	58	64	64	69	50	70	375
2004	156		2009-10	75	63	63	70	59	52	382
2005	108		2010-11	96	80	63	69	75	64	447
2006	124		2011-12	74	94	87	65	67	75	462
2007	94		2012-13	76	77	103	89	62	72	479
2008	103		2013-14	73	80	83	108	90	66	500
2009	126		2014-15	89	76	87	87	108	95	542
2010	109	(prov.)	2015-16	77	93	81	90	88	113	542
2011	111	(est.)	2016-17	79	80	100	84	91	92	526
2012	109	(est.)	2017-18	77	82	86	104	85	95	529
2013	112	(est.)	2018-19	79	80	88	90	105	89	531
2014	113	(est.)	2019-20	80	83	86	92	91	109	541
2015	111	(est.)	2020-21	79	84	89	90	93	95	530
2016	111	(est.)	2021-22	79	82	90	93	91	97	532
2017	111	(est.)	2022-23	79	82	90	94	91	95	531

Notes: All projections are more reliable for Years #1-5; District projections are more reliable than school-by-school projections, due to the larger numbers; Any differences between Concord's District projections and the sum of these school-by-school projections are due to rounding of fractional numbers; these projections assume that there will be no changes in catchment areas or the method of assigning students to the schools.

CPS and CCRSD Staffing

CPS Personnel Table		
Personnel Numbers	FY2012	FY2013
Teaching Faculty - Full/Part Time	185.20	189.20
% of Faculty at Highest Step	28.90%	32.90%
Administrative Staff - Full/Part Time	10.21	10.21
Staff - Full/Part Time	71.47	71.47
Total Salaries	FY2012	FY2013
Teaching Faculty - Full/Part Time	17,221,832	18,592,452
Administrative Staff - Full/Part Time	1,243,041	1,268,969
Staff - Full/Part Time *	2,615,936	2,616,331
Total Non-Salary Payments (stipends, longevity)	FY2012	FY2013
Teaching Faculty - Full/Part Time	470,567	398,872
Administrative Staff - Full/Part Time	9,754	4,702
Staff - Full/Part Time	94,977	49,321

CCRSD Personnel Table		
Personnel Numbers	FY2012	FY2013
Teaching Faculty - Full/Part Time	107.88	111.62
% of Faculty at Highest Step	41.40%	39.50%
Administrative Staff - Full/Part Time	6.39	6.29
Staff - Full/Part Time	48.28	47.14
Total Salaries	FY2012	FY2013
Teaching Faculty - Full/Part Time	10,795,772	11,422,230
Administrative Staff - Full/Part Time	819,119	834,125
Staff - Full/Part Time *	1,701,630	1,697,487
Total Non-Salary Payments (stipends, longevity)	FY2012	FY2013
Teaching Faculty - Full/Part Time	671,096	652,413
Administrative Staff - Full/Part Time	2,180	2,180
Staff - Full/Part Time	35,404	44,652

Town of Concord Budget's Support of CPS

Concord Public Schools receives funding from the Town of Concord for insurance, pension and school capital project debt service expenses as well as Social Security and Medicare taxes. Total FY13 support of CPS by the Town of Concord was \$8.2 million:

Town of Concord Budget's Support of CPS	FY13 Budget
Police Crossing Guards	\$54,480
Group Insurance for CPS Employees	\$1,848,338
Retirement (Pension) for CPS Employees (non-teaching)	\$701,581
Unemployment and Workers' Compensation	\$100,000
Social Security + Medicare Tax	\$377,000
Debt Service for school capital projects - within levy limit	\$697,221
Debt Service for school capital projects - excluded debt	<u>\$4,503,867</u>
TOTALS	\$8,282,487

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 ADOPTED BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE
 December 11, 2012

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-	FY14 SC Adopted / FINCOM GL Budget 12.11.2012	Changes to Meet SC Adopted / FINCOM GL Budget 12.11.2013
NET OPERATING BUDGET	\$ 21,318,240	\$ 22,374,192	\$ 23,233,274	\$ 23,647,387	\$ 24,271,987	\$ 23,934,508	
OPERATING BUDGET % INCREASE <i>5 Year Operating Average Increase</i>	5.53%	4.95%	3.84%	1.78%	2.64%	1.21%	3.46%
SALARIES	\$ 13,228,658	\$ 13,844,285	\$ 14,380,781	\$ 15,071,039	\$ 15,833,348	\$ 15,833,348	
NON - SALARIES	8,089,582	8,529,907	8,852,493	8,576,348	8,438,639	8,101,160	
DEBT SERVICE AMOUNTS	1,038,831	1,124,235	747,738	643,036	2,419,139	2,419,139	
TOTAL	<u>\$ 22,357,071</u>	<u>\$ 23,498,427</u>	<u>\$ 23,981,012</u>	<u>\$ 24,290,423</u>	<u>\$ 26,691,126</u>	<u>\$ 26,353,647</u>	

OPERATING BUDGET FUNDING IMPACT	\$ 1,055,952	\$ 859,082	\$ 414,113	\$ 624,600	\$ 287,121
BALANCE				(0)	(337,479)

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 ADOPTED BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE
 December 11, 2012

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-	FY14 SC Adopted / FINCOM GL Budget 12.11.2012	Changes to Meet SC Adopted / FINCOM GL Budget 12.11.2013
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SOURCES OF REVENUE

LOCAL SOURCES

ASSESSMENTS \$ 21,346,452 \$ 23,594,945 \$ 23,257,466
 EXCESS & DEFICIENCY 580,000 580,000 580,000
 INVESTMENT INCOME 15,000 15,000 15,000
 MISCELLANEOUS INCOME 5,000 5,000 5,000

STATE SOURCES (DOE)

CHAPTER 70 1,696,884 1,836,274 1,836,274
 REGIONAL TRANSPORTATION AID 256,142 327,264 327,264
 CHARTER TUITION REIMBURSEMENTS 15,673 43,693 43,693

OTHER STATE SOURCES (MSBA)

SBAB REIMBURSEMENT 288,950 288,950 288,950

TOTAL

\$ 24,204,101 \$ 26,691,126 \$ 26,353,647

PROJECTED USES OF REVENUE

SALARIES 15,071,039 \$ 15,833,348 \$ 15,833,348 \$ 0
 NON-SALARIES 8,215,026 \$ 8,138,639 \$ 7,976,160 \$ (162,479)
 DEBT SERVICE 643,036 \$ 2,419,139 \$ 2,419,139 \$ -
 OPEB LIABILITY 275,000 \$ 300,000 \$ 125,000 \$ (175,000)

TOTAL

\$ 24,204,101 \$ 26,691,126 \$ 26,353,647 \$ (337,479)

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 ADOPTED BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE
 December 11, 2012

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-	FY14 SC Adopted / FINCOM GL Budget 12.11.2012	Changes to Meet SC Adopted / FINCOM GL Budget 12.11.2013
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MAJOR ESCALATION/COST DRIVERS

	COST	COST	COST	COST	COST	COST
STEPS						
LANES		\$ 221,850	\$ 221,850	\$ 221,850	\$ 221,850	\$ 221,850
SCALE %		\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
OPEB (\$300,000 Reserve - \$25,000 Net Increase)		\$ 271,178	\$ 271,178	\$ 271,178	\$ 271,178	\$ 271,178
OTHER ESCALATION						
-- Textbooks & Art Consumables			23,327			
-- Capital Outlay			10,000			
-- Sped Transportation & State Assessments			72,037			
-- Tutor/Aide Salary Escalation			101,285			
-- Custodians, Bus Drivers, Maintenance, Clerical - CBU Escalation			44,693			
-- Electricity			10,000			
-- Coaches Salaries			7,744			
-- Special Education S & M			5,914			
			<u>\$ 275,000</u>			
TUITIONS						
RETIREMENT		\$ (471,020)	\$ (471,020)	\$ (471,020)	\$ (471,020)	\$ (471,020)
NATURAL GAS		\$ 71,089	\$ 71,089	\$ 71,089	\$ 71,089	\$ 71,089
TRANSPORTATION		\$ (45,500)	\$ (45,500)	\$ (45,500)	\$ (45,500)	\$ (45,500)
LEGAL		\$ 84,673	\$ 84,673	\$ 84,673	\$ 84,673	\$ 84,673
TECHNOLOGY		\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
INSURANCE (Health & UE)		\$ 177,831	\$ 177,831	\$ 177,831	\$ 177,831	\$ 177,831
		\$ (100,500)	\$ (100,500)	\$ (100,500)	\$ (100,500)	\$ (100,500)
TOTAL		\$ 624,600	\$ 624,600	\$ 624,600	\$ 624,600	\$ 624,600
BUDGET SHORTFALL		\$	\$	\$	\$	\$ 337,479

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
FY2014 ADOPTED BUDGET
CONCORD-CARLISLE SCHOOL COMMITTEE
 December 11, 2012

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 SC Budget	FY13 SC Adopted Budget	FY14 Planning - Operating Budget-	FY14 SC Adopted / FINCOM GL Budget 12.11.2012	Changes to Meet SC Adopted / FINCOM GL Budget 12.11.2013
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REDUCTIONS TO MEET GL

Reduce OPEB							(175,000)
Additional Reduction Health Insurance							(55,408)
Reduce Capital Outlay							(40,000)
Reduce Postage							(5,000)
Reduce Maintenance Supplies & Materials							(5,000)
Reduce Custodial Supplies & Materials							(5,000)
Reduce Contingency							(5,000)
Reduce Water & Sewer							(5,000)
Reduce Maintenance Vehicles							(5,000)
Reduce Equipment							(5,000)
Further Reduce SPED Tuitions							(10,000)
Total Reductions to Meet SC/Fincom Level							(27,071)
							\$ (337,479)

GENERAL FUNDS

TOTAL GENERAL FUND BUDGET LEVELS	22,357,071	23,498,427	23,981,012	24,290,423	26,691,126	26,353,647
- less debt service	1,038,831	1,124,235	747,738	643,036	2,419,139	2,419,139
GENERAL FUND OPERATING BUDGET LEVEL	21,318,240	22,374,192	23,233,274	23,647,387	24,271,987	23,934,508

EXTERNAL FUNDS

FEDERAL GRANTS	617,875	754,197	385,366	378,738	378,738	378,738
STATE GRANTS-METCO	423,620	380,669	386,933	375,290	375,290	375,290
COMMUNITY CHEST	24,000	24,000	15,000	15,000	15,000	15,000
EXTERNAL FUNDS TOTAL	1,065,495	1,158,866	787,299	769,028	769,028	769,028
ALL FUNDS TOTAL	23,422,566	24,657,293	24,768,311	25,059,451	27,460,154	27,122,675
EXTERNAL FUNDS AS % OF GRAND TOTAL	4.5%	4.7%	3.2%	3.1%	2.8%	2.8%

**CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT
 FY2014 SCHOOL COMMITTEE ADOPTED BUDGET
 December 11, 2012**

ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY2012 BALANCE	FY13 PROPOSED BUDGET	FY2013 FTE	FY14 PLANNING BUDGET	FY2014 FTE	FY14 - FY13 CHANGE	FY 14 / FY 13 BUDGET
REGULAR EDUCATION \$	10,700,589 \$	11,192,074 \$	(491,486)	\$ 11,067,037	117.86	11,660,208	117.86	593,171	5.36%
SPECIAL EDUCATION \$	5,525,903 \$	4,677,669 \$	848,234	\$ 5,235,731	36.76	4,836,801	36.76	(398,930)	-7.62%
ADMINISTRATION \$	1,323,231 \$	1,281,963 \$	41,268	\$ 1,335,891	12.50	1,434,327	12.50	98,436	7.37%
OPERATIONS \$	2,936,312 \$	3,490,014 \$	(553,701)	\$ 3,136,861	30.83	3,374,627	30.83	237,766	7.58%
FIXED COSTS \$	3,746,163 \$	3,173,639 \$	572,523	\$ 3,514,903	0.00	5,047,683	0.00	1,532,780	43.61%
TOTAL BUDGET \$	24,232,197 \$	23,815,358 \$	416,839	\$ 24,290,423	197.95	26,353,647	197.95	2,063,224	8.49%
-- Less Debt Service \$	757,156			\$ 643,036		2,419,139			276.21%
OPERATING BUDGET \$	23,475,041			\$ 23,647,387	197.95	23,934,508	197.95	287,121	1.21%

PROGRAM AREA:	ACCOUNT TITLE	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET
PROGRAM AREA 1010:	ART	471,570	542,828	15.1%
PROGRAM AREA 1020:	COMPUTER INSTRUCTION	376,415	460,540	22.3%
PROGRAM AREA 1050:	ENGLISH	1,223,369	1,447,405	18.3%
PROGRAM AREA 1070:	ELL	55,989	27,075	-51.6%
PROGRAM AREA 1080:	FOREIGN LANGUAGES	1,095,295	1,009,619	-7.8%
PROGRAM AREA 1090:	GUIDANCE	834,315	879,188	5.4%
PROGRAM AREA 1100:	HEALTH EDUCATION	3,000	3,000	0.0%
PROGRAM AREA 1110:	HEALTH & FITNESS	513,580	532,129	3.6%
PROGRAM AREA 1120:	LIBRARY & MEDIA SERVICES	186,967	212,648	13.7%
PROGRAM AREA 1130:	INTERDEPARTMENTAL INSTRUCTION	127,712	132,878	4.0%
PROGRAM AREA 1140:	MATHEMATICS	1,449,461	1,507,586	4.0%
PROGRAM AREA 1150:	MUSIC	232,194	245,171	5.6%
PROGRAM AREA 1160:	PROFESSIONAL DEVELOPMENT	187,448	195,012	4.0%
PROGRAM AREA 1180:	SCIENCE	1,415,890	1,550,526	9.5%
PROGRAM AREA 1190:	SOCIAL STUDIES	1,159,979	1,217,565	5.0%
PROGRAM AREA 1200:	SPECIAL EDUCATION	4,777,516	4,361,167	-8.7%
PROGRAM AREA 1210:	SUBSTITUTES	106,638	105,000	-1.5%
PROGRAM AREA 1220:	TECH ED. - APPLIED TECHNOLOGY	8,989	9,304	3.5%
PROGRAM AREA 1240:	CURRICULUM LEADERSHIP	0	0	
PROGRAM AREA 1250:	THEATRE ARTS	52,942	56,261	6.3%
PROGRAM AREA 2300:	ADULT & COMMUNITY EDUCATION	4	4	0.0%
PROGRAM AREA 2310:	ATHLETICS	631,908	633,711	0.3%
PROGRAM AREA 2320:	CENTRAL SUPPLY	0	0	
PROGRAM AREA 2330:	CO-CURRICULAR	268,705	252,050	-6.2%
PROGRAM AREA 2340:	CONTINGENCY	307,750	274,881	-10.7%
PROGRAM AREA 2350:	COPY SERVICE	89,572	91,363	2.0%
PROGRAM AREA 2360:	EQUIPMENT	24,000	14,500	-39.6%
PROGRAM AREA 2370:	FIELD TRIPS	10,000	10,000	0.0%
PROGRAM AREA 2390:	HEALTH SERVICES	115,845	125,789	8.6%
PROGRAM AREA 2400:	PARAPROFESSIONALS	110,000	116,674	6.1%
PROGRAM AREA 2410:	SCHOOL DISTRICT TRAVEL	7,500	7,500	0.0%
PROGRAM AREA 3510:	ADMINISTRATION	674,910	756,020	12.0%
PROGRAM AREA 3520:	PRINCIPALS	648,968	666,294	2.7%
PROGRAM AREA 3530:	SCHOOL COMMITTEE	12,013	12,013	0.0%
PROGRAM AREA 4610:	CAPITAL OUTLAY	90,000	60,000	-33.3%
PROGRAM AREA 4620:	CUSTODIAL SERVICES	564,926	570,578	1.0%
PROGRAM AREA 4630:	INFO. TECH. SERVICES	652,143	788,274	20.9%
PROGRAM AREA 4640:	MAINTENANCE/BUILDINGS&GROUNDS	402,577	394,386	-2.0%
PROGRAM AREA 4650:	MAINTENANCE/EQUIPMENT&VEHICLES	31,975	23,456	-26.6%
PROGRAM AREA 4660:	REGULAR TRANSPORTATION	537,576	731,270	36.0%
PROGRAM AREA 4670:	SPECIAL EDUCATION TRANSPORTATION	458,215	475,634	3.8%
PROGRAM AREA 4680:	UTILITIES/HEATING OF BUILDINGS	291,812	237,812	-18.5%
PROGRAM AREA 4690:	UTILITIES/OTHER	565,852	568,852	0.5%
PROGRAM AREA 5800:	DEBT SERVICE	646,636	2,422,739	274.7%
PROGRAM AREA 5810:	INSURANCE	2,266,909	1,936,000	-14.6%
PROGRAM AREA 5820:	RETIREMENT	473,533	511,119	7.9%
PROGRAM AREA 5830:	ASSESSMENTS	40,000	95,000	137.5%
PROGRAM AREA 5840:	OTHER FIXED COSTS	87,825	82,825	-5.7%
	Grand Total	24,290,423	26,353,647	8.49%
	--less Debt Service	643,036	2,419,139	
	Total Operating Budget	23,647,387	23,934,508	1.21%

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1010: ART		450,435	447,691	471,570	542,828	15.1%	CCHS Art Program: 4.75 FTE Art Teachers 1 FTE Photography Teacher Art materials, supplies, and equipment
	201.2305.110.370.1.1010.20101.1 Art Teaching Salary	436,690	415,543	457,602	510,953	11.7%	
	201.2110.120.370.1.1010.20102.1 Art Clerical Salary	-	0	-	-		
	201.2110.110.370.1.1010.20103.1 Art Dept. Chair	1,286	0	1,348	-	0.0%	
	201.2305.110.370.1.1010.20104.1 Art Longevity	3,368	7,314	3,530	6,495	84.0%	
		441,344	422,857	462,480	517,448	11.9%	
	201.2430.250.370.1.1010.20151.1 Art Teaching S/M	7,474	19,545	7,474	19,545	161.5%	
	201.2410.260.370.1.1010.20152.1 Art Textbooks	190	126	190	190	0.0%	
	201.2420.240.370.1.1010.20153.1 Art Maintenance Contracts	146	0	146	146	0.0%	
	201.7300.260.370.1.1010.20154.1 Art New Equipment	397	1,351	397	1,500	277.8%	
	201.7400.260.370.1.1010.20155.1 Art Replacement Equipment	883	3,812	883	4,000	353.0%	
		9,090	24,834	9,090	25,381	179.2%	
Total Program		450,435	447,691	471,570	542,828	15.1%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1020: COMPUTER INSTRUCTION		227,213	878,921	376,415	460,540	22.3%	CCHS Computer Instruction Program: 1 FTE Technology Specialist Computer hardware and software FY13 to FY14 Programmatic change: Increase computer hardware and software, increase supplies and maintenance.
201.1450.130.370.1.1020.20201.1	Instr. Tech. Spec. Salary	87,738	91,932	91,940	102,540	11.5%	
201.2305.110.370.1.1020.20202.1	Comp. Instr. Teaching Salary	-	0	-	-		
		87,738	91,932	91,940	102,540	11.5%	
201.2430.250.370.1.1020.20251.1	Computer Instr. S/M	6,391	27,942	6,391	22,000	244.2%	
201.2451.250.370.1.1020.20252.1	Computer Software	18,124	65,562	18,124	36,000	98.6%	
201.2451.250.370.1.1020.20253.1	Computer Hardware	114,960	693,485	259,960	300,000	15.4%	
		139,475	786,989	284,475	358,000	25.8%	
Total Program		227,213	878,921	376,415	460,540	22.3%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1050: ENGLISH		1,163,981	1,204,634	1,223,369	1,447,405	18.3%	
201.2305.110.370.1.1050.20501.1	English Teaching Salary	1,081,027	1,118,107	1,132,797	1,360,886	20.1%	CCHS English Program: 15.31 FTE English teachers .5 FTE English Department Chair English textbooks, materials, and supplies
201.2220.110.370.1.1050.20502.1	English Dept. Chair	59,752	60,209	68,000	55,609	-18.2%	
201.2305.110.370.1.1050.20503.1	English Longevity	12,630	10,022	12,000	14,614	21.8%	
		1,153,409	1,188,338	1,212,797	1,431,109	18.0%	
201.2430.250.370.1.1050.20551.1	English Teaching S/M	6,017	7,496	6,017	7,496	24.6%	
201.2410.260.370.1.1050.20552.1	English Textbooks	4,555	8,801	4,555	8,801	93.2%	
		10,573	16,297	10,572	16,297	54.2%	
Total Program		1,163,981	1,204,634	1,223,369	1,447,405	18.3%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1070: ELL		53,487	49,936	55,989	27,075	-51.6%	CCHS English Language Learner program: .25 FTE ELL teacher for 15 ELL students ELL materials and supplies
201.2305.110.370.1.1070.20701.1	ELL Teaching Salary	52,261	49,718	54,764	26,857	-51.0%	
201.2330.130.370.1.1070.20702.1	ELL Tutor Salary	-	0	-	-	-51.0%	
		52,261	49,718	54,764	26,857	-51.0%	
201.2430.250.370.1.1070.20751.1	ELL S/M	1,225	219	1,225	219	-82.1%	
		1,225	219	1,225	219	-82.1%	
Total Program		53,487	49,936	55,989	27,075	-51.6%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1080: FOREIGN LANGUAGES		1,048,998	1,081,664	1,095,295	1,009,619	-7.8%	
	201.2305.110.370.1.1080.20801.1 For. Language Teaching Salary	959,660	935,206	1,005,617	913,329	-9.2%	CCHS Foreign Language program:
	201.2220.110.370.1.1080.20802.1 Foreign Lang. Dept. Chair	58,585	54,897	61,391	59,956	-2.3%	5 FTE Spanish teachers
	201.2305.110.370.1.1080.20803.1 Foreign Lang. Longevity	11,965	7,708	9,500	6,495	-31.6%	3 FTE French teachers
		1,030,211	997,811	1,076,508	979,780	-9.0%	2 FTE Latin teachers
	201.2430.250.370.1.1080.20851.1 For. Language Teaching S/M	4,887	6,339	4,887	6,339	29.7%	
	201.2410.260.370.1.1080.20852.1 Foreign Language Textbooks	5,400	69,533	5,400	15,000	177.8%	1 FTE Mandarin Chinese teacher
	201.2420.240.370.1.1080.20853.1 For. Language Maint. Contracts	8,500	7,980	8,500	8,500	0.0%	
		18,787	83,853	18,787	29,839	58.8%	.5 Department Chair
							FL textbooks, materials, and supplies
Total Program		1,048,998	1,081,664	1,095,295	1,009,619	-7.8%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1090: GUIDANCE		789,398	809,366	834,315	879,188	5.4%	CCHS Guidance program: 6 FTE Guidance Counselors 1.9 FTE School Adjustment Counselors 2 FTE Guidance Secretaries .5 Department Chair Guidance materials and supplies
201.2710.110.370.1.1090.20901.1	Guidance Professional Salary	559,434	654,676	601,224	695,722	15.7%	
201.2710.110.370.1.1090.20902.1	Career Ed. Coordinator Salary	39,958	0	41,871	-	-100.0%	
201.2440.130.370.1.1090.20903.1	Guidance Home Tutor Salary	7,464	14,366	7,821	12,000	53.4%	
201.2710.120.370.1.1090.20904.1	Career Ed. Assistant Salary	-	0	-	-		
201.2710.110.370.1.1090.20905.1	Registrar Salary	4,256	0	4,460	-	-100.0%	
201.2710.120.370.1.1090.20906.1	Guidance Clerical Salary	86,221	82,949	105,350	94,642	-10.2%	
201.2710.110.370.1.1090.20907.1	Guidance Dept. Chair	58,336	42,961	45,110	50,008	10.9%	
201.2710.110.370.1.1090.20908.1	Guidance Longevity	7,580	4,624	7,943	4,871	-38.7%	
		763,247	799,576	813,779	857,243	5.3%	
201.2710.250.370.1.1090.20951.1	Guidance S/M	4,562	3,394	4,562	4,562	0.0%	
201.2720.250.370.1.1090.20952.1	Guidance Testing S/M	860	0	860	860	0.0%	
201.2710.250.370.1.1090.20953.1	Career Ed. S/M	188	1,098	188	1,200	538.3%	
201.2710.260.370.1.1090.20954.1	Guidance Publications	1,103	996	1,103	1,103	0.0%	
201.2710.260.370.1.1090.20955.1	Career Ed. Computer Software	1,103	1,466	1,103	1,500	36.0%	
201.2710.240.370.1.1090.20956.1	ELL Consultant	0	0	-	0		
201.2710.260.370.1.1090.20957.1	Guidance College Visits	220	0	220	220	0.0%	
201.2710.240.370.1.1090.20958.1	Guidance Contractual	18,113	2,836	12,500	12,500	0.0%	
		26,150	9,789	20,536	21,945	6.9%	
Total Program		789,398	809,366	834,315	879,188	5.4%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1100: HEALTH EDUCATION		2,175	2,311	3,000	3,000	0.0%	CCHS Health Education program: Health materials and supplies
	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	0		
	201.2110.250.370.1.1100.21051.1 Health Ed. S/M	2,175	2,311	3,000	3,000	0.0%	
		2,175	2,311	3,000	3,000	0.0%	
Total Program		2,175	2,311	3,000	3,000	0.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1110: HEALTH & FITNESS		490,431	484,619	513,580	532,129	3.6%	
	201.2305.110.370.1.1110.21101.1 Health & Fitness Teaching Salary	411,973	405,260	431,702	448,361	3.9%	
	201.2220.110.370.1.1110.21102.1 Hlth. & Fitness Dept. Chair	57,932	56,655	60,706	59,667	-1.7%	5 FTE Health and PE teachers
	201.2305.110.370.1.1110.21103.1 Hlth. & Fitness Longevity	13,473	12,334	14,118	13,802	-2.2%	.5 Department Chair
		483,378	474,248	506,526	521,830	3.0%	
	201.2430.250.370.1.1110.21151.1 Health & Fitness S/M	4,399	4,429	4,399	4,399	0.0%	Health and PE equipment , materials, and supplies
	201.2420.260.370.1.1110.21152.1 Hlth. & Fitness Replacement Equipment	1,743	3,364	1,743	3,400	95.1%	
	201.2410.260.370.1.1110.21153.1 Health Textbooks	912	2,578	912	2,500	174.1%	
		7,054	10,371	7,054	10,299	46.0%	
Total Program		490,431	484,619	513,580	532,129	3.6%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1120: LIBRARY & MEDIA SERVICES		198,977	196,836	186,967	212,648	13.7%	CCHS Library/Media program:
201.2110.110.370.1.1120.21201.1	Library/Media Coord. Salary	-	0	-	-		
201.2340.110.370.1.1120.21202.1	CCHS Librarian Salary	77,917	80,172	81,648	89,422	9.5%	1 FTE Library Media Specialist
201.2110.120.370.1.1120.21203.1	Library/Media Clerical Salary	-	305	-	-		
201.2340.130.370.1.1120.21204.1	Library Aides Salary	94,741	83,609	75,000	88,557	18.1%	1 FTE Library /Media Technician
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	-	-		2 FTE Library/Media Assistants
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	-	-		
		172,658	164,086	156,648	177,979	13.6%	Library/Media technology, equipment, materials, and supplies
201.2110.250.370.9.1120.21251.1	Library/Media Office S/M	220	419	220	419	90.4%	
201.2415.250.370.9.1120.21252.1	Library S/M	1,324	437	1,324	1,324	0.0%	
201.2415.250.370.9.1120.21253.1	Library/Media Software S/M	1,236	0	1,236	1,236	0.0%	
201.2415.250.370.9.1120.21254.1	Library/Media Audio-Visual S/M	883	314	883	883	0.0%	
201.2415.250.370.9.1120.21255.1	Media Repair S/M	442	9,304	442	4,200	850.2%	
201.2415.260.370.1.1120.21256.1	Library Books	4,636	10,159	4,636	6,000	29.4%	
201.2415.240.370.9.1120.21257.1	Media AV Maintenance Contracts	971	0	971	0	-100.0%	
201.2453.260.370.1.1120.21258.1	CCHS On-Line Search	4,105	3,758	4,105	4,105	0.0%	
201.2415.260.370.9.1120.21259.1	Database Subscriptions/Film Rental	5,000	8,181	9,000	9,000	0.0%	
201.2415.260.370.9.1120.21260.1	Library/Media Professional Ref.	1,324	0	1,324	1,324	0.0%	
201.7300.260.370.9.1120.21261.1	Library/Media New Equipment	3,089	0	3,089	3,089	0.0%	
201.7400.260.370.9.1120.21262.1	Library/media Replacement Equip.	3,089	178	3,089	3,089	0.0%	
		26,319	32,750	30,319	34,669	14.3%	
Total Program		198,977	196,836	186,967	212,648	13.7%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1130: INTERDEPARTMENTAL INSTRUCTION		122,561	110,874	127,712	132,878	4.0%	CCHS Interdepartmental Instruction program: 1 FTE School Adjustment Counselor for the Planning Room .25 FTE VHS Coordinator Virtual High School Membership fee for online coursework
201.2315.110.370.1.1130.21301.1	Instr: Senior Project Advisor Salary	23,285	17,410	24,400	20,000	-18.0%	
201.2315.110.370.1.1130.21302.1	Planning Room Supervisor	84,276	86,714	88,312	97,428	10.3%	
201.2310.110.900.1.1130.21303.1	MCAS Remedial Instr.	0	0	-	0		
201.2440.240.370.1.1130.21351.1	Virtual H.S. Membership Fee	15,000	6,750	15,000	15,450	3.0%	
201.2430.250.900.1.1130.21352.1	MCAS Remedial S/M	0	0	-	0		
Total Program		122,561	110,874	127,712	132,878	4.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1140: MATHEMATICS		1,383,754	1,351,022	1,449,461	1,507,586	4.0%	<div style="border: 1px solid black; padding: 5px;"> CCHS Mathematics Program: 15.5 FTE Teachers .5 Department Chair Math textbooks, materials, and supplies </div>
	201.2305.110.370.1.1140.21401.1 Mathematics Teaching Salary	1,299,082	1,263,927	1,361,294	1,425,129	4.7%	
	201.2220.110.370.1.1140.21402.1 Mathematics Dept. Chair	58,337	54,728	61,130	51,142	-16.3%	
	201.2305.110.370.1.1140.21403.1 Mathematics Longevity	14,669	23,585	15,371	19,648	27.8%	
		1,372,088	1,342,240	1,437,795	1,495,920	4.0%	
	201.2430.250.370.1.1140.21451.1 Mathematics S/M	6,305	7,601	6,305	6,305	0.0%	
	201.2410.260.370.1.1140.21452.1 Mathematics Textbooks	5,361	1,182	5,361	5,361	0.0%	
		11,667	8,782	11,666	11,666	0.0%	
Total Program		1,383,754	1,351,022	1,449,461	1,507,586	4.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1150: MUSIC		222,799	223,013	232,194	245,171	5.6%	<div style="border: 1px solid black; padding: 5px;"> CCHS Music program: 2.5 FTE Music teachers Music materials, supplies, and equipment </div>
201.2305.110.370.1.1150.21501.1	Music Teaching Salary	187,515	179,927	196,495	211,208	7.5%	
201.2110.120.370.1.1150.21502.1	Music Clerical Salary	-	0	-	-		
201.2440.130.370.1.1150.21503.1	Music Field Trip Salary	741	3,630	776	3,630	367.8%	
201.2110.110.370.1.1150.21504.1	Music Dept. Chair	-	0	-	-		
201.2305.110.370.1.1150.21505.1	Music Longevity	4,210	4,625	4,590		-100.0%	
		192,466	188,182	201,861	214,838	6.4%	
201.2430.250.370.1.1150.21551.1	Music S/M	3,547	2,616	3,547	3,547	0.0%	
201.2440.260.370.1.1150.21552.1	Music Registration Fees	574	1,800	574	574	0.0%	
201.2420.240.370.1.1150.21553.1	Music Maintenance Contracts	971	0	971	971	0.0%	
201.2410.260.370.1.1150.21554.1	Sheet Music	3,180	371	3,180	3,180	0.0%	
201.7300.260.370.1.1150.21555.1	Music New Equipment	3,310	18,731	3,310	3,310	0.0%	
201.7400.260.370.1.1150.21556.1	Music Replacement Equipment	5,296	600	5,296	5,296	0.0%	
201.2440.260.900.1.1150.21557.1	Music Accompanist	13,455	10,713	13,455	13,455	0.0%	
		30,333	34,831	30,333	30,333	0.0%	
Total Program		222,799	223,013	232,194	245,171	5.6%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT		117,086	194,958	187,448	195,012	4.0%	CCHS Professional Development program:
201.2351.110.370.9.1160.21601.1	Prof. Dev. Director Salary	-	0	-	-		
201.2353.110.370.9.1160.21602.1	Curr. Dev. Stipends	15,791	34,570	16,548	36,260	119.1%	Professional development, workshops, conferences for teachers
201.2353.110.370.9.1160.21603.1	Staff Development/Pupil	8,367	14,150	8,768	14,842	69.3%	
201.2355.130.370.9.1160.21604.1	Professional Dev. Substitute Salary	21,340	25,300	22,362	26,537	18.7%	Stipends for summer curriculum development work
201.2353.110.370.9.1160.21605.1	Professional Sabbatical Salary	-	0	-	-		
201.2357.110.370.9.1160.21607.1	Staff Dev. Developer Salary	-	0	-	-		
201.2353.110.370.9.1160.21608.1	Staff Dev. Professional Salary	4,852	3,800	20,000	5,000	-75.0%	Stipends for mentoring new teachers in the Professional Induction Program
201.2357.110.370.9.1160.21609.1	Staff Dev. Tuition Reimbursement	30,200	10,915	30,200	30,200	0.0%	
201.2357.110.370.9.1160.21610.1	Staff Dev. Mentoring	13,681	6,617	14,336	6,940	-51.6%	University coursework reimbursement
201.2353.120.370.9.1160.21611.1	Curr. Dev. Summer Clerical Salary	-	0	-	-		
201.2353.110.370.9.1160.21612.1	Dept Chair Training Reimbursement	-	0	-	-		Memberships for professional development providers, Teachers As Scholars, Primary Source
		94,231	95,352	112,214	119,778	6.7%	
201.2357.250.370.9.1160.21651.1	Curr. Dev. S/M	0	146	-	0		
201.2357.250.370.9.1160.21652.1	Staff Dev. S/M	827	508	827	827	0.0%	
201.2357.250.370.9.1160.21653.1	Dimensions S/M	1,155	0	1,155	1,155	0.0%	
201.2357.260.370.9.1160.21654.1	Staff Dev. Student Support	752	6,109	752	752	0.0%	
201.2357.260.370.9.1160.21655.1	Staff Dev. Conferences	2,546	6,968	8,000	8,000	0.0%	
201.2357.240.370.9.1160.21656.1	Staff Dev. Contracted Services	1,894	49,953	35,000	35,000	0.0%	
201.2353.260.370.9.1160.21659.1	Alt. Sabbatical Prof. Dev.	0	0	-	0		
201.2357.260.370.9.1160.21660.1	District Prof. Dev. Memberships	3,183	14,500	7,500	7,500	0.0%	
201.2357.260.370.9.1160.21661.1	District Memberships	12,498	21,422	22,000	22,000	0.0%	
		22,855	99,606	75,234	75,234	0.0%	
Total Program		117,086	194,958	187,448	195,012	4.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1180: SCIENCE		1,349,787	1,443,774	1,415,890	1,550,526	9.5%	<div style="border: 1px solid black; padding: 5px;"> CCHS Science Program: 14.75 FTE Biology, Chemistry, and Physics teachers .75 Engineering teacher .5 Department Chair Science textbooks, materials, supplies, and equipment </div>
201.2305.110.370.1.1180.21801.1	Science Teaching Salary	1,267,352	1,309,214	1,328,044	1,447,830	9.0%	
201.2220.110.370.1.1180.21802.1	Science Dept. Chair	51,320	53,782	53,777	58,189	8.2%	
201.2305.110.370.1.1180.21803.1	Science Longevity	3,370	8,480	6,120	12,990	112.3%	
201.2315.110.370.1.1180.21804.1	Chemical Hygiene Coord.	4,268	0	4,472	4,472	0.0%	
		1,326,309	1,371,476	1,392,413	1,523,481	9.4%	
201.2430.250.370.1.1180.21851.1	Science S/M	11,214	30,689	11,214	12,000	7.0%	
201.2410.260.370.1.1180.21852.1	Science Textbooks	6,880	4,075	6,880	4,075	-40.8%	
201.2420.240.370.1.1180.21853.1	Science Maintenance Contracts	485	450	485	485	0.0%	
201.2420.260.370.1.1180.21854.1	Science Toxic Waste Disposal	485	0	485	485	0.0%	
201.2420.260.370.1.1180.21855.1	Science Equipment	4,413	37,085	4,413	10,000	126.6%	
		23,478	72,299	23,477	27,045	15.2%	
Total Program		1,349,787	1,443,774	1,415,890	1,550,526	9.5%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1190: SOCIAL STUDIES		1,107,585	1,118,101	1,159,979	1,217,565	5.0%	Social Studies program:
201.2305.110.370.1.1190.21901.1	Social Studies Teaching Salary	1,010,773	1,032,239	1,059,178	1,121,294	5.9%	13.25 FTE Social Studies teachers
201.2220.110.370.1.1190.21902.1	Soc. Studies Dept. Chair	60,859	53,186	63,774	56,015	-12.2%	.5 FTE Department Chair
201.2305.110.370.1.1190.21903.1	Soc. Studies Longevity	22,423	12,334	23,497	25,014	6.5%	
		1,094,055	1,097,759	1,146,449	1,202,323	4.9%	
201.2430.250.370.1.1190.21951.1	Social Studies S/M	6,259	7,074	6,259	7,074	13.0%	Social studies textbooks, materials, and supplies
201.2410.260.370.1.1190.21952.1	Social Studies Textbooks	6,168	11,268	6,168	6,168	0.0%	
201.2440.260.370.1.1190.21953.1	Social Studies Collaborative	1,103	2,000	1,103	2,000	81.3%	Membership fee in SS collaborative
		13,530	20,342	13,530	15,242	12.7%	
Total Program		1,107,585	1,118,101	1,159,979	1,217,565	5.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1200: SPECIAL EDUCATION		4,975,147	4,150,636	4,777,516	4,361,167	-8.7%	CCHS Special Education program: Serving 174 special education students in district and 43 special education students in out of district (OOD) placements 23.2 FTE Special Education tutors 4 FTE Special Education Director 1 FTE Secretary .5 FTE Department chair 2.25 FTE School Psychologists 1 FTE Speech/Language Pathologist 8.41 FTE Special Education teachers Special education materials and supplies Non public tuitions for OOD placements CASE collaborative tuitions for OOD placements FY13 to FY14 Programmatic change: Reduce OOD placements
201.2110.110.370.2.1200.22001.1	SPED Director Salary	50,191	53,560	56,227	57,512	2.3%	
201.2305.110.370.2.1200.22002.1	SPED Teaching Salary	618,975	630,067	663,617	704,445	6.2%	
201.2330.130.370.2.1200.22003.1	SPED Tutor Salary	718,183	757,087	800,439	870,864	8.8%	
201.2440.130.370.2.1200.22004.1	SPED Home Tutor Salary	16,601	120	14,000	14,280	2.0%	
201.2305.110.370.2.1200.22005.1	SPED Alt. Ed. Regular Teaching Salary	24,308	17,777	20,000	19,205	-4.0%	
201.2800.110.370.2.1200.22006.1	SPED H.S. Psych. Salary	141,494	201,526	189,484	181,944	-4.0%	
201.2330.130.370.2.1200.22007.1	SPED Aides Salary	-	0	-	-	-	
201.2110.120.370.2.1200.22008.1	SPED Clerical Salary	46,716	39,277	48,953	47,283	-3.4%	
201.2305.110.370.2.1200.22009.1	Pathways Summer Program Sal.	22,790	17,802	27,000	27,000	0.0%	
201.2320.110.370.2.1200.22010.1	H.S. S/L Pathologist	86,436	92,498	90,575	99,930	10.3%	
201.2220.110.370.2.1200.22011.1	Special Ed. Dept. Chair	60,859	59,439	63,774	62,599	-1.8%	
201.2305.110.370.2.1200.22012.1	Special Ed. Longevity	6,736	10,793	9,250	14,614	58.0%	
201.2110.110.370.2.1200.22013.1	Special Ed. Addtl. Comp.	-	0	-	-	-	
		1,793,290	1,879,947	1,983,319	2,099,676	5.9%	
201.2110.250.370.2.1200.22051.1	SPED Supervision S/M	1,865	2,591	1,865	2,591	38.9%	
201.2430.250.370.2.1200.22052.1	SPED Teaching S/M	1,339	4,246	1,339	4,246	217.1%	
201.2720.250.370.2.1200.22053.1	SPED Testing S/M	2,507	4,787	2,507	4,787	91.0%	
201.2430.250.370.2.1200.22054.1	SPED Alternative Ed. S/M	1,394	865	1,394	865	-37.9%	
201.2320.240.370.2.1200.22055.1	SPED Contracted Services	92,101	31,364	75,000	35,000	-53.3%	
201.2440.240.370.2.1200.22056.1	SPED Evaluation Services	8,186	8,250	15,000	15,000	0.0%	
201.2440.260.370.2.1200.22057.1	SPED Non-District Travel	0	0	-	0	-	
201.2451.260.370.2.1200.22058.1	SPED Computer Software	0	0	-	0	-	
201.9100.260.370.2.1200.22059.1	SPED Massachusetts Tuitions	327,525	128,453	227,525	80,262	-64.7%	
201.9200.260.370.2.1200.22060.1	SPED Out-of-State Tuitions	173,648	114,225	173,648	80,225	-53.8%	
201.9300.260.370.2.1200.22061.1	SPED Non-Public Tuitions	2,445,954	1,032,190	2,040,637	1,783,232	-12.6%	
201.9400.260.370.2.1200.22062.1	SPED Collaborative Tuitions	115,000	99,014	240,932	240,932	0.0%	
201.7300.260.370.2.1200.22063.1	SPED New Equipment	10,350	100,786	10,350	10,350	0.0%	
201.2440.260.370.2.1200.22064.1	SPED Assistive Technology	0	0	-	0	-	
201.2430.250.370.2.1200.22065.1	Pathways Program S/M	1,471	1,951	3,500	3,500	0.0%	
201.2110.260.370.2.1200.22066.1	SPED Director Travel	0	0	-	0	-	
201.2410.260.370.2.1200.22067.1	SPED Equipment Repair	518	848	500	500	0.0%	
201.9400.260.370.2.1200.22068.1	Collaborative Pre-Paid Tuition	0	741,118	-	0	-	
		3,181,857	2,270,690	2,794,197	2,261,491	-19.1%	
Total Program		4,975,147	4,150,636	4,777,516	4,361,167	-8.7%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1210: SUBSTITUTES							
	201.2325.130.370.1.1210.22101.1 Substitute Caller Salary	106,426	87,562	106,638	105,000	-1.5%	CCHS Substitute program: Substitute teachers @\$100 per day
		2,000	0	2,000	-	-100.0%	
	201.2325.130.370.1.1210.22102.1 Substitute Salary	100,000	82,887	100,000	100,000	0.0%	
	201.2325.130.370.2.1210.22103.1 Substitute SPED Salary	4,426	4,675	4,638	5,000	7.8%	
		106,426	87,562	106,638	105,000	-1.5%	
Total Program		106,426	87,562	106,638	105,000	-1.5%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1220: TECH ED. - APPLIED TECHNOLOGY		3,564	11,319	8,989	9,304	3.5%	CCHS Applied Technology program: Materials and supplies for technology
201.2305.110.370.1.1220.22201.1	Tech. Ed./Applied Tech. Teaching Salary	-	0	-	-		
201.2305.110.370.1.1220.22202.1	Applied Tech. Longevity	-	0	-	-		
		0	0	0	0		
201.2430.250.370.1.1220.22251.1	Applied Tech. Teaching S/M	2,074	9,705	7,500	7,500	0.0%	
201.2410.260.370.1.1220.22252.1	Applied Tech. Textbooks	474	290	474	474	0.0%	
201.2420.240.370.1.1220.22253.1	Applied Tech. Maint. Contracts	0	0	-	0		
201.7300.260.370.1.1220.22254.1	Appl. Tech. New Equipment	1,015	1,009	1,015	1,015	0.0%	
201.2440.260.370.1.1220.22255.1	Applied Tech. YTE Contr. Serv.	0	315	-	315		
		3,564	11,319	8,989	9,304	3.5%	
Total Program		3,564	11,319	8,989	9,304	3.5%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET
PROGRAM AREA 1240: CURRICULUM LEADERSHIP		0	0	0	0	
	201.2110.110.370.2.1240.22401.1 Special Ed. Coord. Salary	0	0	-	0	0.0%
	201.2110.110.370.1.1240.22402.1 Info. Tech. Coord. Salary	0	0	-	0	0.0%
	201.2315.110.370.1.1240.22403.1 K-12 For. Lang. Curr. Chair	0	0	-	0	0.0%
	201.2315.110.370.1.1240.22404.1 K-12 Soc. Studies Curr. Chair	0	0	-	0	0.0%
	201.2315.110.370.1.1240.22405.1 K-12 Library/Media Curr. Chair	0	0	-	0	0.0%
		0	0	0	0	0.0%
Total Program		0	0	0	0	



PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 1250: THEATRE ARTS							
	201.2305.110.370.1.1250.22501.1 Theatre Arts Teaching Salary	49,953	31,030	52,346	55,665	6.3%	CCHS Theater Arts program: .25 FTE Drama teacher Drama materials and supplies
	201.2430.250.370.1.1250.22551.1 Theatre Arts Tch. S/M	569	0	596	596	0.0%	
		50,522	31,030	52,942	56,261	6.3%	
Total Program		50,522	31,030	52,942	56,261	6.3%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 2300: ADULT & COMMUNITY EDUCATION							
	201.2110.110.500.6.2300.23001.1 Adult Ed. Director Salary	2	0	2	2	0.0%	Cost recovery program
	201.2110.120.500.6.2300.23002.1 Adult Ed. Clerical Salary	2	0	2	2	0.0%	
		4	0	4	4	0.0%	
Total Program		4	0	4	4	0.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 2310: ATHLETICS		564,428	608,667	631,908	633,711	0.3%	CCHS Athletics program: .9 FTE Athletic Director 1 FTE Athletic Trainer Stipends for coaches for 51 sports teams Salaries for transportation staff Insurance, officials, and facilities rental
201.3510.110.370.9.2310.23101.1	Athletics Director Salary	100,050	97,583	103,051	104,783	1.7%	
201.3510.110.370.9.2310.23102.1	Coaches Salary	302,757	347,848	352,256	355,000	0.8%	
201.3510.110.370.9.2310.23103.1	Trainers Salary	37,345	39,339	38,465	41,011	6.6%	
201.3510.110.370.9.2310.23104.1	Intramural Stipends	3,635	0	3,809	-	-100.0%	
201.3510.130.370.9.2310.23105.1	Athletics Drivers Salary	62,008	70,804	75,000	75,000	0.0%	
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	-	-		
		505,795	555,574	572,581	575,794	0.6%	
201.3510.260.370.9.2310.23151.1	Athletic Insurance	4,554	3,144	4,554	3,144	-31.0%	
201.3510.260.370.9.2310.23152.1	Officials	33,572	30,750	32,500	32,500	0.0%	
201.3510.260.370.9.2310.23153.1	Facilities Rental	20,233	18,700	22,000	22,000	0.0%	
201.3510.240.370.9.2310.23154.1	Contracted Service	273	499	273	273	0.0%	
		58,633	53,093	59,327	57,917	-2.4%	
Total Program		564,428	608,667	631,908	633,711	0.3%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET
PROGRAM AREA 2320: CENTRAL SUPPLY						
	201.2430.250.370.1.2320.23251.1 Central Supply S/M	0	5,958	0	0	
		0	5,958	-	0	
		0	5,958	0	0	
Total Program		0	5,958	0	0	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 2330: CO-CURRICULAR		209,915	286,383	268,705	252,050	-6.2%	<div style="border: 1px solid black; padding: 5px;"> CCHS Co-Curricular program: Stipends for teacher advisors for 37 co-curricular activities 1 FTE Radio Station Manager .25 FTE Radio Station Assistant Materials and supplies </div>
201.3520.110.370.9.2330.23301.1	Co-Curricular Professional Salary	127,036	181,713	182,000	165,806	-8.9%	
201.3520.130.370.9.2330.23302.1	Radio Station Mgr. Salary	65,620	63,748	67,589	67,128	-0.7%	
201.3520.130.370.9.2330.23303.1	Radio Station Staff Assistants	13,462	5,885	13,866	13,866	0.0%	
		206,118	251,347	263,455	246,800	-6.3%	
201.3520.250.370.9.2330.23351.1	Co-Curricular SIM	2,031	2,931	2,500	2,500	0.0%	
201.3520.260.370.9.2330.23352.1	Co-Curricular Fees	1,766	32,106	2,750	2,750	0.0%	
		3,796	35,037	5,250	5,250	0.0%	
Total Program		209,915	286,383	268,705	252,050	-6.2%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 2340: CONTINGENCY		723,313	120,299	307,750	274,881	-10.7%	CCHS Contingency: Contractual salaries for teachers FY13 to FY14 Programmatic change: Reduce contingency
201.5100.110.370.1.2340.23401.1	Sick Leave - Instructional	303,796	120,298	130,000	102,131	-21.4%	
201.2305.110.370.1.2340.23402.1	Professional Contingency	356,767	0	115,000	110,000	-4.3%	
201.5100.110.370.1.2340.23403.1	Early Retirement Incentive	-	0	-	-		
201.2305.110.370.1.2340.23404.1	Negotiation Funds - Contracts	30,000	1	30,000	30,000	0.0%	
201.1230.120.370.9.2340.23405.1	Neg. Funds - Non-Bargaining	32,750	0	32,750	32,750	0.0%	
Total Program		723,313	120,299	307,750	274,881	-10.7%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 2350: COPY SERVICE		88,592	53,250	89,572	91,363	2.0%	
201.2330.130.370.1.2350.23501.1	Copy Service Operator Salary	19,169	18,436	19,744	20,583	4.2%	
201.2330.130.370.1.2350.23502.1	Copy Serv. Transportation Salary	13,445	10,900	13,849	14,438	4.3%	.4 FTE Copy Service Worker
		32,614	29,336	33,593	35,021	4.3%	.4 FTE Mail Courier
201.2430.250.370.1.2350.23551.1	Copy Service S/M	6,699	8,936	6,699	8,936	33.4%	
201.2420.240.370.1.2350.23552.1	Canon IR105 Copier Maint./Purchase	45,563	14,258	45,563	43,556	-4.4%	Copy service equipment, materials, and supplies
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	3,717	720	3,717	3,850	3.6%	
		55,978	23,914	55,979	56,342	0.6%	
Total Program		88,592	53,250	89,572	91,363	2.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 2360: EQUIPMENT		6,210	181,221	24,000	14,500	-39.6%	<div style="border: 1px solid black; padding: 5px;"> CCHS Equipment program: Replace equipment at CCHS- ex. Bubblers filling stations, shelving units FY13 to FY14 Programmatic change: Reduce equipment </div>
	201.7300.260.370.1.2360.23651.1 CCHS New Equipment	2,070	178,363	6,000	3,500	-41.7%	
	201.7400.260.370.1.2360.23652.1 CCHS Replacement Equipment	2,070	2,858	6,000	3,500	-41.7%	
	201.7400.260.370.1.2360.23653.1 CCHS Classroom Equipment	2,070	0	6,000	3,500	-41.7%	
	201.7400.260.910.9.2360.23654.1 Ripley Equipment	0	0	6,000	4,000	-39.6%	
Total Program		6,210	181,221	24,000	14,500	-39.6%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 2370: FIELD TRIPS		15,679	8,174	10,000	10,000	0.0%	CCHS Field Trip program: Salaries for bus drivers for field trips
201.2440.130.370.1.2370.23701.1	Field Trip Drivers Salary	15,679	8,174	10,000	10,000	0.0%	
		15,679	8,174	10,000	10,000	0.0%	
Total Program		15,679	8,174	10,000	10,000	0.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 2390: HEALTH SERVICES		106,248	105,540	115,845	125,789	8.6%	
	201.3200.110.370.9.2390.23901.1 Nurse/Nurse Asst. Sal.	102,808	103,056	107,731	116,451	8.1%	CCHS Health Services: 1.45 FTE School Nurses
		102,808	103,056	107,731	116,451	8.1%	
	201.3200.250.370.9.2390.23951.1 Health Services S/M	2,679	363	4,750	4,750	0.0%	Health equipment, materials, and supplies
	201.3200.240.900.9.2390.23952.1 Hlth. Serv. Contr. Services	364	1,588	364	1,588	336.4%	
	201.3200.260.370.9.2390.23953.1 Hlth. Serv. Equipment Maintenance	397	533	3,000	3,000	0.0%	
		3,440	2,484	8,114	9,338	15.1%	
Total Program		106,248	105,540	115,845	125,789	8.6%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 2400: PARAPROFESSIONALS							
	201.2220.120.370.1.2400.24001.1 Paras: Dept. Clerical Salary	93,021	81,112	85,000	91,674	7.9%	<div style="border: 1px solid black; padding: 5px;"> CCHS Paraprofessional program: 3 FTE Department Chair Secretaries .5 Campus Monitor </div>
	201.3600.130.370.1.2400.24002.1 Paras: Campus Monitor Salary	1	2,905	25,000	25,000	6.1%	
		93,022	84,017	110,000	116,674	6.1%	
Total Program		93,022	84,017	110,000	116,674	6.1%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL		4,000	10,933	7,500	7,500	0.0%	CCHS School District Travel program: Mileage reimbursement for school-related travel
201.2440.260.370.1.2410.24151.1	School District Travel	4,000	10,933	7,500	7,500	0.0%	
		4,000	10,933	7,500	7,500	0.0%	
Total Program		4,000	10,933	7,500	7,500	0.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 3510: ADMINISTRATION		676,383	611,820	674,910	756,020	12.0%	CCHS Administration:
	201.1210.110.370.9.3510.25101.1 Superintendent's Salary	81,095	80,000	83,528	85,902	2.84%	
	201.1210.120.370.9.3510.25102.1 Superintendent Support Staff	30,179	29,440	31,084	31,593	1.64%	.4 FTE Superintendent
	201.1220.110.370.9.3510.25103.1 Asst. Supt. Salary	-	0	-	-		
	201.1230.110.370.9.3510.25115.1 Director of Teaching & Learning	55,140	55,800	56,794	61,091	7.57%	.4 FTE District Accountant
	201.1220.120.370.9.3510.25104.1 Teaching & Learning Support Staff	23,896	24,716	24,613	27,666	12.40%	.4 FTE Admin. Assistant to Superintendent
	201.1410.110.370.9.3510.25106.1 Dir. of Finance & Operations Sal.		-2,289		-		
	201.1410.110.370.9.3510.25106.1 Deputy Superintendent	80,121	80,121	82,524	83,574	1.27%	.5 FTE Deputy Supt. Finance/Operations
	201.1410.120.370.9.3510.25107.1 Financial Serv. Staff	146,003	139,404	150,383	142,316	-5.36%	.4 FTE Business Analyst
	201.1420.110.370.9.3510.25108.1 Director of Human Resources Salary	51,241	53,560	52,779	58,380	10.61%	
	201.1420.120.370.9.3510.25109.1 Human Resources Staff Sal.	48,559	38,175	50,016	52,142	4.25%	1.4 FTE Accounting Assistants
		516,234	498,927	531,721	542,663	2.06%	.4 FTE Director of Human Resources
	201.1210.250.370.9.3510.25151.1 Supt. S/M	3,714	5,491	3,714	3,714	0.0%	
	201.1210.260.370.9.3510.25152.1 Supt. Consultant Contract	2,122	0	2,122	2,122	0.0%	.4 HR Admin. Assistant
	201.1210.240.370.9.3510.25153.1 Supt. Contracted Services	3,623	0	5,500	5,500	0.0%	
	201.1210.260.370.9.3510.25154.1 Supt. Memberships	1,697	3,485	6,500	6,500	0.0%	.4 HR Generalist
	201.5200.260.370.9.3510.25155.1 Supt. Insurance	1,553	143	1,553	1,553	0.0%	.4 FTE Director of Teaching and Learning
	201.1210.260.370.9.3510.25156.1 Supt. Prof. Development	3,182	528	3,000	3,000	0.0%	
	201.1210.260.370.9.3510.25157.1 Annual School Census	1,200	987	1,200	1,200	0.0%	.4 FTE Admin Assistant to DTL
	201.5100.260.900.9.3510.25158.1 Admin. Annuity	15,000	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. S/M	2,070	2,116	2,000	2,000	0.0%	Materials, supplies, professional memberships, professional development, contract services
	201.1220.240.370.9.3510.25162.1 Director of Teaching & Learning/Asst. Supt. Contr. Services	0	0	-	0		
	201.1220.260.370.9.3510.25163.1 Director of Teaching & Learning/Asst. Supt. Memberships	424	0	400	400	0.0%	FY13 to FY14 Programmatic change: Increase in legal
	201.1220.260.370.9.3510.25164.1 Director of Teaching & Learning/Asst. Supt. Prof. Development	531	650	531	531	0.0%	
	201.1410.250.370.9.3510.25171.1 Business Office S/M	2,588	2,808	4,500	4,500	0.0%	
	201.1410.240.370.9.3510.25172.1 Bus. Office Contr. Services	10,350	17,343	10,000	10,000	0.0%	
	201.1410.260.370.9.3510.25173.1 Bus. Office Legal Adv.	2,653	2,034	2,500	2,500	0.0%	
	201.1410.260.370.9.3510.25174.1 Bus. Office Memberships	663	344	663	663	0.0%	
	201.1410.260.370.9.3510.25175.1 Bus. Office Prof. Dev.	1,380	2,546	2,000	2,000	0.0%	
	201.1420.250.370.9.3510.25181.1 Human Resources Office S/M	796	2,393	2,200	2,200	0.0%	
	201.1420.240.370.9.3510.25182.1 Human Resources Contr. Serv.	6,728	8,046	6,728	6,728	0.0%	
	201.1420.260.370.9.3510.25183.1 Human Resources Legal Adv.	14,000	0	10,000	10,000	0.0%	
	201.1420.260.370.9.3510.25184.1 Human Resources Memberships	1,380	1,224	1,380	1,380	0.0%	
	201.1420.260.370.9.3510.25185.1 Human Resources Prof. Dev.	1,061	1,294	1,061	1,061	0.0%	
	201.1420.260.370.9.3510.25186.1 Human Resources Recruiting Exp.	637	5,805	637	5,805	811.3%	
	201.1430.260.370.9.3510.25191.1 Legal Services	36,225	55,657	35,000	70,000	100.0%	
	201.1435.260.370.9.3510.25192.1 Legal Settlements	46,575	0	40,000	70,000	75.0%	
		160,149	112,893	143,189	213,357	49.0%	
Total Program		676,383	611,820	674,910	756,020	12.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 3520: PRINCIPALS		634,316	662,606	648,968	666,294	2.7%	
	201.2210.110.370.9.3520.25201.1 Principals Salary	143,420	144,529	147,723	154,071	4.3%	
	201.2210.120.370.9.3520.25202.1 Principals Clerical Salary	221,096	225,422	227,729	238,661	4.8%	1 FTE Principal
	201.2210.110.370.9.3520.25203.1 Asst. Principals	236,819	242,648	233,516	234,563	0.4%	2 FTE Assistant Principals
		601,335	612,599	608,968	627,294	3.0%	1 FTE Principal Secretary
	201.2210.250.370.9.3520.25251.1 Principals S/M	5,693	23,287	13,500	13,500	0.0%	
	201.2420.240.370.9.3520.25252.1 Principals Copier Maintenance	11,789	7,931	5,500	5,500	0.0%	1 FTE Asst. Principal Secretary
	201.2210.260.370.9.3520.25253.1 Graduation Expenses	10,000	10,513	8,500	11,000	29.4%	
	201.2210.260.370.9.3520.25254.1 Prin. Prof. Development	5,500	8,276	12,500	9,000	-28.0%	1 FTE Receptionist
		32,981	50,007	40,000	39,000	-2.5%	1 FTE Registrar
							1 FTE Attendance Secretary
							Materials, Supplies, and professional development
Total Program		634,316	662,606	648,968	666,294	2.7%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 3530: SCHOOL COMMITTEE		12,532	7,536	12,013	12,013	0.0%	<div style="border: 1px solid black; padding: 5px;"> CCHS School Committee program: School Committee Secretarial services, Massachusetts Association of School Committees dues </div>
201.1110.120.370.9.3530.25301.1	School Comm. Clerical Salary	3,734	1,287	3,913	3,913	0.0%	
		3,734	1,287	3,913	3,913	0.0%	
201.1110.250.370.9.3530.25351.1	School Committee S/M	518	1,024	600	600	0.0%	
201.1110.260.370.9.3530.25352.1	School Committee Dues	5,175	4,790	5,500	5,500	0.0%	
201.1110.260.370.9.3530.25353.1	School Committee Conferences	1,553	195	1,000	1,000	0.0%	
201.1110.240.370.9.3530.25354.1	School Comm. Contr. Services	1,553	240	1,000	1,000	0.0%	
		8,798	6,249	8,100	8,100	0.0%	
Total Program		12,532	7,536	12,013	12,013	0.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 4610: CAPITAL OUTLAY							
	201.7100.260.370.9.4610.26151.1 Capital Outlay - Grounds	100,000	141,039	90,000	60,000	-33.3%	CCHS Capital Outlay Program: Repairs to buildings and grounds
	201.7200.260.370.9.4610.26152.1 Capital Outlay - Buildings	5,000	3,500	5,000	5,000	0.0%	
	201.7200.260.370.9.4610.26153.1 Capital Outlay - Designers	10,000	979	50,000	20,000	-60.0%	
	201.7200.260.370.9.4610.26154.1 Capital Outlay - Equipment	75,000	1,560	15,000	15,000	0.0%	
	201.7300.260.370.9.4610.26154.1 Capital Outlay - Equipment	10,000	135,000	20,000	20,000	0.0%	
	Total Program	100,000	141,039	90,000	60,000	-33.3%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 4620: CUSTODIAL SERVICES		520,924	518,707	564,926	570,578	1.0%	<div style="border: 1px solid black; padding: 5px;"> CCHS Custodial Services: 2.3% 0.0% .4 FTE Building Service Worker Supervisor 0.0% 7 FTE Building Service Workers 1.9% Custodial materials, supplies, and equipment -26.0% FY13 to FY14 Programmatic change: Reduce 0.0% supplies and materials 7.7% 0.0% 0.0% -16.9% </div>
	201.4110.130.370.9.4620.26201.1 Bldg. Serv. Wkr. Salary	441,175	419,936	462,302	472,704		
	201.4110.130.370.9.4620.26202.1 Bldg. Serv. Wkr. Overtime	25,451	64,420	45,000	45,000		
	201.4110.130.370.9.4620.26203.1 Ripley Bldg. Serv. Wkr. Sal.	24,093	22,250	25,246	25,246		
	201.4110.130.370.9.4620.26204.1 Ripley Bldg. Serv. Wkr. Overtime	4,024	1,765	4,216	4,216		
	201.4110.120.370.9.4620.26205.1 Receptionist Salary	-	1,609	-	-		
		494,742	509,981	536,764	547,166		
	201.4110.250.370.9.4620.26251.1 Bldg. Serv. Wkr. S/M	19,216	8,726	19,216	14,216		
	201.4110.250.370.9.4620.26252.1 Ripley Bldg. Serv. Wkr. S/M	292	0	3,000	3,000		
	201.4110.260.370.9.4620.26253.1 Bldg. Serv. Wkr. Uniforms	3,294	0	3,250	3,500		
	201.4110.260.370.9.4620.26254.1 Bldg. Serv. Wkr. Fees	196	0	196	196		
	201.7400.260.370.9.4620.26255.1 Bldg. Serv. Wkr. Equipment	3,185	0	2,500	2,500		
		26,182	8,726	28,162	23,412		
Total Program		520,924	518,707	564,926	570,578	1.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 4630: INFO. TECH. SERVICES		490,295	1,253,503	652,143	788,274	20.9%	CCHS Information Technology program:
	201.1450.110.370.9.4630.26301.1 Dir. of Info. Tech.	60,421	58,898	62,234	64,778	4.1%	
	201.1450.130.370.9.4630.26302.1 I.T. Services Unit Ldr. Salary	115,878	120,473	119,354	129,447	8.5%	.49 FTE Information Technology Director
	201.1450.130.370.9.4630.26303.1 I.T. Sr. Support Analyst Sal.	189,438	238,882	235,121	253,394	7.8%	
	201.1450.120.370.9.4630.26304.1 I.T. Services Clerical Sal.	31,829	23,189	32,784	25,080	-23.5%	.49 FTE Network Manager
		397,566	441,442	449,493	472,699	5.2%	.49 FTE Applications Specialist
	201.1450.250.370.9.4630.26351.1 I.T. Services Office S/M	2,588	9,273	2,588	9,273	258.3%	.49 FTE Data Manager
	201.2451.250.370.1.4630.26352.1 Micro Computer Repair S/M	2,588	1,715	2,588	1,715	-33.7%	
	201.1450.240.900.9.4630.26353.1 Contr. Services - Web Page	5,175	10,300	5,175	10,300	99.0%	.37 FTE Secretary
	201.1450.260.370.9.4630.26354.1 I. T. Services Server Maintenance	518	449	518	449	-13.3%	
	201.1450.260.370.9.4630.26355.1 I. T. Services New Equipment	6,210	600,001	75,000	150,000	100.0%	3.98 FTE Support Analyst
	201.4400.260.370.9.4630.26356.1 I. T. Services Networking	14,019	91,470	45,000	45,000	0.0%	1 FTE Music Lab and Studio Tech
	201.2455.260.370.1.4630.26361.1 I. T. Services Software Dev.	1,035	18,903	1,035	18,903	1726.4%	
	201.1450.260.370.9.4630.26362.1 I. T. Services Software Lease/Purchase	20,700	19,227	20,700	20,700	0.0%	Hardware, software, networking, vehicles
	201.1450.260.370.9.4630.26363.1 I. T. Serv. Admin. Software Support	4,448	31,656	16,000	16,000	0.0%	
	201.1450.260.370.9.4630.26365.1 I. T. Serv. Software Maint./Financials	21,735	17,068	21,735	21,735	0.0%	FY13 to FY14 Programmatic change: Increase hardware, software, and maintenance
	201.2250.260.370.9.4630.26366.1 I. T. Serv. Software Maint./Student	1,811	10,404	1,811	11,000	507.4%	
	201.4230.260.900.9.4630.26367.1 I.T. Vehicle Maint.	4,140	306	3,500	3,500	0.0%	
	201.4230.260.900.9.4630.26368.1 I.T. Gasoline	4,658	786	4,000	4,000	0.0%	
	201.4230.260.900.9.4630.26369.1 I.T. Vehicle Insurance	3,105	503	3,000	3,000	0.0%	
	201.7600.260.900.9.4630.26370.1 I.T. Vehicle Replacement	0	0	-			
		92,729	812,061	202,650	315,575	55.7%	
Total Program		490,295	1,253,503	652,143	788,274	20.9%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS		338,660	304,102	402,577	394,386	-2.0%	CCHS Maintenance of Buildings and Grounds program: 4 FTE Maintenance Manager 4 FTE Maintenance Foreman .12 FTE Maintenance Secretary 1.6 FTE Maintenance workers Materials, supplies, overtime, snowplowing, contracted services FY13 to FY14 Programmatic change: Reduce supplies and materials
201.4200.130.370.9.4640.26401.1	Maintenance Manager Salary	39,678	40,080	40,869	43,034	5.3%	
201.4200.130.370.9.4640.26402.1	Maintenance Salary	155,344	132,949	125,000	108,360	-13.3%	
201.4200.130.370.9.4640.26403.1	Maintenance Overtime	32,010	9,054	20,000	20,000	0.0%	
201.4200.130.370.9.4640.26404.1	Maint. Supplemental Labor	5,335	0	5,590	10,000	78.9%	
201.4200.120.370.9.4640.26405.1	Maintenance Clerical Salary	-	3,224	-	3,381		
		232,368	185,306	191,459	184,776	-3.5%	
201.4210.250.370.9.4640.26451.1	Maintenance S/M - Grounds	7,024	7,456	7,024	7,456	6.2%	
201.4220.250.370.9.4640.26452.1	Maint. S/M - Buildings	35,000	38,997	50,000	45,000	-10.0%	
201.4210.240.370.9.4640.26453.1	Maint. Contr. Services - Grounds	5,292	2,342	5,292	5,292	0.0%	
201.4220.240.370.9.4640.26454.1	Maint. Contr. Services - Buildings	50,000	57,099	140,000	140,000	0.0%	
201.4210.240.370.9.4640.26455.1	Maint. Contr. Services - Snow Plow	2,070	0	2,070	2,070	0.0%	
201.4200.260.370.9.4640.26456.1	Maintenance Uniforms	1,443	2,880	1,443	2,880	99.6%	
201.4200.260.370.9.4640.26457.1	Trash Pickup & Recycling	0	1,912	-	1,912		
201.4200.260.370.9.4640.26458.1	Maintenance Fees	289	0	289	0	-100.0%	
201.7400.260.370.9.4640.26459.1	Maint. Replacement Equipment	5,175	8,111	5,000	5,000	0.0%	
		106,292	118,796	211,118	209,610	-0.7%	
Total Program		338,660	304,102	402,577	394,386	-2.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES		22,149	7,406	31,975	23,456	-26.6%	CCHS Maintenance Vehicles program: 1 truck and 1 van FY13 to FY14 Programmatic change: Reduce contracted equipment maintenance
	201.4230.250.370.9.4650.26551.1 Maintenance S/M - Vehicles	5,693	2,220	5,693	5,693	0.0%	
	201.4230.250.370.9.4650.26552.1 Maintenance S/M - Equipment	2,070	1,097	2,070	2,070	0.0%	
	201.4230.240.370.9.4650.26553.1 Maint. Contr. Serv. - Equipment	5,175	866	15,000	10,000	-33.3%	
	201.4230.260.370.9.4650.26554.1 Maintenance Gasoline	5,693	1,965	5,693	5,693	0.0%	
	201.4230.260.370.9.4650.26555.1 Maint. Vehicle Insurance	3,519	1,258	3,519	0	-100.0%	
	201.7800.260.370.9.4650.26556.1 Maint. Vehicle Replacement	0	0	-	0		
Total Program		22,149	7,406	31,975	23,456	-26.6%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 4660: REGULAR TRANSPORTATION		581,751	550,440	537,576	731,270	36.0%	CCHS Regular Transportation:
201.3300.130.370.1.4660.26601.1	Transportation Manager Salary	29,008	49,740	45,000	53,088	18.0%	
201.3300.130.370.1.4660.26602.1	Drivers' Salary	209,243	271,301	235,000	275,000	17.0%	.4 FTE Transportation Manager
201.3300.130.370.1.4660.26603.1	Drivers' Overtime	5,894	4,173	6,176	78,826	1176.3%	
201.3300.130.370.1.4660.26604.1	Mechanics' Salary	71,807	68,640	75,246	78,444	4.3%	.4 FTE Transportation Coordinator
201.3300.130.370.1.4660.26605.1	Mechanics' Overtime	7,438	3,437	7,794	13,125	68.4%	1.2 FTE Mechanics
201.3300.130.370.1.4660.26606.1	Trans. Coordinator Salary	38,200	15,856	38,200	39,824	4.3%	
		361,591	413,147	407,416	538,307	32.1%	16.25 FTE Bus Drivers
201.3300.250.370.1.4660.26651.1	Transportation S/M	45,000	58,821	45,000	45,000	0.0%	
201.3300.260.370.1.4660.26652.1	Accident Repairs	0	0	-	0		Supplies, materials, fuel, and vehicle replacement
201.3300.260.370.1.4660.26653.1	Gasoline/Diesel Fuel	67,275	63,343	67,275	75,000	11.5%	
201.3300.260.370.1.4660.26654.1	Trans. Vehicle Insurance	4,168	1,821	4,168	1,821	-56.3%	
201.3300.260.370.1.4660.26655.1	Trans. Computer Equipment	4,000	1,625	4,000	4,000	0.0%	FY13 to FY14 Programmatic change: Lease for bus repair facility and bus parking facility, increase in fuel and fees.
201.3300.260.370.1.4660.26656.1	Trans. Alcohol & Drug Testing	0	1,730	-	1,730		
201.3300.260.370.1.4660.26657.1	Trans. Staff Development	3,000	3,204	3,000	3,000	0.0%	
201.3300.260.370.1.4660.26658.1	Transportation Fees	1,717	3,052	1,717	3,052	77.8%	
201.7600.260.370.1.4660.26659.1	Trans. Vehicle Replacement	90,000	0	-	0	#DIV/0!	
201.3300.240.370.1.4660.26660.1	Trans. Contracted Service	5,000	2,975	5,000	10,000	100.0%	
201.3300.260.370.1.4660.26661.1	Trans. Leases	0	723	-	49,360	#DIV/0!	
		220,160	137,293	130,160	192,963	48.3%	
Total Program		581,751	550,440	537,576	731,270	36.0%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION		550,756	527,033	458,215	475,634	3.8%	CCHS Special Education Transportation program: CASE transportation contract for 38 OOD special education students FY13 to FY14 Programmatic change: Reduce CASE contract
201.3300.130.370.2.4670.26701.1	SPED Trans. Aide Salary	0	0	-	0		
		0	0	0	0		
201.3300.260.370.2.4670.26751.1	SPED Trans. Contracted Services	546,927	526,694	454,385	475,000	4.5%	
201.7600.260.370.2.4670.26761.1	Sped Vehicle Replacement	0	0	-	0		
201.3300.260.370.2.4670.26762.1	SPED Gasoline	2,277	0	2,277	0	-100.0%	
201.3300.260.370.2.4670.26763.1	SPED Vehicle Insurance	1,553	252	1,553	634	-59.2%	
201.3300.250.370.2.4670.26764.1	SPED Vehicle SIM	0	87	-			
		550,756	527,033	458,215	475,634	3.8%	
Total Program		550,756	527,033	458,215	475,634	3.8%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 4680: UTILITIES/HEATING OF BUILDINGS		340,812	195,294	291,812	237,812	-18.5%	CCHS Utilities/heating program: Heating fuel FY13 to FY14 Programmatic change: Reduced fuel expenses
201.4120.260.370.9.4680.26851.1	CCHS Heating	305,000	171,589	250,000	200,000	-20.0%	
201.4120.260.910.9.4680.26852.1	Ripley Heating	22,000	20,927	28,000	24,000	-14.3%	
201.4120.260.370.9.4680.26853.1	Trans. Repair Heating	2,070	2,779	2,070	2,070	0.0%	
201.4120.260.370.9.4680.26858.1	Maint. Storage Heating	1,242	0	1,242	1,242	0.0%	
201.4120.240.370.9.4680.26860.1	Contracted Serv. - Burners	6,500	0	6,500	6,500	0.0%	
201.4120.240.370.9.4680.26861.1	Contr. Services - Ripley Burners	0	0	-	0		
201.4120.240.370.9.4680.26862.1	Contr. Services - Controls	4,000	0	4,000	4,000	0.0%	
Total Program		340,812	195,294	291,812	237,812	-18.5%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 4690: UTILITIES/OTHER		541,722	519,522	565,852	568,852	0.5%	<div style="border: 1px solid black; padding: 5px;"> CCHS Utilities program: CCHS and Ripley electricity, sewer, and telephone FY13 to FY14 Programmatic change: Reduce water and sewer </div>
201.4130.260.370.9.4690.26951.1	CCHS Electricity	305,000	326,196	340,000	350,000	2.9%	
201.4130.260.910.9.4690.26952.1	Ripley Electricity	18,000	22,169	30,000	30,000	0.0%	
201.4130.260.370.9.4690.26953.1	Trans. Repair Electricity	3,105	3,469	3,105	3,105	0.0%	
201.4130.260.370.9.4690.26960.1	CCHS Water/Sewer	84,870	65,000	82,000	77,000	-6.1%	
201.4130.260.910.9.4690.26961.1	Ripley Water/Sewer	747	436	747	747	0.0%	
201.4130.260.370.9.4690.26962.1	Transportation Water/Sewer	0	0	-	0		
201.4130.260.370.9.4690.26970.1	Telephone	100,000	75,277	80,000	80,000	0.0%	
201.4130.260.370.9.4690.26980.1	Trash Pickup & Recycling	30,000	26,974	30,000	28,000	-6.7%	
		541,722	519,522	565,852	568,852	0.5%	
Total Program		541,722	519,522	565,852	568,852	0.5%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 5800: DEBT SERVICE		760,756	765,415	646,636	2,422,739	274.7%	CCHS Debt service program: Paying off debt services from previous debt exclusions for capital projects since 2008.
201.8200.260.370.9.5800.28051.1	Debt Service Banking	3,600	500	3,600	3,600	0.0%	
201.8100.260.370.9.5800.28052.1	H.S.'92 - Principal	175,000	175,000	-	0		
201.8200.260.370.9.5800.28053.1	H.S.'92 - Interest	6,563	6,563	-	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	245,000	0.0%	
201.8200.260.370.9.5800.28061.1	H.S.'08 - Interest	56,507	63,500	47,786	39,065	-18.3%	
201.8100.260.370.9.5800.28062.1	H.S.'10 - Principal	250,000	250,000	250,000	0	-100.0%	
201.8200.260.370.9.5800.28063.1	H.S.'10 - Interest	5,250	5,250	3,750	0	-100.0%	
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	9,418	10,185	96,500	0	-100.0%	
201.8100.260.370.9.5800.28066.1	H.S.'12 Building - Principal	0	0	-	1,200,000		
201.8200.260.370.9.5800.28067.1	H.S.'12 Building - Interest	9,418	9,418	-	935,074	#DIV/0!	
		760,756	765,415	646,636	2,422,739	274.7%	
Total Program		760,756	765,415	646,636	2,422,739	274.7%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 5810: INSURANCE		2,375,143	1,841,211	2,266,909	1,936,000	-14.6%	<div style="border: 1px solid black; padding: 5px;"> CCHS Insurance: Health benefits, workmen's compensation, Employee Assistance program, social security and OPEB (Active Employee Retiree Medical Insurance) FY13 to FY14 Programmatic change: Reduced insurance costs. Reduced OPEB. </div>
	201.5200.260.370.9.5810.28151.1 Workers' Compensation	85,000	61,444	75,000	68,000	-9.3%	
	201.5200.260.370.9.5810.28152.1 Employee Assistance Program	8,798	5,027	6,000	5,500	-8.3%	
	201.5200.260.370.9.5810.28153.1 FICA Medical Insurance	190,436	201,340	200,000	222,000	11.0%	
	201.5200.260.370.9.5810.28154.1 Unemployment Compensation	150,000	30,555	125,000	40,000	-68.0%	
	201.5200.260.370.9.5810.28155.1 Hospital/Life Insurance	1,605,409	1,238,559	1,505,409	1,400,000	-7.0%	
	201.5200.260.370.9.5810.28156.1 Social Security Tax	50,000	38,904	50,000	50,000	0.0%	
	201.5260.260.370.9.5810.28157.1 Public Liability Insurance	30,000	12,441	25,000	20,000	-20.0%	
	201.5260.260.370.9.5810.28158.1 Sch. Comm. Prof. Liability	5,000	2,819	5,000	5,000	0.0%	
	201.5260.260.370.9.5810.28159.1 Nurses Liability Insurance	500	123	500	500	0.0%	
	201.5200.260.370.9.5810.28164.1 OPEB Liability - Active Employee Retiree Medical Insurance	250,000	250,000	275,000	125,000	-54.5%	
		2,375,143	1,841,211	2,266,909	1,936,000	-14.6%	
Total Program		2,375,143	1,841,211	2,266,909	1,936,000	-14.6%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 5820: RETIREMENT							
	201.5100.260.370.9.5820.28251.1 Retirement	452,439	452,438	473,533	511,119	7.9%	CCHS Retirement: Contractual retirement salaries FY13 to FY14 Programmatic change: Increased retirement.
		452,439	452,438	473,533	511,119	7.9%	
		452,439	452,438	473,533	511,119	7.9%	
Total Program		452,439	452,438	473,533	511,119	7.9%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 5830: ASSESSMENTS							
	201.9110.260.370.9.5830.28351.1 School Choice Assessment	20,000	5,000	20,000	10,000	-50.0%	CCHS Assessments: State assessments for school choice and charter schools programs
	201.9120.260.370.9.5830.28352.1 Charter School Assessment	30,000	33,989	20,000	85,000	325.0%	
		50,000	38,989	40,000	95,000	137.5%	
Total Program		50,000	38,989	40,000	95,000	137.5%	

PROGRAM AREA:	ACCOUNT TITLE	FY12 ADOPTED BUDGET	FY2012 EXPENSES	FY13 PROPOSED BUDGET	FY14 PLANNING BUDGET	FY 14 / FY 13 BUDGET	
PROGRAM AREA 5840: OTHER FIXED COSTS		107,825	75,586	87,825	82,825	-5.7%	<div style="border: 1px solid black; padding: 5px;"> CCHS Other Fixed Costs: Postage, auditor's contract, banking services FY13 to FY14 Programmatic change: Reduce postage </div>
201.5500.260.900.9.5840.28451.1	Postage	65,000	40,729.13	45,000	40,000	-11.1%	
201.5500.240.370.9.5840.28452.1	Audit Contract	38,000	33,900.00	38,000	38,000	0.0%	
201.5500.260.370.9.5840.28453.1	Banking Services	3,600	303.24	3,600	3,600	0.0%	
201.5500.260.370.9.5840.28454.1	Treasurer Bonds	1,225	654.00	1,225	1,225	0.0%	
Total Program		107,825.00	75,586.37	87,825	82,825	-5.7%	

**CONCORD PUBLIC SCHOOLS
 FY2014 ADOPTED BUDGET
 CONCORD SCHOOL COMMITTEE
 December 11, 2012**

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 Budget	FY13 Adopted Budget	FY14 Planning Budget	FY14 11.15.2012 Fincom Guideline
SALARIES	\$ 21,571,349	\$ 22,123,734	\$ 22,949,270	\$ 23,575,871	\$ 24,686,846	\$ 24,686,846
NON - SALARIES	\$ 6,127,851	5,575,466	5,524,930	6,179,667	6,536,535	6,453,692
TOTALS	\$ 27,699,200	\$ 27,699,200	\$ 28,474,200	\$ 29,755,538	\$ 31,223,381	\$ 31,140,538
CHANGE	1.8%	0.0%	2.8%	4.5%	4.9%	4.65%
5 Year Operating Average Increase					2.81%	2.75%
SALARIES	21,571,349	22,123,734	22,949,270	23,575,871	-	
NON-SALARIES	6,127,851	5,575,466	5,524,930	6,179,667	-	
FUNDING IMPACT	\$ -	\$ 775,000	\$ 1,281,338	\$ 1,467,843	\$ 1,385,000	\$ 1,385,000
MAJOR ESCALATION/COST DRIVERS						
ACCOMMODATED NEEDS					\$ (1,467,843)	\$ (1,467,843)
TOTAL PRELIMINARY NEEDS					\$ (1,467,843)	\$ (1,467,843)
UNFUNDED AMOUNTS					\$ 0	\$ (82,843)
REDUCTION IN SUPPLIES & MATERIALS TO MEET GUIDELINE						(82,843)
REMAINING SHORTFALL						(0)

**CONCORD PUBLIC SCHOOLS
 FY2014 ADOPTED BUDGET
 CONCORD SCHOOL COMMITTEE
 December 11, 2012**

DESCRIPTION	FY10 SC Budget	FY11 SC Budget	FY12 Budget	FY13 Adopted Budget	FY14 Planning Budget	FY14 11.15.2012 Fincom Guideline
<u>ESCALATION/COST DRIVERS</u>						
STEPS					FY2014	FY2014
					\$ 366,769	\$ 366,769
LANES					60,000	60,000
SCALE %					325,329	325,329
TRANSPORTATION - (Fuel, Labor, Leases)					210,101	210,101
SPECIAL EDUCATION TUITIONS					313,838	313,838
ENROLLMENT DRIVEN STAFFING (4.6 Teaching FTEs)					191,806	191,806
TOTAL					\$ 1,467,843	\$ 1,467,843
<u>GENERAL FUND</u>						
OPERATING BUDG	\$ 27,699,200	\$ 27,699,200	\$ 28,474,200	\$ 29,755,538	\$ 31,223,381	\$ 31,140,538
<u>EXTERNAL FUNDS</u>						
FEDERAL GRANTS:	906,165	1,057,937	628,658	643,566	643,566	643,567
STATE GRANTS-M	493,724	476,855	445,535	460,137	460,137	460,137
EXTERNAL FUNDS	1,399,889	1,534,792	1,074,193	1,103,703	1,103,703	1,103,704
ALL FUNDS TOTAL	29,099,089	29,233,992	29,548,393	30,859,241	32,327,084	32,244,242
EXTERNAL FUNDS	4.81%	5.25%	3.64%	3.58%	3.41%	3.42%

**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA:	FY2012 Budget	FY2012 Actuals	FY2012 Balance	FY2013 Adopted Budget	FY2013 FTE	FY2014 Planning Budget	FY2014 FTE	Difference FY14 / FY13
REGULAR EDUCATION	15,370,754	15,532,881	(162,127)	15,647,480	185.45	16,554,618	190.05	5.8%
SPECIAL EDUCATION	6,672,579	7,083,945	(411,366)	7,795,828	72.30	8,410,280	72.30	7.9%
OPERATIONS	4,309,273	3,966,627	342,646	4,213,614	46.17	4,085,538	46.17	-3.0%
ADMINISTRATION	2,034,647	1,838,034	196,614	2,033,670	24.00	2,041,803	24.00	0.4%
FIXED COSTS	86,946	51,565	35,382	64,946	-	48,300	-	-25.6%
TOTAL	28,474,200	28,473,052	1,148	29,755,538	327.92	31,140,538	332.52	4.7%

Account Title	FY2013 Adopted Budget	FY2014 Planning Budget	% Difference FY14 / FY13
PROGRAM AREA 1010: ART	439,063	499,393	13.74%
PROGRAM AREA 1020: COMPUTER INSTRUCTION	611,117	596,684	-2.36%
PROGRAM AREA 1030: CURRICULUM CENTER	225,901	214,279	-5.14%
PROGRAM AREA 1041: ALCOTT SCHOOL	1,936,113	2,249,933	16.21%
PROGRAM AREA 1042: THOREAU SCHOOL	2,271,558	2,405,058	5.88%
PROGRAM AREA 1043: WILLARD SCHOOL	2,206,000	2,548,832	15.54%
PROGRAM AREA 1050: ENGLISH	667,870	732,326	9.65%
PROGRAM AREA 1060: EPIC/DIMENSIONS OF LEARNING	2,707	-	-100.00%
PROGRAM AREA 1070: ELL	127,301	137,998	8.40%
PROGRAM AREA 1080: FOREIGN LANGUAGES	484,894	509,876	5.15%
PROGRAM AREA 1090: GUIDANCE	594,547	640,273	7.69%
PROGRAM AREA 1100: HEALTH EDUCATION	4,500	4,250	-5.56%
PROGRAM AREA 1110: LIBRARY/MEDIA SERVICES	488,803	451,423	-7.65%
PROGRAM AREA 1120: INTERDEPARTMENTAL INSTR.	112,107	80,454	-28.23%
PROGRAM AREA 1130: MATHEMATICS	653,629	715,424	9.45%
PROGRAM AREA 1140: MUSIC	623,257	669,048	7.35%
PROGRAM AREA 1150: PHYSICAL EDUCATION	608,282	664,090	9.17%
PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT	339,757	306,905	-9.67%
PROGRAM AREA 1170: READING	313,858	315,560	0.54%
PROGRAM AREA 1180: SCIENCE	491,877	597,102	21.39%
PROGRAM AREA 1190: SOCIAL STUDIES	490,881	548,171	11.67%
PROGRAM AREA 1200: SPECIAL EDUCATION/ELEMENTARY	4,804,300	5,173,423	7.68%
PROGRAM AREA 1201: SPECIAL EDUCATION/MIDDLE SCHOOL	2,558,924	2,716,856	6.17%
PROGRAM AREA 1210: SUBSTITUTES	148,255	196,425	32.49%
PROGRAM AREA 1220: TECH. ED./APPLIED TECHNOLOGY	90,791	62,000	-31.71%
PROGRAM AREA 1230: TECH ED./FAMILY/CONSUMER SCI.	61,564	61,723	0.26%
PROGRAM AREA 1240: CURRICULUM LEADERSHIP	62,211	52,715	-15.26%
PROGRAM AREA 1250: INTEGRATED PRE-SCHOOL	207,985	234,285	12.64%
PROGRAM AREA 2310: ATHLETICS	71,626	74,249	3.66%
PROGRAM AREA 2320: CENTRAL SUPPLY	18,974	13,974	-26.35%
PROGRAM AREA 2330: CO-CURRICULAR	22,757	39,333	72.84%
PROGRAM AREA 2340: CONTINGENCY	560,645	245,729	-56.17%
PROGRAM AREA 2350: COPY SERVICE	82,999	64,447	-22.35%
PROGRAM AREA 2360: EQUIPMENT	16,057	9,030	-43.76%
PROGRAM AREA 2370: FIELD TRIPS	18,500	18,500	0.00%
PROGRAM AREA 2390: HEALTH SERVICES	481,767	519,235	7.78%
PROGRAM AREA 2400: PARAPROFESSIONALS	100,747	69,600	-30.92%
PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL	4,967	2,296	-53.78%
PROGRAM AREA 2420: STUDENT ACTIVITY	803	-	-100.00%
PROGRAM AREA 2430: TESTING	2,810	4,000	42.35%
PROGRAM AREA 3510: ADMINISTRATION	960,331	944,013	-1.70%
PROGRAM AREA 3520: PRINCIPALS	1,065,014	1,090,167	2.36%
PROGRAM AREA 3530: SCHOOL COMMITTEE	8,325	7,623	-8.44%
PROGRAM AREA 4610: CAPITAL OUTLAY	115,000	50,000	-56.52%
PROGRAM AREA 4620: CUSTODIAL SERVICES	901,711	857,972	-4.85%
PROGRAM AREA 4630: INFORMATION TECHNOLOGY SERVICES	576,089	600,645	4.26%
PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS	523,566	473,481	-9.57%
PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES	33,500	26,000	-22.39%
PROGRAM AREA 4660: REGULAR TRANSPORTATION	986,293	1,181,897	19.83%
PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION	432,604	520,000	20.20%
PROGRAM AREA 4680: UTILITIES/HEATING	378,606	263,463	-30.41%
PROGRAM AREA 4690: UTILITIES/OTHER	698,849	632,080	-9.55%
PROGRAM AREA 5810: INSURANCE	49,946	40,800	-18.31%
PROGRAM AREA 5830: ASSESSMENTS	-	-	0.00%
PROGRAM AREA 5840: OTHER FIXED COSTS	15,000.00	7,500.00	-50.00%
GRAND TOTAL	29,755,538	31,140,538	4.65%

**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 1010: ART	448,955	438,809	439,063	499,393	13.74%
Alcott Art Teaching Salary	97,269	85,153	84,798	98,473	16.13%
Thoreau Art Teaching Salary	79,838	73,474	81,914	81,334	-0.71%
Willard Art Teaching Salary	67,265	69,889	69,014	77,367	12.10%
Middle Sch. Art Tch. Salary	169,286	164,115	173,687	215,428	24.03%
Elem. Art Clerical Salary	-	-	-	-	0.00%
Middle Sch. Art Clerical Salary	-	-	-	-	0.00%
Elem. Art Dept. Chair Salary	1,170	17,490	1,200	1,252	4.35%
M.S. Art Dept. Chair Salary	780	-	800	-	-100.00%
Elem. Art Longevity	-	1,000	-	1,044	0.00%
M.S. Art Longevity	-	1,000	-	1,044	0.00%
	415,608	412,121	411,413	475,941	15.68%
Common Art Tch. S/M	-	-	-	-	0.00%
Alcott Art Teaching S/M	5,902	5,765	4,894	4,394	-10.22%
Thoreau Art Teaching S/M	5,902	3,752	4,894	4,394	-10.22%
Willard Art Teaching S/M	5,902	5,125	4,894	4,394	-10.22%
Middle Sch. Art Tch. S/M	11,802	10,768	9,785	8,785	-10.22%
Art Maintenance Contracts	295	223	245	245	0.00%
Art Textbooks	591	419	490	490	0.00%
Art New Equipment	422	-	350	-	-100.00%
Art Replacement Equipment	2,530	635	2,098	750	-64.25%
	33,347	26,687	27,650	23,452	-15.18%
Total Program	448,955	438,809	439,063	499,393	13.74%

Art Program:
3.0 FTE Elementary Teachers
2.7 FTE CMS Teachers
Art materials and supplies.
FY13 to FY14 Programmatic Changes:
Reduced supplies and materials, and equipment.

**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 1020: COMPUTER INSTRUCTION	639,881	1,124,508	611,117	596,684	-2.36%
Alcott Instr. Tech. Specialist	88,515	90,201	90,816	96,009	5.72%
Thoreau Instr. Tech. Specialist	109,780	99,454	105,000	105,858	0.82%
Willard Instr. Tech. Specialist	79,544	42,373	81,612	89,012	9.07%
Middle Sch. Instr. Tech. Specialist	168,389	183,167	172,767	199,578	15.52%
Elem. Comp. Instr. Longevity	1,783	2,500	1,830	3,000	63.93%
M.S. Comp. Instr. Longevity	-	1,000	-	1,044	0.00%
	448,011	418,695	452,025	494,501	9.40%
Alcott Computer S/M	4,744	86,322	3,934	3,934	0.00%
Thoreau Computer S/M	4,744	70,268	3,934	3,934	0.00%
Willard Computer S/M	4,744	38,107	3,934	3,934	0.00%
Middle Sch. Computer S/M	7,116	150,546	5,901	5,901	0.00%
Alcott Computer Software	8,844	15,418	7,333	7,333	0.00%
Thoreau Computer Software	8,844	12,136	7,333	7,333	0.00%
Willard Computer Software	8,844	10,946	7,333	7,333	0.00%
Middle Sch. Computer Software	10,309	12,609	8,548	8,548	0.00%
Alcott Computer Hardware	15,211	5,926	12,612	10,000	-20.71%
Thoreau Computer Hardware	15,211	12,135	12,612	10,000	-20.71%
Willard Computer Hardware	23,721	2,379	19,669	10,000	-49.16%
Middle Sch. Computer Hardware	75,138	285,929	62,301	20,000	-67.90%
Alcott Comp. Accessory Equip.	825	779	684	684	0.00%
Thoreau Comp. Accessory Equip.	1,100	467	912	912	0.00%
Willard Comp. Accessory Equip.	1,100	1,561	912	912	0.00%
Middle Sch. Comp. Accessory Equip.	1,375	-	1,140	1,140	0.00%
Instr. Computer Equipment	-	285	-	285	0.00%
	191,870	705,813	159,092	102,183	-35.77%
Total Program	639,881	1,124,508	611,117	596,684	-2.36%

Computer Instruction Program:
Elementary:
3.0 FTE Instructional Technology Specialists
CMS:
2.0 FTE Instructional Technology Specialists
FY13 to FY14 Programmatic Change:
Reduce computer hardware.

**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 1030: CURRICULUM CENTER	180,758	219,817	225,901	214,279	-5.14%
Curr. Center Specialist Salary	37,229	37,443	38,197	42,459	11.16%
Curr. Center Paraprofessional Salary	-	-	-	-	0.00%
Curr. Center Field Trips Salary	10,055	8,346	10,316	8,709	-15.58%
Curr. Center Clerical Salary	50,566	50,291	51,881	52,247	0.71%
Curr. Ctr. Longevity	-	-	-	-	0.00%
	97,850	96,080	100,394	103,415	3.01%
Curr. Center Teaching S/M	12,569	8,816	10,422	8,816	-15.41%
Alcott Science S/M	4,201	2,705	3,483	2,983	-14.36%
Thoreau Science S/M	4,679	5,446	3,880	2,983	-23.12%
Willard Science S/M	4,179	4,860	3,465	2,983	-13.91%
Alcott Math S/M	5,976	14,593	4,955	4,055	-18.16%
Thoreau Math S/M	6,815	18,614	5,651	4,055	-28.24%
Willard Math S/M	6,550	21,421	5,431	4,055	-25.34%
Alcott Social Studies S/M	3,765	1,782	3,122	2,728	-12.62%
Thoreau Social Studies S/M	3,652	1,820	3,028	2,728	-9.91%
Willard Social Studies S/M	3,652	2,161	3,028	2,728	-9.91%
Field Trip Admission Fees	12,393	31,484	65,000	65,000	0.00%
Curriculum Center Textbooks	8,394	3,915	9,000	3,250	-63.89%
Alcott Science Equipment	2,021	1,441	1,675	1,500	-10.45%
Thoreau Science Equipment	2,000	1,687	1,659	1,500	-9.58%
Willard Science Equipment	2,060	2,990	1,708	1,500	-12.18%
	82,908	123,737	125,507	110,864	-11.67%
Total Program	180,758	219,817	225,901	214,279	-5.14%

Curriculum Center for Elementary:
.5 FTE Science Specialist
.2 FTE Social Studies Consultant
1 FTE Curriculum Department Secretary
Supplies, Materials, and Field trips for math, science, and social studies.
FY13 to FY14 Programmatic Change:
Reduce supplies and materials . Reduce textbooks.

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PROGRAM AREA 1041: ALCOTT SCHOOL	1,895,155	1,983,445	1,936,113	2,249,933	16.21%
Alcott Kindergarten Tch. Salary	221,354	237,137	227,109	245,845	8.25%
Alcott Kindergarten Aides Salary	86,522	82,714	88,772	95,550	7.64%
Alcott Elem. Teaching Salary	1,437,334	1,430,537	1,474,705	1,695,783	14.99%
Alcott Elem. Aides Salary	-	11,835	-	21,659	0.00%
Alcott Reg. Ed. Tutor Salary	93,123	143,494	95,544	148,715	55.65%
Alcott K Longevity	-	2,000	-	2,087	0.00%
Alcott Elem. Longevity	12,158	11,000	12,474	10,200	-18.23%
Alcott K Registration	792	90	812	93	-88.50%
	1,851,282	1,918,806	1,899,416	2,219,933	16.87%
Alcott Kindergarten S/M	3,735	-	3,097	4,500	45.30%
Alcott Elem. Teaching S/M	15,297	52,989	12,684	10,000	-21.16%
Alcott Principal S/M	3,035	1,112	2,517	3,500	39.05%
Alcott Copier Maintenance	7,453	8,392	6,500	6,500	0.00%
Alcott Elementary Textbooks	14,351	2,146	11,899	5,500	-53.78%
	43,872	64,639	36,697	30,000	-18.25%
Total Program	1,895,155	1,983,445	1,936,113	2,249,933	16.21%

Alcott School :
24 FTE Teachers
4 FTE K Assistants
5 FTE Classroom tutors
Teaching supplies, materials, and textbooks for 451 students and 24 classrooms.
FY13 to FY14 Programmatic Change :
Reduce textbooks.

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PROGRAM AREA 1042: THOREAU SCHOOL	2,219,006	2,315,364	2,271,558	2,405,058	5.88%
Thoreau Kindergarten Tch. Salary	329,709	328,197	338,282	329,488	-2.60%
Thoreau Kindergarten Aides Salary	82,778	88,965	84,931	125,731	48.04%
Thoreau Elem. Teaching Salary	1,635,894	1,697,711	1,678,428	1,787,033	6.47%
Thoreau Elem. Aides Salary	-	1,431	-	1,494	0.00%
Thoreau Reg. Ed. Tutor Sal.	105,025	140,322	107,756	108,261	0.47%
Thoreau K Longevity	1,035	1,500	1,062	1,565	47.39%
Thoreau Elem. Longevity	20,695	21,450	21,233	21,486	1.19%
Thoreau K Registration	2,069	-	2,123	-	-100.00%
	2,177,206	2,279,575	2,233,815	2,375,058	6.32%
Thoreau Kindergarten S/M	4,701	5,056	3,898	4,500	15.44%
Thoreau Elem. Teaching S/M	16,186	18,766	13,421	10,000	-25.49%
Thoreau Principal S/M	6,541	6,210	5,424	3,500	-35.47%
Thoreau Copier Maintenance	7,235	73	6,500	6,500	0.00%
Thoreau Elementary Textbooks	7,138	5,684	8,500	5,500	-35.29%
	41,800	35,788	37,743	30,000	-20.52%
Total Program	2,219,006	2,315,364	2,271,558	2,405,058	5.88%

Thoreau School:
24 FTE Teachers
4 FTE K Assistants
5 FTE Classroom tutors
Teaching supplies, materials, and textbooks for 24 classrooms and 473 students.
FY13 to FY14 Programmatic Change:
Reduce supplies and materials . Reduce textbooks.

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PROGRAM AREA 1043: WILLARD SCHOOL	2,158,233	2,307,553	2,206,000	2,548,832	15.54%
Willard Kindergarten Salary	412,829	364,213	423,562	398,911	-5.82%
Willard Kindergarten Aides Salary	114,552	99,446	117,531	94,043	-19.98%
Willard Elem. Teaching Salary	1,456,649	1,555,775	1,494,521	1,787,033	19.57%
Willard Elem. Aides Salary	12,564	5,853	12,890	12,699	-1.48%
Willard Reg. Ed. Tutor Sal.	98,484	211,963	101,045	199,681	97.62%
Willard K Longevity	5,174	6,100	5,308	6,365	19.92%
Willard Elem. Longevity	12,417	16,500	12,740	20,100	57.77%
Willard K Registration	-	-	-	-	0.00%
	2,112,668	2,259,849	2,167,597	2,518,832	16.20%
Willard Kindergarten S/M	4,788	2,932	3,970	4,500	13.35%
Willard Elem. Teaching S/M	20,131	23,313	16,692	10,000	-40.09%
Willard Principal S/M	2,246	1,192	1,863	3,500	87.87%
Willard Copier Maintenance	7,088	1,763	6,500	6,500	0.00%
Willard Elem. Textbooks	11,311	18,505	9,378	5,500	-41.35%
	45,565	47,704	38,403	30,000	-21.88%
Total Program	2,158,233	2,307,553	2,206,000	2,548,832	15.54%

Willard School:
24 FTE Teachers
4 FTE K Assistants
6 FTE Classroom tutors
Teaching supplies, materials, and textbooks for 24 classrooms and 479 students.
FY13 to FY14 Programmatic Change:
Reduce supplies and materials . Reduce textbooks.

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PROGRAM AREA 1050: ENGLISH	653,704	638,929	667,870	732,326	9.65%
English Teaching Salary	593,468	583,357	608,899	671,156	10.22%
English Dept. Chair Salary	41,199	42,128	42,270	46,535	10.09%
English Longevity	4,656	8,100	4,777	9,100	90.50%
	639,323	633,585	655,946	726,791	10.80%
English Teaching S/M	4,350	3,035	3,607	2,535	-29.72%
English Textbooks	10,031	2,309	8,317	3,000	-63.93%
	14,381	5,344	11,924	5,535	-53.58%
Total Program	653,704	638,929	667,870	732,326	9.65%

<p>English Program at CMS:</p> <p>7.10 FTE Teachers</p> <p>. 4 FTE Department Chair</p> <p>Teaching supplies, materials, and textbooks.</p> <p>FY13 to FY14 Programmatic change:</p> <p>Reduce supplies and materials . Reduce textbooks.</p>
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PROGRAM AREA 1060: EPIC/DIMENSIONS OF LEARNING	3,265	-	2,707	-	-100.00%
DOL Curriculum Development	-	-	-	-	0.00%
	0	-	0	0	0.00%
DOL Teaching S/M	191	-	158	-	-100.00%
DOL Workshops	1,622	-	1,345	-	-100.00%
DOL Staff Development	1,452	-	1,204	-	-100.00%
	3,265	-	2,707	-	-100.00%
Total Program	3,265	-	2,707	-	-100.00%

Professional Development:
Inservice training for teachers.
FY13 to FY14 Programmatic Change :
Reduce supplies and materials, workshops and staff development.

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PROGRAM AREA 1070: ELL	124,779	111,977	127,301	137,998	8.40%
Alcott ELL Tch. Salary	83,846	78,940	86,026	76,073	-11.57%
Thoreau ELL Tch. Salary	665	-	682	-	-100.00%
Willard ELL Tch. Salary	15,266	-	15,663	-	-100.00%
Middle Sch. ELL Tutor Salary	21,331	31,901	21,886	60,789	177.75%
	121,109	110,840	124,257	136,861	10.14%
Elem. ELL S/M	2,422	1,136	2,008	1,136	-43.40%
Middle Sch. ELL S/M	1,249	-	1,036	-	-100.00%
	3,671	1,136	3,044	1,136	-62.66%
Total Program	124,779	111,977	127,301	137,998	8.40%

English Language Learner :
1.5 FTE Teacher
1.5 FTE Tutors
Teaching supplies and materials.
FY13 to FY14 Programmatic Change :
Reduce supplies and materials.

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PROGRAM AREA 1080: FOREIGN LANGUAGES	473,450	467,151	484,894	509,876	5.15%
For. Lang. Elem. Teaching Salary	-	-	-	-	0.00%
For. Lang. Middle Sch. Tch. Salary	415,730	411,075	426,539	452,548	6.10%
For. Languages Dept. Chair Sal.	45,956	43,481	47,150	46,378	-1.64%
Elem. For. Lang. Longevity	-	-	-	-	0.00%
M.S. For. Lang. Longevity	7,372	8,900	7,563	9,000	19.00%
	469,057	463,456	481,252	507,926	5.54%
For. Lang. Elem. Teaching S/M	-	-	-	-	0.00%
For. Lang. Middle Sch. Tch. S/M	1,930	2,992	1,600	1,200	-25.00%
For. Lang. Elementary Textbooks	-	-	-	-	0.00%
For. Lang. Middle Sch. Textbooks	2,463	703	2,042	750	-63.27%
	4,393	3,695	3,642	1,950	-46.46%
Total Program	473,450	467,151	484,894	509,876	5.15%

Foreign Language:
French, Spanish, and Chinese at CMS
4.5 FTE Teachers
.4 FTE Department Chair
Teaching materials, supplies and textbooks
FY13 to FY14 Programmatic changes :
Reduce textbooks.

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PROGRAM AREA 1090: GUIDANCE	581,913	594,586	594,547	640,273	7.69%
Alcott Social Worker Salary	76,018	78,982	77,994	87,432	12.10%
Thoreau Social Worker Salary	85,112	88,432	87,324	96,009	9.95%
Willard Social Worker Salary	94,780	94,829	97,244	100,934	3.80%
Middle Sch. Guidance Salary	259,038	262,735	265,773	286,603	7.84%
M. S. Guid.Home Tutor Salary	921	5,250	945	2,000	111.64%
M. S Guidance Cl. Salary	52,844	55,531	54,218	59,194	9.18%
Elem. Guid. Longevity	4,161	-	4,270	-	-100.00%
M.S. Guid. Longevity	2,378	3,500	2,440	4,100	68.03%
Elem. Guid. Home Tutor Salary	-	1,259	-	-	0.00%
	575,252	590,517	590,208	636,273	7.80%
Alcott Social Wkr. S/M	491	-	407	-	-100.00%
Thoreau Soc. Wkr. S/M	491	-	407	-	-100.00%
Willard Soc. Wkr. S/M	491	-	407	-	-100.00%
Middle Sch. Guidance S/M	1,936	2,157	1,900	1,750	-7.89%
Guidance Publications	262	-	218	-	-100.00%
Elem. Guidance Contractual	1,495	1,912	500	1,750	250.00%
M.S. Guidance Contractual	1,495	-	500	500	0.00%
	6,661	4,069	4,339	4,000	-7.81%
Total Program	581,913	594,586	594,547	640,273	7.69%

Guidance Program:
3 FTE Social Workers at Alcott, Thoreau, Willard
3 FTE Guidance Counselors at CMS
2 FTE Guidance Secretaries at CMS
Materials and Supplies
FY13 to FY14 Programmatic Changes :
Reduce supplies and materials.

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PROGRAM AREA 1100: HEALTH EDUCATION	5,809	4,146	4,500	4,250	-5.56%
Health Ed. Curriculum Specialist	-	-	-	-	0.00%
Health Ed. Longevity	-	-	-	-	0.00%
Health Ed. Clerical	-	-	-	-	0.00%
	-	-	-	-	0.00%
Health Ed. S/M	5,809	4,146	4,500	4,250	-5.56%
	5,809	4,146	4,500	4,250	-5.56%
Total Program	5,809	4,146	4,500	4,250	-5.56%

<p>Materials and Supplies for health education K-5</p> <p>FY13 to FY14 Programmatic changes:</p> <p>Reduce supplies and materials.</p>
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December 11, 2012

PROGRAM AREA 1110: LIBRARY/MEDIA SERVICES	492,620	415,709	488,803	451,423	-7.65%
Library/Media Coordinator	-	-	-	-	0.00%
Alcott Media Specialist Salary	75,664	47,216	77,631	52,265	-32.68%
Alcott Library Aide Salary	24,383	21,459	25,017	22,267	-10.99%
Thoreau Media Specialist Salary	85,752	88,432	87,982	96,009	9.12%
Thoreau Library Aide Salary	24,103	23,366	24,730	24,177	-2.23%
Willard Media Specialist Salary	54,955	51,067	56,384	56,529	0.26%
Willard Library Aide Salary	24,422	15,978	25,057	18,626	-25.67%
M.S. Media Specialist Salary	53,160	58,068	54,542	64,278	17.85%
Middle Sch. Library Aide Salary	62,510	59,447	64,136	69,193	7.88%
Elementary Clerical Salary	-	-	-	-	0.00%
Library/Media Admin. Clerical Salary	121	-	124	-	-100.00%
Media Tech. Salary	-	-	-	-	0.00%
Media Repair Tech. Salary	-	-	-	-	0.00%
Library/Media Longevity	3,104	1,500	3,185	1,565	-50.85%
Library/Media Addtl. Comp.	-	-	-	-	0.00%
	408,175	366,534	418,788	404,908	-3.31%
Library/Media S/M	4,776	2,486	3,960	2,486	-37.22%
Library/Media Software S/M	4,860	-	4,030	-	-100.00%
Media Elem. AV S/M	731	302	606	302	-50.24%
Media Middle Sch. AV S/M	128	-	106	-	-100.00%
Media Common AV S/M	763	-	633	-	-100.00%
Media Repair S/M	2,000	3,491	1,659	1,659	0.00%
Alcott Library Books	4,266	4,240	3,537	3,537	0.00%
Thoreau Library Books	4,266	4,263	3,537	3,537	0.00%
Willard Library Books	4,571	2,667	3,790	3,790	0.00%
Middle Sch. Library Books	9,637	4,692	7,990	4,500	-43.68%
Library/Media Periodicals	238	236	197	197	0.00%
Library/Media M.S. On-Line Search	13,508	19,833	11,200	19,833	77.08%
Media AV Maint. Contracts	1,502	1,683	1,245	1,750	40.56%
Film Rental	-	-	-	-	0.00%
Library/Media New Equipment	6,872	-	5,698	-	-100.00%
Library/Media Replacement Equip.	9,823	-	8,145	-	-100.00%
Thoreau Lib/Med Office S/M	4,776	1,143	3,960	1,143	-71.14%
Willard Lib/Med Office S/M	4,776	279	3,960	279	-92.97%
Middle Sch. Lib/Med Office S/M	4,776	2,658	3,960	2,300	-41.92%
Thoreau Media Elem AV S/M	731	722	606	722	19.19%
Willard Media Elem AV S/M	730	245	605	245	-59.49%
Thoreau Lib/Med Office Periodicals	238	-	197	-	-100.00%
Willard Lib/Med Office Periodicals	238	236	197	236	19.62%
Middle Sch. Lib/Med Office Periodicals	238	-	197	-	-100.00%
	84,446	49,176	70,015	46,516	-33.56%
Total Program	492,620	415,709	488,803	451,423	-7.65%

Library/Media Services
3.0 FTE Library/Media Specialists at Alcott, Thoreau, and Willard
1.0 FTE Library/Media Specialist at CMS
1.5 FTE Elementary Library Assistants
1 FTE Library Assistant
Library Media books, materials, and supplies
FY13 to FY14 Programmatic Changes:
Reduce books, supplies and materials, software, and equipment.

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PROGRAM AREA 1120: INTERDEPARTMENTAL INSTR.	98,010	86,973	112,107	80,454	-28.23%
Summer School Director	14,724	14,230	15,107	14,230	-5.81%
MCAS Remedial Instr.	78,812	63,974	87,000	56,224	-35.37%
	93,536	78,204	102,107	70,454	-31.00%
					0.00%
Summer School S/M	4,474	8,769	10,000	10,000	0.00%
MCAS Remedial S/M	-	-	-	-	0.00%
	4,474	8,769	10,000	10,000	0.00%
Total Program	98,010	86,973	112,107	80,454	-28.23%

Summer School Program:
 Serving 100 K8 students
 Four week summer school of intensive remediation K5 students performing below grade level.
 1 Director, 16 Teachers, and 1 classroom tutor work half days for four weeks.
 Summer school materials and supplies.

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PROGRAM AREA 1130: MATHEMATICS	602,079	641,975	653,629	715,424	9.45%
Mathematics Teaching Salary	511,988	576,773	589,175	659,724	11.97%
Math. Shuttle Salary	1,930	1,046	1,980	1,091	-44.88%
Math Dept. Chair Salary	46,976	40,885	41,948	44,938	7.13%
Math Longevity	6,726	8,100	6,901	8,453	22.48%
Math Reg. Ed. Tutor	-	13,953	-	-	0.00%
	567,620	640,757	640,004	714,206	11.59%
Math. Teaching S/M	4,354	550	3,610	550	-84.75%
Math Textbooks	30,104	668	10,015	668	-93.33%
	34,459	1,218	13,625	1,218	-91.06%
Total Program	602,079	641,975	653,629	715,424	9.45%

<p>Math Program at CMS:</p> <p>7.4 FTE Math Teachers</p> <p>.4 Math Department Chair</p> <p>Travel time between Sanborn and Peabody</p> <p>Math textbooks, materials, and supplies</p> <p>FY13 to FY14 Programmatic Change:</p> <p>Reduce textbooks, supplies and materials.</p>

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December 11, 2012

PROGRAM AREA 1140: MUSIC	676,160	571,432	623,257	669,048	7.35%
Alcott Music Teaching Salary	140,102	124,926	79,610	135,761	70.53%
Thoreau Music Tch. Salary	126,217	109,330	129,499	120,131	-7.23%
Willard Music Tch. Salary	143,428	127,741	147,157	133,162	-9.51%
Middle Sch. Music Tch. Salary	237,875	195,375	244,060	266,887	9.35%
Music Shuttle Salary	371	47	380	49	-87.11%
Elem. Music Clerical Salary	-	-	-	-	0.00%
Middle Sch. Music Clerical Salary	-	-	-	-	0.00%
Elem. Music Dept. Chair Salary	-	-	-	-	0.00%
M.S. Music Dept. Chair Salary	-	-	-	-	0.00%
Elem. Music Longevity	4,760	4,600	4,884	5,300	8.52%
M.S. Music Longevity	-	411	-	-	0.00%
	652,753	562,430	605,590	661,289	9.20%
Elementary Music Tch. S/M	3,486	702	2,500	702	-71.94%
Middle Sch. Music Tch. S/M	2,614	789	3,000	789	-73.69%
Music Registration Fees	1,089	300	500	300	-40.00%
Music Maintenance Contracts	4,841	3,166	3,500	3,250	-7.14%
Music Staff Development	-	-	-	-	0.00%
Music Accompanist	1,210	1,218	1,250	1,218	-2.60%
Alcott Sheet Music	1,210	1,406	1,004	400	-60.16%
Thoreau Sheet Music	1,210	118	1,004	400	-60.16%
Willard Sheet Music	1,210	217	1,004	400	-60.16%
Middle Sch. Sheet Music	1,694	570	1,405	150	-89.32%
Music Replacement Equip.	4,841	516	2,500	150	-94.00%
Elem. Music New Equip.	-	-	-	-	0.00%
Middle Sch. Music New Equip.	-	-	-	-	0.00%
Music Equip. Repair	-	-	-	-	0.00%
Music Contracted Services	-	-	-	-	0.00%
	23,407	9,002	17,667	7,759	-56.08%
Total Program	676,160	571,432	623,257	669,048	7.35%

<p>Music Program:</p> <p>3.0 FTE Music Teachers at Alcott, Thoreau, Willard</p> <p>2.0 FTE Music Teachers at CMS</p> <p>2.0 FTE Band Teacher K8</p> <p>1.0 FTE Orchestra Teacher K8</p> <p>Music Materials , supplies, and maintenance contracts for pianos</p> <p>FY13 to FY14 Programmatic changes:</p> <p>Increase 1 FTE Band Teacher</p> <p>Reduce supplies and materials, sheet music, and equipment.</p>

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PROGRAM AREA 1150: PHYSICAL EDUCATION	609,669	612,940	608,282	664,090	9.17%
Alcott P.E. Teaching Salary	96,452	93,353	98,960	98,473	-0.49%
Thoreau P.E. Tch. Salary	116,572	110,987	104,603	103,782	-0.78%
Willard P.E. Tch. Salary	85,101	91,676	87,313	97,955	12.19%
Middle Sch. P.E. Tch. Salary	293,628	303,840	301,263	351,430	16.65%
Elem. P.E. Longevity	2,378	3,000	2,440	3,100	27.05%
M.S. P.E. Longevity	4,161	5,100	4,270	5,600	31.15%
	598,292	607,956	598,849	660,340	10.27%
Alcott P.E. S/M	2,421	161	2,007	500	-75.09%
Thoreau P.E. S/M	2,421	-	2,007	500	-75.09%
Willard P.E. S/M	2,421	2,429	2,007	500	-75.09%
Middle Sch. P.E. S/M	3,389	1,837	2,810	1,000	-64.41%
Alcott P.E. Equipment	-	-	-	250	0.00%
Thoreau P.E. Equipment	-	-	-	250	0.00%
Willard P.E. Equipment	-	-	-	250	0.00%
Middle Sch. P.E. Equipment	726	558	602	500	-16.94%
	11,377	4,985	9,433	3,750	-60.25%
Total Program	609,669	612,940	608,282	664,090	9.17%

Physical Education/Health Program:
4.0 FTE Elementary Physical Education Teachers
3.1 FTE CMS Physical Education/Health Teachers
PE Equipment , Materials, and supplies
FY13 to FY14 Programmatic change:
Increase .1 FTE PE Teacher
Reduce supplies and materials.

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PROGRAM AREA 1160: PROFESSIONAL DEVELOPMENT	354,022	259,743	339,757	306,905	-9.67%
Prof. Dev. Coordinator	-	-	-	-	0.00%
Curr. Dev. Workshops	49,667	57,414	50,958	59,912	17.57%
Curr. Ctr. Prof. Dev. Providers	36,216	38,971	37,157	40,667	9.45%
Sabbatical Teaching Salary	-	-	-	-	0.00%
Staff Dev. Professional Salary	15,521	5,550	15,924	5,792	-63.63%
Staff Dev. Tuition Reimbursement	20,695	14,277	21,233	14,898	-29.83%
Staff Dev. Mentoring	25,868	23,830	26,541	24,867	-6.31%
Alcott Prof. Dev.	-	7,065	-	7,372	0.00%
Thoreau Prof. Dev.	-	5,400	-	5,635	0.00%
Willard Prof. Dev.	-	6,300	-	6,574	0.00%
M.S. Prof. Dev.	-	-	-	-	0.00%
Curr. Dev. Summer Clerical Sal.	-	-	-	-	0.00%
Alcott Prof. Dev. Substitute Sal.	7,760	1,650	7,962	1,722	-78.37%
Thoreau Prof. Dev. Substitute Salary	12,417	2,200	12,740	2,296	-81.98%
Willard Prof. Dev. Substitute Salary	6,208	950	6,370	991	-84.44%
M.S. Prof. Dev. Substitute Salary	8,537	2,050	8,758	2,139	-75.57%
	182,888	165,657	187,643	172,866	-7.88%
Curriculum Development S/M	2,421	2,756	2,007	2,756	37.33%
Staff Development S/M	2,421	99	2,007	200	-90.03%
Staff Dev. Contracted Services	121,028	69,525	97,500	85,000	-12.82%
Alcott Conference Reimbursement	4,841	2,230	4,200	4,200	0.00%
Thoreau Conference Reimbursement	4,841	1,095	4,200	4,200	0.00%
Willard Conference Reimbursement	4,841	900	4,200	4,200	0.00%
Middle Sch. Conference Reimbursement	7,262	1,216	4,500	4,500	0.00%
Ripley Conference Reimbursement	4,599	1,175	6,500	6,500	0.00%
SPED Conference Reimbursement	-	-	-	-	0.00%
SPED Prof. Dev. Memberships	-	483	-	483	0.00%
District Prof. Dev. Memberships	11,619	14,572	12,000	12,000	0.00%
District Memberships	7,262	35	15,000	10,000	-33.33%
	171,133	94,086	152,114	134,039	-11.88%
Total Program	354,022	259,743	339,757	306,905	-9.67%

Professional Development Program:
.5 FTE Elementary Science Specialist
Teacher stipends for summer curriculum development projects
Professional Induction Program – Stipends for teacher mentors
Tuition reimbursement for university coursework
Substitute funds for teacher release time for professional development
Professional development contracts
Conferences and professional memberships
FY13 to FY14 Programmatic change:
Reduce professional salary. Reduce substitute salary. Reduce contracted services and memberships.

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PROGRAM AREA 1170: READING	308,120	299,914	313,858	315,560	0.54%
Alcott Reading Tch. Salary	112,526	101,940	115,451	108,503	-6.02%
Middle Sch. Reading Tch. Salary	-	3,600	-	-	0.00%
Elem. Reading Longevity	2,378	2,000	2,440	2,600	6.56%
M.S. Reading Longevity	-	-	-	-	0.00%
Thoreau Reading Tch. Salary	79,544	83,708	81,612	91,487	12.10%
Willard Reading Tch. Salary	102,123	95,740	104,778	103,392	-1.32%
	296,570	286,988	304,281	305,983	0.56%
Elem. Reading S/M	7,166	9,119	5,942	5,942	0.00%
Middle Sch. Reading S/M	4,384	3,806	3,635	3,635	0.00%
	11,550	12,925	9,577	9,577	0.00%
Total Program	308,120	299,914	313,858	315,560	0.54%

Reading Program:
3 FTE Reading Specialists at Alcott, Thoreau, Willard
Reading materials and supplies
FY13 to FY14 Programmatic change:

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PROGRAM AREA 1180: SCIENCE	487,463	497,253	491,877	597,102	21.39%
Science Teaching Salary	431,424	436,393	442,641	536,069	21.11%
Science Dept. Chair Salary	30,933	42,558	31,737	45,333	42.84%
Sci. Longevity	3,567	3,500	3,660	5,000	36.61%
	465,924	482,451	478,038	586,402	22.67%
Science Teaching S/M	8,852	12,244	7,339	7,000	-4.62%
Science Textbooks	11,619	827	5,000	2,200	-56.00%
Science Equipment	1,069	1,731	1,500	1,500	0.00%
	21,539	14,802	13,839	10,700	-22.68%
Total Program	487,463	497,253	491,877	597,102	21.39%

CMS Science Program:
6 FTE Science Teachers
.4 FTE Department Chair
Science textbooks, materials, equipment, and supplies
FY13 to FY14 Programmatic change:
Reduce textbooks.

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PROGRAM AREA 1190: SOCIAL STUDIES	499,102	460,955	490,881	548,171	11.67%
Social Studies Teaching Salary	436,257	418,285	447,599	498,932	11.47%
Social Studies Dept. Chair Salary	32,225	38,492	33,062	42,424	28.32%
Soc. Studies Longevity	1,189	1,500	1,220	1,565	28.30%
	469,670	458,277	481,881	542,921	12.67%
Soc. Studies Teaching S/M	5,226	2,678	4,000	3,250	-18.75%
Social Studies Textbooks	24,206	-	5,000	2,000	-60.00%
	29,432	2,678	9,000	5,250	-41.67%
Total Program	499,102	460,955	490,881	548,171	11.67%

CMS Social Studies Program:
6.0 FTE Teachers
.4 Department Chair
Social Studies textbooks, materials, and supplies
FY13 to FY14 Programmatic change:
Reduce textbooks.

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PROGRAM AREA 1200: SPECIAL EDUCATION/ELEMENTARY	4,038,776	4,606,731	4,804,300	5,173,423	7.68%
SPED Elem. Administrator Salary	37,692	40,170	38,823	43,133	11.10%
Alcott SPED Teaching Salary	422,359	401,330	433,341	422,393	-2.53%
Thoreau SPED Teaching Salary	401,754	410,539	412,199	430,332	4.40%
Willard SPED Teaching Salary	338,416	399,747	347,215	395,050	13.78%
Alcott SPED Tutor Salary	245,106	238,107	271,479	273,678	0.81%
Thoreau SPED Tutor Salary	315,270	310,898	343,467	317,018	-7.70%
Willard SPED Tutor Salary	252,689	232,779	279,259	255,379	-8.55%
Alcott SPED Aides Salary	34,961	37,569	35,870	46,879	30.69%
Thoreau SPED Aides Salary	86,786	70,102	89,042	49,711	-44.17%
Willard SPED Aides Salary	8,097	72,361	8,307	121,640	1364.31%
Alcott Psychologist Salary	50,296	59,483	51,604	70,677	36.96%
Thoreau Psychologist Salary	57,555	85,432	59,052	71,219	20.60%
Willard Psychologist Salary	51,311	76,414	52,645	61,807	17.40%
Alcott Occ. Therapist Salary	73,069	69,172	74,968	74,348	-0.83%
Thoreau Occ. Therapist Salary	91,337	86,465	93,712	92,935	-0.83%
Willard Occ. Therapist Salary	91,337	86,465	93,712	92,935	-0.83%
Elem. SPED Clerical Salary	53,423	50,641	54,812	52,427	-4.35%
Elem. Sped Home Tutor Salary	8,798	-	9,027	-	-100.00%
Alcott S/L Pathologist	99,567	95,735	102,156	77,367	-24.27%
Thoreau S/L Pathologist	96,231	99,682	98,733	111,387	12.82%
Willard S/L Pathologist	177,761	180,108	182,383	195,140	6.99%
Elem. SPED Longevity	8,795	7,431	9,024	6,500	-27.97%
Elem. SPED Summer Teachers	54,572	68,853	55,991	45,315	-19.07%
Elem. Team Chair Salary	58,107	49,727	59,618	52,929	-11.22%
Elem. SPED Summer Aides	17,590	23,629	18,048	20,688	14.63%
	3,132,881	3,252,840	3,274,487	3,380,885	3.25%
Elem. SPED Administrator S/M	1,900	1,396	1,349	1,000	-25.87%
Alcott SPED Teaching S/M	8,141	2,769	144	2,769	1823.24%
Thoreau SPED Teaching S/M	10,460	4,722	3,435	4,722	37.47%
Willard SPED Teaching S/M	3,305	1,171	1,437	1,171	-18.49%
Elem. SPED Testing S/M	6,461	10,925	10,532	10,925	3.73%
Alcott SPED Contr. Services	14,888	120,935	78,506	130,000	65.59%
Thoreau SPED Contr. Services	19,836	129,246	103,499	130,000	25.61%
Willard SPED Contr. Services	75,699	166,840	110,875	170,000	53.33%
Elem. SPED Evaluation Services	22,782	9,889	22,922	12,500	-45.47%
Elem. SPED Non-District Travel	109	-	-	-	0.00%
Elem. SPED New Equipment	16,102	6,179	5,004	5,004	0.00%
Elem. SPED Massachusetts Tuition	37,138	6,997	-	-	0.00%
Elem. SPED Out-of-State Tuition	-	-	-	-	0.00%
Elem. SPED Non-Public Tuition	290,467	385,835	540,467	600,000	11.02%
Elem. SPED Collaborative Tuition	387,289	482,539	642,258	700,000	8.99%
Elem. SPED Consultant Contract	-	-	-	-	0.00%
Elem. SPED Legal Services	9,489	21,785	7,868	21,785	176.88%
Elem. SPED Legal Settlements	-	-	-	-	0.00%
Elem. SPED Equip. Repair	1,226	1,661	1,016	1,661	63.53%
Elem. SPED Director Travel	604	1,000	501	1,000	99.60%
Elem. SPED Prepaid Tuition	-	-	-	-	0.00%
	905,895	1,353,891	1,529,813	1,792,538	17.17%
Total Program	4,038,776	4,606,731	4,804,300	5,173,423	7.68%

Elementary Special Education:
Serving 207 Elementary students in district and 11 Out of District
.3 FTE Special Education Director
.5 FTE Elementary Team Chair
18 FTE Special Education Teachers
3 FTE School Psychologists
4.4 FTE Speech/Language Pathologists
2.8 FTE Occupational Therapists
19.75 Special Education tutors
4.0 FTE Special Education Assistants
1 FTE Special Education Department Secretary
Special Education teaching materials and supplies
Contracted Services per Individualized Education Plans
CASE Collaborative Tuitions for out of district placements
Non-Public Tuitions for out of district placements
FY13 to FY14 Programmatic change:
Increase tuitions and contracted services. Increase legal services.

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PROGRAM AREA 1201: SPECIAL EDUCATION/MIDDLE SCHOOL	2,099,722	2,075,980	2,558,924	2,716,856	6.17%
SPED Middle Sch. Admin. Salary	37,520	40,170	38,645	43,133	11.61%
Middle Sch. SPED Teaching Salary	708,966	644,347	727,399	698,450	-3.98%
Middle Sch. SPED Tutor Salary	393,898	371,757	444,139	387,936	-12.65%
Middle Sch. SPED Aides Salary	20,435	22,981	20,967	12,000	-42.77%
Middle Sch. SPED Home Tutor Sal.	3,281	-	3,366	-	-100.00%
Middle Sch. Occ. Therapist Salary	-	-	-	-	0.00%
M. S. SPED Summer Teachers	7,908	19,044	8,114	9,861	21.53%
M. S. SPED Summer Aides	1,679	2,997	1,722	1,350	-21.60%
Middle Sch. SPED Psychologist Salary	48,654	63,597	49,919	56,529	13.24%
Middle Sch. SPED Clerical Salary	57,369	54,303	58,860	58,812	-0.08%
Middle School S/L Pathologist	85,112	88,432	87,324	96,009	9.95%
Special Ed. Dept. Chair Salary	-	-	-	-	0.00%
M.S. SPED Longevity	3,567	6,000	3,660	6,120	67.21%
	1,368,388	1,313,630	1,444,115	1,370,201	-5.12%
Middle Sch. SPED Administrator S/M	552	-	616	-	-100.00%
Middle Sch. SPED Teaching S/M	3,525	558	1,512	582	-61.49%
Middle Sch. Testing S/M	2,154	1,537	4,098	1,604	-60.85%
Middle Sch. SPED Contr. Services	72,617	64,212	89,752	70,000	-22.01%
Middle Sch. SPED Evaluation Services	5,589	3,300	11,750	5,000	-57.45%
Middle Sch. SPED Non-District Travel	-	-	-	-	0.00%
Middle Sch. SPED New Equipment	5,503	2,741	1,682	2,500	48.63%
M.S. SPED Massachusetts Tuition	9,682	51,894	-	55,000	0.00%
M.S. SPED Out-of-State Tuition	-	138,198	45,500	150,000	229.67%
M.S. SPED Non-Public Tuition	387,289	247,168	637,289	700,000	9.84%
M.S. SPED Collaborative Tuition	242,056	240,773	320,648	350,000	9.15%
Middle Sch. SPED Consultant Contract	-	-	-	-	0.00%
Middle Sch. SPED Legal Services	2,183	11,300	1,810	11,300	524.31%
Middle Sch. SPED Legal Settlements	-	-	-	-	0.00%
M.S. Equip. Repair	183	502	152	502	230.32%
M.S. SPED Director Travel	-	167	-	167	0.00%
M.S. Sped Prepaid Tuition	-	-	-	-	0.00%
	731,334	762,350	1,114,809	1,346,656	20.80%
Total Program	2,099,722	2,075,980	2,558,924	2,716,856	6.17%

CMS Special Education
Serving 138 middle school students in district and 24 out of district
.3 FTE Special Education Director
1 FTE Special Education Department Secretary
8 FTE Special Education Teachers
1 FTE School Psychologist
1 FTE Speech/Language Pathologist
12 FTE Special Education Tutors
1 FTE Special Education Assistant
Special Education teaching materials and supplies
Contracted Services per Individualized Education Plans
CASE Collaborative Tuitions for out of district placements
Non-public tuitions for out of district placements
FY13 to FY14 Programmatic change:
Increase tuitions and legal services.

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PROGRAM AREA 1220: TECH. ED./APPLIED TECHNOLOGY	95,412	88,118	90,791	62,000	-31.71%
Tech Ed: Applied Tech. Tch. Salary	87,825	79,563	84,500	55,000	-34.91%
Appl. Tech Longevity	-	-	-	-	0.00%
	87,825	79,563	84,500	55,000	-34.91%
Tech Ed: Applied Tech. Tch. S/M	7,587	8,554	6,291	7,000	11.27%
Applied Tech. Equipment	-	-	-	-	0.00%
	7,587	8,554	6,291	7,000	11.27%
Total Program	95,412	88,118	90,791	62,000	-31.71%

Tech. Ed./Applied Technology
 FY13 to FY14 Programmatic change:
 Reduced salary line.

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PROGRAM AREA 1230: TECH ED./FAMILY/CONSUMER SCI.	61,176	56,130	61,564	61,723	0.26%
Tech Ed: Family & Consumer Tch. Salary	53,003.41	49,712	54,381	55,026	1.19%
F/C Sci. Longevity	2,069.46	-	2,123	-	-100.00%
	55,073	49,712	56,504	55,026	-2.62%
					0.00%
Tech Ed: Family & Cons. Tch. S/M	6,103	6,417	5,060	6,697	32.35%
Fam. & Cons. Sci. Equipment	-	-	-	-	0.00%
	6,103	6,417	5,060	6,697	32.35%
Total Program	61,176	56,130	61,564	61,723	0.26%

CMS Family and Consumer Science Program:
1 FTE Teacher
FACS materials, equipment, and supplies
FY13 to FY14 Programmatic change:

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PROGRAM AREA 1240: CURRICULUM LEADERSHIP	63,222	50,300	62,211	52,715	-15.26%
K Grade Level Chair	1,914	1,927	1,964	2,011	2.39%
Gr. 1 Grade level Chair Salary	1,914	1,927	1,964	2,011	2.39%
Gr. 2 Grade Level Chair Salary	1,914	-	1,964	-	-100.00%
Gr 3 Grade level Chair Salary	1,914	964	1,964	1,005	-48.81%
Gr 4 Grade Level Chair Salary	1,914	964	1,964	1,005	-48.81%
Gr. 5 Grade Level Chair Salary	1,914	4,818	1,964	5,027	155.97%
K-5 Science Curr. Chair Salary	4,398	4,240	4,512	4,425	-1.94%
K-5 Math Curr. Chair Salary	13,451	12,720	13,801	13,500	-2.18%
K-5 Social St. Curr. Chair Salary	-	-	-	-	0.00%
K-12 Curr. Chair Salary	-	1,927	-	2,011	0.00%
Alcott K-5 L/A Curr. Specialist	1,552	2,313	1,592	2,414	51.61%
Thoreau K-5 L/A Curr. Specialist	4,398	4,240	4,512	4,425	-1.94%
Willard K-5 L/A Curr. Specialist	4,398	4,240	4,512	4,425	-1.94%
K-12 Health Curr. Specialist	4,398	-	4,512	-	-100.00%
K-12 Math Curr. Chair Salary	-	-	-	-	0.00%
K-8 P.E. Curr. Chair Salary	2,587	2,313	-	2,414	0.00%
K-12 Science Curr. Chair Salary	-	-	-	-	0.00%
Spec. Interest Group 1	2,587	1,927	2,654	2,011	-24.23%
Spec. Interest Group 2	-	-	-	-	0.00%
Spec. Interest Group 3	-	-	-	-	0.00%
Spec. Interest Group 4	-	-	-	-	0.00%
Spec. Interest Group 5	-	-	-	-	0.00%
Spec. Interest Group 6	-	-	-	-	0.00%
M. S. Team Leader Salary	13,969	5,781	14,332	6,033	-57.91%
K-12 Info. Tech. Coordinator Salary	-	-	-	-	0.00%
K-12 Library/Media Curr. Chair	-	-	-	-	0.00%
	63,222	50,300	62,211	52,715	-15.26%
Total Program	63,222	50,300	62,211	52,715	-15.26%

Curriculum Leadership:
Teacher stipends for curriculum leadership positions and CMS House leadership positions
FY13 to FY14 Programmatic change:
Reduced M.S. Team Leader salary budget to be inline with historical actual.

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PROGRAM AREA 1250: INTEGRATED PRE-SCHOOL	210,330	235,841	207,985	234,285	12.64%
Pre-School Teaching Salary	95,218	95,497	97,694	118,304	21.10%
Pre-School Aides	64,207	71,384	65,876	47,322	-28.17%
Summer Pre-School Tch. Sal.	10,348	4,920	10,617	5,165	-51.35%
Summer Pre-School Aides Sal.	860	3,348	883	3,494	295.66%
	170,633	175,148	175,070	174,285	-0.45%
Pre-School S/M	13,555	27,623	11,239	25,000	122.44%
Pre-School Contracted Services	26,142	33,070	21,676	35,000	61.47%
	39,697	60,693	32,915	60,000	82.29%
Total Program	210,330	235,841	207,985	234,285	12.64%

<p>Integrated Preschool Program:</p> <p>Serving 26 preschool students in district and 2 out of district</p> <p>1.5 FTE Special Education preschool teachers</p> <p>3.25 FTE Preschool Assistants</p> <p>Preschool teaching materials and supplies</p> <p>FY13 to FY14 Programmatic change:</p> <p>Increased supplies and materials, and contracted services.</p>

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PROGRAM AREA 2310: ATHLETICS	87,534	70,286	71,626	74,249	3.66%
Athletics Nurses Salary	-	-	-	-	0.00%
Coaches Salary	45,190	30,513	32,000	32,000	0.00%
Athletics Drivers Salary	2,925	3,168	3,001	3,306	10.16%
Intramural Coaching Stipends	17,251	17,134	16,000	19,000	18.75%
Faculty Athletic Manager	-	-	-	-	0.00%
Athletic Director	11,395	10,843	11,692	11,314	-3.23%
	76,761	61,658	62,693	65,620	4.67%
Athletics S/M	286	612	237	612	158.16%
Trainer S/M	-	-	-	-	0.00%
Officials	3,336	5,016	2,766	5,016	81.34%
Athletic Equipment Repair	953	905	790	905	14.57%
Athletic Insurance	1,430	2,096	1,186	2,096	76.73%
Contracted Service	4,769	-	3,954	-	-100.00%
	10,772	8,629	8,933	8,629	-3.40%
Total Program	87,534	70,286	71,626	74,249	3.66%

CMS Athletics:
Stipends for athletic coaches for afterschool sports at CMS
Materials and supplies for Athletics
FY13 to FY14 Programmatic change:
Reduce contracted services.

**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 2320: CENTRAL SUPPLY	22,884	8,422	18,974	13,974	-26.35%
Central Supply S/M	22,884	8,422	18,974	13,974	-26.35%
Total Program	22,884	8,422	18,974	13,974	-26.35%

<p>Central Supply:</p> <p>Materials and supplies for school buildings</p> <p>FY13 to FY14 Programmatic change:</p> <p>Reduce supplies and materials.</p>
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**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 2330: CO-CURRICULAR	22,180	37,692	22,757	39,333	72.84%
Co-Curricular Prof. Salary	22,180	37,385	22,757	39,012	71.43%
Co-Curricular Transportation	-	307	-	320	0.00%
Total Program	22,180	37,692	22,757	39,333	72.84%

<p>CMS Co-Curricular program:</p> <p>Stipends for teachers to supervise co-curricular activities at CMS</p>

**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 2340: CONTINGENCY	427,926	103,016	560,645	245,729	-56.17%
Sick Leave - Instructional	222,926	103,016	257,000	66,729	-74.04%
Professional Contingency	135,000	-	135,000	100,000	-25.93%
Early Retirement Incentive	-	-	-	-	0.00%
Negotiation Funds - Contracts	25,000	-	118,645	45,000	-62.07%
Negotiation Funds - Non-Bargaining	45,000	-	50,000	34,000	-32.00%
Total Program	427,926	103,016	560,645	245,729	-56.17%

Contingency:
Contractual salaries
FY13 to FY14 Programmatic change:
Reduce sick leave and professional contingency, negotiation funds

**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 2350: COPY SERVICE	89,029	62,691	82,999	64,447	-22.35%
Copy Service Salary	29,862	27,618	30,638	28,869	-5.77%
Copy Serv. Transportation Salary	18,383	16,486	18,861	17,578	-6.80%
	48,245	44,104	49,499	46,447	-6.17%
Copy Service S/M	18,642	7,765	15,000	6,000	-60.00%
Canon IR105 Copier Maint/Purch.	18,642	9,010	15,000	10,000	-33.33%
IR550 Copier Maintenance	3,500	1,812	3,500	2,000	-42.86%
Canon IR5000 Copier Maintenance	-	-	-	-	0.00%
	40,784	18,587	33,500	18,000	-46.27%
Total Program	89,029	62,691	82,999	64,447	-22.35%

<p>Copy Service at Ripley:</p> <p>1 FTE Copy Worker</p> <p>.5 FTE Delivery Van Driver</p> <p>Equipment and copier maintenance</p> <p>FY13 to FY14 Programmatic change:</p> <p>Reduce supplies and materials, equipment and maintenance.</p>

**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 2360: EQUIPMENT	19,364	9,332	16,057	9,030	-43.76%
Alcott Replacement Equipment	1,936	-	1,606	1,606	0.00%
Thoreau Replacement Equipment	1,936	422	1,606	1,606	0.00%
Willard Replacement Equipment	1,936	2,926	1,606	1,606	0.00%
Middle Sch. Replacement Equipment	9,682	5,985	8,028	3,212	-59.99%
Ripley Replacement Equipment	3,873	-	3,211	1,000	-68.86%
Total Program	19,364	9,332	16,057	9,030	-43.76%

Equipment Replacement program:
Replace equipment at Alcott, Thoreau, Willard, CMS, and Ripley
FY13 to FY14 Programmatic change:
Reduce Middle School equipment.

**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 2370: FIELD TRIPS	20,480	11,311	18,500	18,500	0.00%
Middle Sch. Field Trips Salary	13,967	11,311	12,000	12,000	0.00%
Elem. Field Trips Salary	6,513	-	6,500	6,500	0.00%
Total Program	20,480	11,311	18,500	18,500	0.00%

<p>Field Trip Program:</p> <p>Salaries for bus drivers for Field Trips for elementary schools and CMS</p>

**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 2390: HEALTH SERVICES	453,373	464,539	481,767	519,235	7.78%
Elementary Nurses Salary	258,686	262,444	265,000	280,215	5.74%
Middle Sch. Nurses Salary	152,132	129,994	135,000	140,558	4.12%
Elem. Nurse Chair	3,063	-	3,143	-	-100.00%
Middle Sch. Nurse Chair	2,043	32,704	34,096	35,386	3.78%
Nurse Longevity	2,378	3,500	2,440	4,080	67.21%
Pre-School Nurses Salary	13,188	27,614	30,000	48,908	63.03%
	431,491	456,256	469,679	509,147	8.40%
Health Services S/M	19,364	6,739	10,000	8,000	-20.00%
Hlth. Serv. Contr. Services	968	1,250	803	803	0.00%
Hlth. Serv. Equipment Maintenance	581	295	482	482	0.00%
Hlth. Serv. Staff Development	968	-	803	803	0.00%
	21,882	8,284	12,088	10,088	-16.55%
Total Program	453,373	464,539	481,767	519,235	7.78%

<p>Health Services Program:</p> <p>.5 FTE Nurse at Preschool</p> <p>3.0 FTE Nurses at Alcott, Thoreau, Willard</p> <p>2.0 FTE Nurses at CMS</p> <p>Nursing materials and supplies.</p> <p>FY13 to FY14 Programmatic change:</p> <p>Reduce supplies and materials.</p>
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**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 2400: PARAPROFESSIONALS	116,323	75,296	100,747	69,600	-30.92%
Elem. Paraprofessional Salary	110,722	75,296	95,000	69,600	-26.74%
Middle Sch. Paraprofessional Salary	5,601	-	5,747	-	-100.00%
Total Program	116,323	75,296	100,747	69,600	-30.92%

<p>Paraprofessional Program:</p> <p>12 Noon Assistants at Alcott, Thoreau, Willard</p> <p>FY13 to FY14 Programmatic change:</p> <p>Reduced salary budget to be inline with historical actual.</p>

**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 2410: SCHOOL DISTRICT TRAVEL	4,841	2,200	4,967	2,296	-53.78%
School District Travel	4,841	2,200	4,967	2,296	-53.78%
Total Program	4,841	2,200	4,967	2,296	-53.78%

School District Travel:
Reimbursement for mileage

CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET

December 11, 2012

PROGRAM AREA 2420: STUDENT ACTIVITY	968	-	803	-	-100.00%
Student Activities S/M	968	-	803	-	-100.00%
Total Program	968	-	803	-	-100.00%

Student Activity Program:
 Materials and supplies for student activities at CMS

**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 2430: TESTING	3,389	-	2,810	4,000	42.35%
Testing S/M	3,389	-	2,810	4,000	42.35%
Total Program	3,389	-	2,810	4,000	42.35%

Testing program:
Materials and supplies for assessments

**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 3510: ADMINISTRATION	972,775	795,780	960,331	944,013	-1.70%
Superintendent's Salary	124,005	120,000	127,725	128,853	0.88%
Superintendent Support Staff	43,260	43,620	44,558	46,827	5.09%
Asst. Superintendent Salary	-	-	-	-	0.00%
Director of Teaching & Learning	84,317	83,400	86,846	91,323	5.16%
Teaching & Learning Support Staff	37,816	37,613	38,951	39,597	1.66%
Asst. to Supt./Grants	-	-	-	-	0.00%
Dir. of Finance & Oper. Sal.	-	-	-	-	0.00%
Deputy Superintendent	81,676	86,594	84,126	83,574	-0.66%
Financial Serv. Staff	199,640	156,067	205,629	212,312	3.25%
Director of Human Resources	78,715	81,340	81,076	88,831	9.57%
Human Resources Staff	73,142	55,669	75,336	78,538	4.25%
	722,570	664,303	744,247	769,855	3.44%
Supt. Office S/M	2,421	608	2,007	608	-69.69%
Supt. Consultant Contract	-	-	-	-	0.00%
Admin. Contracted Services	-	-	-	-	0.00%
Supt. Memberships	2,179	-	1,805	1,805	0.00%
Supt. Insurance	-	-	-	-	0.00%
Supt. Prof. Development	-	57	-	57	0.00%
Annual School Census	1,501	1,480	1,244	1,480	18.99%
Admin. Annuity	14,523	-	-	-	0.00%
Dir Teaching & Learning Office S/M	917	1,345	760	1,345	77.03%
Dir Teaching & Learning Contr. Service	917	-	760	-	-100.00%
Dir Teaching & Learning Memberships	1,832	342	1,519	342	-77.49%
Dir Teaching & Learning Prof. Development	3,389	494	2,810	494	-82.42%
Dir Teaching & Learning Superintendent Travel	-	545	-	545	0.00%
Bus. Office S/M	4,032	2,033	3,343	2,033	-39.20%
Bus. Office Contr. Services	33,888	22,079	28,098	15,000	-46.62%
Bus. Office Legal Adv.	3,873	391	2,500	1,500	-40.00%
Bus. Office Memberships	968	854	803	854	6.29%
Bus. Office Prof. Development	2,905	909	2,409	910	-62.21%
Finance Director Travel	-	-	-	-	0.00%
Human Resources Office S/M	1,832	2,145	1,519	2,145	41.18%
Human Resources Contr. Services	14,523	11,694	10,000	10,000	0.00%
Human Resources Legal Adv.	48,411	-	26,500	25,000	-5.66%
Human Resources Memberships	1,936	1,836	14,000	7,500	-46.43%
Human Resources Prof. Development	2,421	540	2,007	540	-73.09%
Human Resources Recruiting	7,738	7,332	14,000	12,000	-14.29%
Legal Services	50,000	70,045	50,000	50,000	0.00%
Legal Settlements	50,000	6,748	50,000	40,000	-20.00%
	250,205	131,477	216,084	174,158	-19.40%
Total Program	972,775	795,780	960,331	944,013	-1.70%

Administration:
.6 FTE Superintendent
.6 FTE Director of Teaching and Learning
.5 FTE Deputy Superintendent of Finance and Operations
.6 FTE Director of Human Resources
.6 FTE Admin Assistant to Supt.
.6 FTE Admin Assistant to DTL
.51 FTE District Accountant
.6 FTE Business Analyst
2.10 FTE Accounting Assistant
.6 FTE Admin. Asst. HR
Material and supplies for the District Administrative Office
FY13 to FY14 Programmatic change:
Reduce supplies and materials, contracted services, memberships and professional development.

**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 3520: PRINCIPALS	1,050,581	1,040,294	1,065,014	1,090,167	2.36%
Alcott Principal Salary	133,551	129,670	137,557	139,219	1.21%
Thoreau Principal Salary	136,291	128,281	140,379	136,037	-3.09%
Willard Principal Salary	136,177	137,122	140,263	143,572	2.36%
Middle Sch. Principal Salary	131,825	180,724	135,779	139,820	2.98%
Middle Sch. Asst. Prin. Salary	95,160	56,330	98,014	108,420	10.62%
Alcott Prin. Clerical Salary	81,432	81,803	83,875	87,121	3.87%
Thoreau Prin. Clerical Salary	84,079	83,473	86,601	90,115	4.06%
Willard Prin. Clerical Salary	80,856	80,915	83,281	87,576	5.16%
Middle Sch. Prin. Clerical Salary	136,665	137,921	140,765	132,287	-6.02%
	1,016,035	1,016,239	1,046,514	1,064,167	1.69%
Middle Sch. Principals S/M	11,455	5,840	5,000	5,000	0.00%
Elem. Prin. Prof. Development	5,498	2,345	4,500	4,500	0.00%
Middle Sch. Prin. Prof. Development	3,849	900	1,500	1,500	0.00%
Middle Sch. Copier Maintenance	13,745	14,969	7,500	15,000	100.00%
	34,546	24,055	18,500	26,000	40.54%
Total Program	1,050,581	1,040,294	1,065,014	1,090,167	2.36%

<p>Principals:</p> <p>3 FTE Principals for Alcott, Thoreau, Willard</p> <p>1 FTE Principal at CMS</p> <p>1 FTE Assistant Principal at CMS</p> <p>5 FTE Principal Secretaries</p> <p>5 FTE School Clerks</p> <p>Professional development for principals, materials and supplies</p> <p>FY13 to FY14 Programmatic change:</p> <p>Increase copier maintenance to bring inline with historical actuals.</p>
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**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 3530: SCHOOL COMMITTEE	11,291	1,960	8,325	7,623	-8.44%
School Comm. Clerical Salary	2,587	1,960	2,565	2,623	2.25%
	2,587	1,960	2,565	2,623	2.25%
School Comm. S/M	458	-	380	500	31.58%
School Comm. Dues	3,666	-	3,000	2,500	-16.67%
School Comm. Conferences	458	-	380	500	31.58%
School Comm. Contr. Services	4,123	-	2,000	1,500	-25.00%
	8,704	-	5,760	5,000	-13.19%
Total Program	11,291	1,960	8,325	7,623	-8.44%

School Committee Program:
Secretarial time for School Committee meetings
Membership dues for Massachusetts Association of School Committees

**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 4610: CAPITAL OUTLAY	106,505	111,939	115,000	50,000	-56.52%
Capital Outlay - Grounds	14,523	-	20,000	10,000	-50.00%
Capital Outlay - Buildings	58,093	91,539	60,000	20,000	-66.67%
Capital Outlay - Designers	9,682	20,400	10,000	10,000	0.00%
Capital Outlay - Equipment	24,206	-	25,000	10,000	-60.00%
Total Program	106,505	111,939	115,000	50,000	-56.52%

<p>Capital Outlay program:</p> <p>Building repairs at Alcott, Thoreau, Willard, Ripley, and CMS</p> <p>FY13 to FY14 Programmatic change:</p> <p>Reduce grounds, buildings and equipment.</p>
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**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 4620: CUSTODIAL SERVICES	921,299	821,460	901,711	857,972	-4.85%
Elem. Bldg. Serv. Wkr. Sal.	455,281	425,276	468,939	454,062	-3.17%
Elem. Bldg. Serv. Wkr. Overtime	62,084	55,169	63,946	56,824	-11.14%
Middle Sch. Bldg. Serv. Wkr. Sal.	237,988	259,369	245,127	257,533	5.06%
M.S. Bldg. Serv. Wkr. Overtime	51,736	38,190	53,289	39,336	-26.18%
Ripley Bldg. Serv. Wkr. Sal.	35,875	34,275	36,951	35,743	-3.27%
Ripley Bldg. Serv. Wkr. Overtime	8,504	3,178	8,759	3,273	-62.63%
Receptionist Salary	-	-	-	-	0.00%
	851,468	815,457	877,011	846,772	-3.45%
Bld. Serv. Wkr. S/M	43,570	853	10,000	3,000	-70.00%
Ripley Bldg. Serv. Wkr. S/M	2,428	38	2,500	1,000	-60.00%
Bldg. Serv. Wkr. Uniforms	6,778	4,080	4,200	4,200	0.00%
Bldg. Serv. Wkr. Fees	458	-	500	500	0.00%
Bldg. Serv. Wkr. Equipment	16,597	1,033	7,500	2,500	-66.67%
	69,831	6,004	24,700	11,200	-54.66%
Total Program	921,299	821,460	901,711	857,972	-4.85%

<p>Custodial Services:</p> <p>5.6 FTE Building Supervisors for Alcott, Thoreau, Willard, and CMS</p> <p>9.0 FTE Building Service Workers for Alcott, Thoreau, Willard, CMS, and Ripley</p> <p>Custodial materials and supplies</p> <p>FY13 to FY14 Programmatic change:</p> <p>Reduce supplies and maintenance, and equipment.</p>
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**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 4630: INFORMATION TECHNOLOGY SERVICES	509,588	561,882	576,089	600,645	4.26%
Info. Tech. Director Salary	62,435	61,302	64,308	67,423	4.84%
I.T. Unit Leader Salary	135,329	125,479	139,389	134,731	-3.34%
I.T. Sr. Support Analyst Salary	65,719	63,482	67,690	68,153	0.68%
I.T. Services Clerical Salary	28,444	20,613	29,297	22,339	-23.75%
	291,926	270,876	300,684	292,645	-2.67%
I. T. Services Office S/M	1,694	1,223	1,405	1,500	6.76%
I. T. Serv. Micro Repair S/M	2,750	3,200	10,000	3,500	-65.00%
Contr. Services - Web Page	5,809	7,000	7,500	7,500	0.00%
Server Maintenance Support	33,048	16,464	15,000	17,500	16.67%
I. T. Serv. New Equipment	58,093	85,494	85,000	85,000	0.00%
I. T. Serv. Networking	48,411	73,258	50,000	75,000	50.00%
I. T. Serv. Software Development	4,582	-	15,000	5,000	-66.67%
M.S. PC Migration	-	-	-	-	0.00%
Admin. Software Support	29,047	46,087	45,000	47,500	5.56%
Software Maint. - Financials	18,930	37,243	25,000	40,000	60.00%
Software Maint. - Students	9,682	18,107	16,000	20,000	25.00%
I.T. Vehicle Maint.	2,421	344	2,500	2,500	0.00%
I.T. Gasoline	1,452	1,580	1,500	1,500	0.00%
I.T. Vehicle Insurance	1,743	1,006	1,500	1,500	0.00%
	217,662	291,006	275,405	308,000	11.84%
Total Program	509,588	561,882	576,089	600,645	4.26%

<p>Information Technology Services Program:</p> <p>.51 FTE Director</p> <p>.51 FTE Network Manager</p> <p>.51 FTE Application Specialist</p> <p>.51 FTE IT Data Manager</p> <p>1 FTE Support Analyst</p> <p>.38 FTE Secretary</p> <p>Equipment, software, Server Networking, IT Vehicles</p> <p>FY13 to FY14 Programmatic change:</p> <p>Reduce supplies and maintenance. Increase software.</p>
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**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 4640: MAINTENANCE/BUILDINGS&GROUNDS	689,182	658,745	523,566	473,481	-9.57%
Maintenance Manager Salary	60,627	60,120	62,446	64,553	3.37%
Maintenance Salary	272,488	179,854	200,000	147,891	-26.05%
Maintenance Overtime	37,046	15,324	35,000	20,000	-42.86%
Supplemental Labor Salary	22,764	10,688	10,000	12,000	20.00%
Maintenance Clerical Salary	29,413	6,877	7,500	7,500	0.00%
	422,338	272,862	314,946	251,944	-20.00%
Maintenance S/M - Grounds	17,428	12,705	12,000	14,000	16.67%
Maintenance S/M - Buildings	48,411	159,541	50,000	50,337	0.67%
Maint. Contr. Serv. - Grounds	29,744	23,510	15,000	25,000	66.67%
Maint. Contr. Serv. - Buildings	150,075	188,057	120,000	120,500	0.42%
Maint. Contr. Serv. - Snow Plow	14,263	702	5,000	5,000	0.00%
Maintenance Uniforms	1,936	1,368	2,000	2,000	0.00%
Maintenance Fees	145	-	120	200	66.67%
Maint. Replacement Equipment	4,841	-	4,500	4,500	0.00%
	266,843	385,882	208,620	221,537	6.19%
Total Program	689,182	658,745	523,566	473,481	-9.57%

Maintenance for Buildings and Grounds Program:
Maintaining Alcott, Thoreau, Willard, CMS, and Ripley school buildings and grounds, snowplowing , and equipment
.6 FTE Maintenance Director
.6 FTE Maintenance Foreman
.13 FTE Maintenance Secretary
2.4 FTE Maintenance Workers
Maintenance overtime and supplemental labor
FY13 to FY14 Programmatic change:
Increase maintenance of grounds.

**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 4650: MAINTENANCE/EQUIPMENT&VEHICLES	30,063	19,632	33,500	26,000	0.00%
Maint. S/M - Vehicles	9,682	4,554	8,000	8,000	-22.39%
Maint. S/M - Equipment	3,873	1,040	5,500	5,500	0.00%
Maint. Contr. Serv. - Equipment	6,778	7,573	15,000	7,500	-50.00%
Maintenance Gasoline	5,616	3,949	5,000	5,000	0.00%
Maint. Vehicle Insurance	4,115	2,516	-	-	0.00%
Maint. Replacement Vehicle	-	-	-	-	0.00%
Total Program	30,063	19,632	33,500	26,000	-22.39%

<p>Maintenance of Equipment and Vehicles</p> <p>FY13 to FY14 Programmatic change:</p> <p>Decrease equipment.</p>

**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 4660: REGULAR TRANSPORTATION	936,016	936,622	986,293	1,181,897	19.83%
Trans. Manager Salary	48,225	40,233	49,672	43,133	-13.16%
Trans. Drivers Salary	498,233	448,518	508,198	458,610	-9.76%
Trans. Drivers Overtime	13,925	2,350	14,203	108,767	665.80%
Private School Trans. Salary	66,415	66,540	75,000	69,368	-7.51%
Trans. Mechanics Salary	106,762	104,227	95,000	118,669	24.92%
Trans. Mechanics Overtime	6,855	3,671	5,500	6,000	9.09%
Trans. Coordinator Salary	59,423	58,044	61,205	58,283	-4.77%
	799,838	723,582	808,778	862,830	6.68%
Transportation S/M	73,086	56,455	60,000	60,000	0.00%
Trans. Accident Repairs	953	500	790	500	-36.71%
Trans. Gasoline/Diesel Fuel	37,208	132,856	74,000	142,294	92.29%
Trans. Vehicle Insurance	8,714	6,733	7,225	6,733	-6.82%
Trans. Computer Equipment	1,668	1,650	1,750	1,750	0.00%
Trans. Drug & Alcohol Testing	1,905	2,232	2,500	2,500	0.00%
Trans. Staff Development	3,336	4,367	5,000	5,000	0.00%
Transportation Fees	2,097	3,038	1,250	1,250	0.00%
Trans. Vehicle Replacement	-	-	-	-	0.00%
Trans. Contracted Services	7,211	4,485	25,000	25,000	0.00%
Trans. Leases	-	723	-	74,040	0.00%
	136,179	213,039	177,515	319,067	79.74%
Total Program	936,016	936,622	986,293	1,181,897	19.83%

<p>Transportation Program:</p> <p>.6 FTE Transportation Manager .6 FTE Transportation Coordinator .6 FTE Asst. Transportation Coordinator</p> <p>1.8 FTE Transportation Mechanic 27 FTE Bus Drivers Overtime salaries</p> <p>Transportation Materials, supplies, fuel, insurance, vehicle replacement, and contracted services</p> <p>FY13 to FY14 Programmatic change: Increase fuel. New leases to support transportation (repair facility and bus parking facility).</p>

**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 4670: SPECIAL EDUCATION TRANSPORTATION	534,082	401,234	432,604	520,000	20.20%
SPED Trans. Aide Salary	18,114	-	17,961	-	-100.00%
	18,114	-	17,961	-	-100.00%
SPED Trans. Contracted Services	515,968	401,234	414,643	520,000	25.41%
	515,968	401,234	414,643	520,000	25.41%
Total Program	534,082	401,234	432,604	520,000	20.20%

<p>Special Education Transportation:</p> <p>Contracted transportation with CASE for 35 special education students.</p> <p>FY13 to FY14 Programmatic change:</p> <p>Increased assessment.</p>
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**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 4680: UTILITIES/HEATING	444,513	244,789	378,606	263,463	-30.41%
Alcott Heating	62,935	42,379	60,000	45,000	-25.00%
Thoreau Heating	69,712	35,105	60,000	37,500	-37.50%
Willard Heating	72,617	24,355	45,000	26,000	-42.22%
Peabody Heating	72,617	40,660	65,000	42,500	-34.62%
Sanborn Heating	94,500	74,681	85,000	82,500	-2.94%
Ripley Heating	38,729	23,431	35,000	25,000	-28.57%
Trans. Repair Heating	5,809	4,171	4,975	-	-100.00%
Maint. Storage Heating	4,841	-	4,146	-	-100.00%
Contracted Serv. - Burners	14,523	-	12,437	4,000	-67.84%
Contr. Serv. - Ripley Burners	968	-	829	-	-100.00%
Contr. Services - Controls	7,262	6	6,219	963	-84.51%
Total Program	444,513	244,789	378,606	263,463	-30.41%

Utilities/Heating Program:
Heating for Alcott, Thoreau, Willard, CMS, and Ripley
FY13 to FY14 Programmatic change:
Reduced heating fees.

**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 4690: UTILITIES/OTHER	672,107	611,557	698,849	632,080	-9.55%
Alcott Electricity	99,225	97,824	110,000	101,500	-7.73%
Thoreau Electricity	105,000	101,376	110,000	104,000	-5.45%
Willard Electricity	89,250	91,725	95,000	95,000	0.00%
Peabody Electricity	52,920	46,842	52,920	49,233	-6.97%
Sanborn Electricity	84,000	63,708	75,000	68,500	-8.67%
Ripley Electricity	42,000	32,276	42,000	35,000	-16.67%
Systemwide Electricity	1,050	503	1,000	1,000	0.00%
Trans. Repair Electricity	2,100	3,482	2,100	2,100	0.00%
Water/Sewer	24,206	34,404	37,500	37,500	0.00%
Ripley Water/Sewer	968	1,467	829	747	-9.92%
Telephone	137,500	100,331	135,000	100,000	-25.93%
Trash Pickup & Recycling	33,888	37,621	37,500	37,500	0.00%
Total Program	672,107	611,557	698,849	632,080	-9.55%

<p>Other Utilities Program:</p> <p>Electricity, sewer, telephone , and trash service for Alcott, Thoreau, Willard, CMS, and Ripley</p> <p>FY13 to FY14 Programmatic change:</p> <p>Reduced electricity fees.</p>
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**CONCORD PUBLIC SCHOOLS
FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 5810: INSURANCE	57,900	45,669	49,946	40,800	-18.31%
Workers' Compensation	9,682	-	5,000	-	-100.00%
Employee Assistance Program	6,293	7,124	7,500	-	-100.00%
Public Liability Insurance	36,308	33,036	32,500	35,000	7.69%
Sch. Comm. Prof. Liability	4,841	4,771	4,146	5,000	20.60%
Nurses Liability Insurance	775	738	800	800	0.00%
Total Program	57,900	45,669	49,946	40,800	-18.31%

<p>Insurance:</p> <p>Workmen's compensation and public liability insurance</p> <p>FY13 to FY14 Programmatic change:</p>
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CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET

December 11, 2012

PROGRAM AREA 5830: ASSESSMENTS	-	0	-	-	0.00%
School Choice Assessment	-	-	-	-	0.00%
Charter School Assessment	-	-	-	-	0.00%
Total Program	-	-	-	-	0.00%



**CONCORD PUBLIC SCHOOLS
 FY2014 CONCORD SCHOOL COMMITTEE ADOPTED BUDGET**

December 11, 2012

PROGRAM AREA 5840: OTHER FIXED COSTS	29,047	5,896	15,000.00	7,500.00	-50.00%
Postage	29,047	5,896	15,000	7,500	-50.00%
Total Program	29,047	5,896	15,000	7,500	-50.00%

FY13 to FY14 Programmatic change: Reduced Postage
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**Concord Public Schools
FY14 - FY18**

Preliminary Capital Needs

Project Description	FY14	FY15	FY16	FY17	FY18	Comments / Building Total
Alcott						
Replacement of DX Chilling				250,000	100,000	
Classroom Refurbishing	50,000	25,000				
Parking Area Sealing & Relining	20,000	20,000				
Total Alcott	70,000	45,000	0	250,000	100,000	\$465,000
Thoreau						
Replacement of DX Chilling			125,000	125,000	100,000	
Classroom & Hall Painting	50,000	25,000				
Parking Area Sealing & Relining	20,000	25,000				
Total Thoreau	70,000	50,000	125,000	125,000	100,000	\$470,000
Peabody Building						
Roof replacement	240,000					
General flooring replacement						Need Updated Gale Estimates & Conditions Report
Replacement of HVAC controls and unit ventilator throughout school-desin phase followed by construction	165,000	185,000				Wear and tear of flooring HVAC systems starting to fail due to age of equipment.
Electrical upgrade	50,000					For computer technology.
Replace existing ventilation units and piping			320,000	300,000		Replace due to age of equipment.
Domestic water piping replacement		150,000	150,000			Replacement due to age of piping in crawl spaces.
Electrical power upgrade for technology	100,000					Lack of electrical power for increased demand for power.
Total Peabody	\$555,000	\$335,000	\$470,000	\$300,000	\$0	\$1,660,000
Sanborn Building						
Asbestos abatement / classrooms						VAT tile should be abated as possible. This request for classrooms where asbestos tile is covered by degraded carpets.
Auditorium renovation (Phase 1)						Carpeting, Chairs, Stage Upgrades
Roof replacement					700,000	Need Updated Gale Estimates
HVAC univert replacement		125,000	125,000	125,000		
Electrical upgrade	50,000					
Fire alarm detection	50,000	25,000				On-going Fire Department codes
Domestic water piping replacement		220,000	80,000			Replacement of old piping
Total Sanborn	\$100,000	\$370,000	\$205,000	\$125,000	\$700,000	\$1,500,000
Ripley Administration Building						
Replace air handlers/AC (elec/mech. Design FY10)						Replacement due to age of equipment
Ripley Conference Rooms						
Total Ripley	\$0	\$0	\$0	\$0	\$0	\$0
Yearly Totals	\$795,000	\$600,000	\$600,000	\$800,000	\$900,000	\$4,095,000

Concord Public Schools Stabilization Funds:

CPS Technology Stabilization Fund	Balance as of February 28, 2013	\$75,349.06
CPS Capital Needs	Balance as of February 28, 2013	\$967,204.99

Concord-Carlisle Regional School District Stabilization Funds:

CCRS Technology Stabilization Fund	Balance as of February 28, 2013	\$793,782.48
CCCRSD Stabilization Fund	Balance as of February 28, 2013	\$8,198.57

What is the purpose of a Stabilization Fund

A stabilization fund allows the Town or Regional School District to set aside money that can be used for a specific purpose. It provides slightly more flexibility with investment options than if it were in the general fund.

Why is it necessary?

It is a vehicle that allows the Town or Regional School District to set aside funds for use in the future to address extraordinary expenses.

How does it work?

In the event that there is money left over from a fiscal year's budget or from the sale of property, the town can vote (by a 2/3's majority) to put some of that money into a stabilization fund. It take 2/3 majority to take money out of the fund.

For Regional School Districts a 2/3's vote of the Regional School Committee is required.