

located if not at its present site. The Committee looked primarily at land already belonging to the Town

Cost Analysis- A comparison of the costs of outsourcing as opposed to retaining the department. This involved a close examination of budget figures and comparative data from other school systems.

During the course of its brief but dynamic existence, the Committee held two public hearings and in October issued a final report and recommendations to the Town. The Committee learned that the Concord transportation depot which includes a maintenance facility, bus parking, and driver accommodations on one site is highly efficient and is considered a desirable model by many transportation managers. The Committee determined that having the drivers and maintenance people as direct employees of the school system greatly enhances the sense that the employees are valued members of the school community. The Committee also found that retaining our own department would be far less costly than outsourcing.

The Committee made the following recommendations:

- The School Committees commit to keeping School Transportation in-house for a minimum of five years.
- The best location for the School Transportation Department is its current location.
- Maintain the current level of service.
- Encourage bus ridership.

Whether the recommendations of the Committee will be considered is for the future to determine.

CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE

Fabian Fondriest, Chair
Louis Salemy, Vice-Chair
Phil Benincasa
Pamela Gannon
Melissa McMorrow
Jennifer Munn
Maureen Spada

We are deeply saddened by the passing of former School Committee chair and member Jan McGinn. Jan was a leader committed to public education. Under her leadership in its early years, the Concord Education Fund grew from an idea to an organization that has granted over \$1.1 million to projects in our

schools. From there Jan moved on to School Committee, where she served for six years as an active leader on many initiatives. We are grateful for having known Jan and for her contributions to our community.

Our high school continues to benefit from the tireless commitment of educators, staff, parents, community members and students. Together we successfully pursued our mission of educating all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors in our global society.

Much of our work--and healthy debate--this year centered on our new high school building project. In 2011, the Massachusetts School Building Authority (MSBA) announced that it would grant \$28 million towards a new Concord-Carlisle high school and in the fall of 2011, Town Meeting overwhelming approved the \$92.5 million project, and that vote was confirmed with 84% support at the polls a week later. But as the design process moved forward, our project management was not as disciplined as it should have been. Though well-intended, too many costly features were added to the building design. As a result, the MSBA determined that our project had gotten out of compliance with our Project Funding Agreement, and suspended our funding in June.

The MSBA was correct in both its assessment and its action. As disappointing as the funding suspension was, our response to this setback was thorough and swift. The MSBA outlined numerous requirements that we would have to achieve for it to consider reinstating our funding. We made several changes in process and structure to meet these requirements, with the most important being that Stan Durlacher took over the leadership of the Building Committee. Over the next few months, Stan and the Building Committee, as well as the Administration and School Committee, worked diligently to meet all the MSBA's requirements and, in October, the MSBA announced that the project was back in compliance and our funding will be reinstated.

While we deserved the criticism we received for letting the project get out of compliance in the first place, it was inspiring to see our cooperative and successful response to this crisis. As with any complex building project, there are still issues to be resolved, including a long-term plan for transportation. We are confident that the same

drive and teamwork we demonstrated in responding to the MSBA funding suspension, as well as continued cooperation across Town departments and committees, will allow us to develop effective solutions to these issues. We now have a building project and a process that are both stronger than they were before, and we look forward to moving into a beautiful new high school in the fall of 2015.

Ultimately though, it is what goes on inside the building that matters. As in previous years, our faculty, administrators and students combined to create a public high school that ranks at the highest levels in the State and in the nation across all areas, and makes our mission a reality.

The numbers, though only part of the story, are compelling. 98% of 10th grade students scored proficient or advanced on the ELA MCAS and 92% percent scored proficient or advanced on the Math MCAS. 95% of 10th grade students passed one of the Science MCAS exams. 100% of the CCHS class of 2012 received a Competency Determination as a result of passing both the ELA and Math MCAS. The median SAT score for CCHS Class 2012 was 1850 (compared to the state average of 1529). Five students in the Class of 2012 qualified as National Merit Scholar Finalists. CCHS students achieved a passing score on 97% of Advanced Placement (AP) exams they took, with a score of 4 or 5 (the highest score) on 85% of these AP exams. Over 95% of CCHS graduates continued their education in post-secondary placements. In a survey of graduating seniors, 85% reported they were admitted to their first or second college choice, and 94% were admitted to at least one of their top three college choices.

Beyond the numbers, the CCHS community embodies curiosity, creativity, rigor, and energy in the pursuit of student learning. Examples abound. Under the leadership of Peter Badalament, Michael Goodwin and a dedicated team of teachers across subject areas, we launched a new interdisciplinary program, Rivers and Revolutions,

for fifty juniors and seniors each semester. The feedback from the first class has been enthusiastically positive. We also introduced Advanced Java Programming and the Musical as new courses, and twenty-five students enrolled in new offerings through virtual high school classes.

CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT					
Enrollment - October 1, 2012					
Resident Students	9	10	11	12	TOTAL
Concord	217	204	210	201	832
Carlisle	77	70	72	91	310
Non-Resident Students					
METCO	12	18	19	15	64
Tuition Waived	3	3	1	4	10
State Wards	0	0	0	0	0
Total Non-Resident	15	21	20	19	74
Total Enrollment at CCHS	309	295	302	310	1,216
Out of District Special Education Students					40
Grand Total - CCRSD					1,256

Further afield, the CCHS Robotics team built a robot and competed successfully in the “FIRST” (For Inspiration and Recognition of Science and Technology) national competition in St. Louis, Missouri, and the CCHS Meteorology students in Jeff Yuhas’

class presented at the American Meteorological Society conference in New Orleans, Louisiana.

The arts continue to flourish at CCHS. The CCHS Repertory and Concert Bands earned gold medals at the prestigious Massachusetts Instrumental and Choral Conductors Association (MICCA) State Concert Festival. Six CCHS student musicians—the most in many years--were nominated and accepted into the MENC All-eastern Honors Ensembles. Student artists participated in the Boston Globe Scholastic Art awards regional exhibit and earned gold and silver keys. Student artists also participated locally in the Lexington Arts and Crafts Society Show for art majors as well as the Concord Art Association’s year-end awards and retrospective show. Throughout the year, many students worked together on three theater productions. They built sets, coordinated lighting and sound, and performed in *The Lion in Winter* (50+ students), *A Little Night Music* (150+ students), and *Romeo & Juliet* (30+ students).

CCHS students continued to demonstrate their commitment to social responsibility through participation in numerous activities, raising funds to aid relief efforts in several countries, and participating in the Ecuador, France, and Turkmenistan exchanges. In the summer students traveled to Tanzania to perform community service in rural areas, and another group of students is planning a similar service trip to Bolivia. Collectively,

our students contributed more than 25,000 hours of service in the surrounding communities during the school year. CCHS students are required to perform 40 hours of community service prior to graduation, but most students contribute far more than this minimum requirement. Our students are well on their way to being responsible contributors in our society.

These exceptional results would not be possible without our outstanding faculty, staff, and administrators. Together, they create and nurture the learning environment that propels our students to achieve at extraordinary levels. Teachers and administrators also worked together to implement the new teacher supervision and evaluation system that complies with new State regulations. In addition, the administration, faculty and School Committee are working together to address shortcomings in the school environment that were identified in the first TELL Mass teacher survey completed in the spring. While we need to address these shortcomings, we continue to attract and retain a great faculty. Our teacher retention rate at CCHS is 99% and we had a 100% acceptance rate on offers to new teachers and staff.

Most of the new CCHS teachers and staff filled vacancies created by retirees. We thank our retirees for their years of service and wish them well in their new adventures.

We recognize that we are fortunate to live in a community that generously supports high-quality public education. At the same time, we recognize our fiscal responsibility to our community, and we work to develop budgets that strike the appropriate balance. We have not required an override for our CCHS operating budget since 2007, and the current school-year budget for CCHS represents a 1.8% increase over the prior year. The recently completed budget for the next school year represents a 1.2% increase over the current year. In addition, we were able to add \$500,000 to the CCHS Technology Stabilization Fund through the successful closing of the fiscal year. These budgets have all been below the levy limits and have matched the guidelines developed by the Finance Committee.

As independent evidence of the effectiveness of our fiscal management, we continue to carry an Aaa bond rating (Moody's highest rating) and, in December, we

completed a \$9 million Bond Anticipation Note (BAN) sale at a 0.2041% interest rate.

Our school also benefits from the generosity of citizen-run non-profit organizations, including the Concord Education Fund, the CCHS Parents' Association, the Concord-Carlisle Community Chest, and individuals in both Concord and Carlisle. The Concord Education Fund has been particularly supportive in new technology and science initiatives, including the STEM (Science, Technology, Engineering and Mathematics) program and the Digital Recording Studio. We are grateful for these donations that allow us to enhance our students' educational experience.

Our community's generosity reached a new level in December when we were pleasantly surprised by an email from John Boynton, a private citizen, advising that a group of private citizens is forming to raise money to enhance the outdoor facilities at CCHS, including adding new tennis courts, improving the lower fields, installing artificial turf on the football field, and building an outdoor amphitheater. This was great news and we look forward to hearing more about these plans and working with this group of citizens in 2013.

We thank all the citizens of Concord for their active support of our students and our high school. We can all take great pride in the learning environment and the new high school campus that we are building together.

SUPERINTENDENT'S REPORT CCRS AND CPS

Diana F. Rigby, Superintendent
John Flaherty, Deputy Sup. of Finance and Operations
Kathy Codianne, Director of Teaching and Learning
Kelly McCausland, Director of Human Resources
Jessica Murphy, Director of Special Education
Gene Warfel, Director of Information Technology
Peter Badalament, Concord-Carlisle Principal
Lynne Beattie, Concord Middle School Principal
Kelly Clough, Thoreau Principal
Patricia Fernandes, Willard Principal
Sharon Young, Alcott Principal

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. We are able to achieve