

# Board of Education 2018-19 Budget



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Davenport Ridge School, Grade 3



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Rippowam Middle School, Grade 8



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Cloonan Middle School, Grade 7

**EARL KIM**  
**Superintendent of Schools**  
Prepared by Hugh F. Murphy  
**March 26, 2018**

# Overview

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- Thank Yous
  - Budget Managers and Finance Department
  - CBAC
  - Board
- Three Objectives
  - Provide budget context
  - Provide budget overview
  - Answer clarifying questions and solicit feedback
- Next Steps

# Context Dictates Restraint

- Community with a Shared Vision & Plan
- Austere State & Local Economic Conditions
  - Impact of Federal Tax Reform
  - State Revenue Shortfalls & Unsustainable Costs
  - State Ed Funding Challenge: Politics of Equity
  - Municipal Overburden (Appendix 1)
- Proposed Budget Advances Mission with Prudence

## CBAC Input: On Track & Invest\*

- Maintain Student-to-Staff Ratios, Reallocate Staff to meet District Needs (Appendix 2, 17)
- Strengthen Student Support Systems
  - Guidance Services
  - Intervention Services (i.e., early and tiered intervention)
  - English Language & Special Education Services
- Invest in Facilities & Maintenance
- Enhance PD and Communications
- Strengthen Programs & Supports

\*See Appendix 3

# Budget Builds on Achievements

- Cultivating Positive School Ethos
- Providing Safe School Environments
- Engaging Families & Community
- Strengthening Curriculum & Supports
- Increasing Achievement & Attainment
- Stretching Operations Support Dollars
- Promoting Professional Learning & Growth

# Budget Addresses Challenges

- Challenges
  - Increase in Transportation Cost (Appendix 4)
  - Increase in Special Education (SE) Needs (Appendix 5,6,7)
  - Underfunding of Maintenance (Appendix 8)
  - Reduction in State Grant Revenue (Appendix 9)
  - Increase in Pension Cost for Non-Certified Staff
- Tactics
  - Align with Goals & Priorities
  - Strategic Reallocations
  - Leverage Dollars Supporting C&I
  - Strategic Pivot: Dollars Follow Students

# 2018-19 Budget Overview

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1. Budget Addresses District Priorities
2. Budget Assumptions
3. Budget Drivers
4. Strategies to Manage Growth
5. Results: Comparable District Spending (Appendix 15)
6. Achievement (Appendix 19)

# Budget Priorities- Driven by Plan

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1. Learning Organization (Appendix 10)
2. Habits of Mind (Appendix 11)
3. Habits of Body (Appendix 12)
4. Habits of Heart (Appendix 13)



# Budget Assumptions

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- OPEB valuation pending; assume flat
- Maintain current agreement with Charters Schools; under review & being negotiated
- Pension – \$660k increase from actuary for Non-Certified Staff
- City cross-charge for Non-Certified Health Insurance – 0.2% increase
- Vacancy savings – \$2.2m

# Factors that Drive Increase\*

- Reduction in Health Insurance **One-Time Adjustment** – (13.2%)
- Increase in Salaries **Sustainable** – 1.8%
- Increase in Special Education **Unsustainable** – 3.5%
- Increase in Maintenance **One-Time Adjustment** – 5.1%
- Increase in Transportation **Unsustainable** – 7.8%
- Increase in Pension **Unsustainable** – 22.2%
- Investment in C&I **One-Time Adjustment** – 26.8%
- **Proposed Budget Increase: 1.81%**

\*See Appendix 14,15,16

# Strategies to Manage Growth

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- Addressing needs of struggling students
  - Focusing resources on early literacy and math
  - Reallocating resources
  - Modifying school schedules
  - Decreasing out-of-district program costs- Building in-district therapeutic programs
- Focusing resources through community-wide (C2C) strategic planning
- Decreasing energy consumption and cost
- Managing “Staff-to-Student” ratios

# Next Steps:

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## **Board of Finance**

- BOE Budget Presentation - March 20<sup>th</sup> at 7PM
- Joint Public Hearing (with BOR) – March 27<sup>th</sup> at 7PM
- BOE Budget Presentation - April 2<sup>nd</sup> at 7PM
- BOF Vote on Budget – April 19<sup>th</sup> at 7PM

## **Board of Representatives**

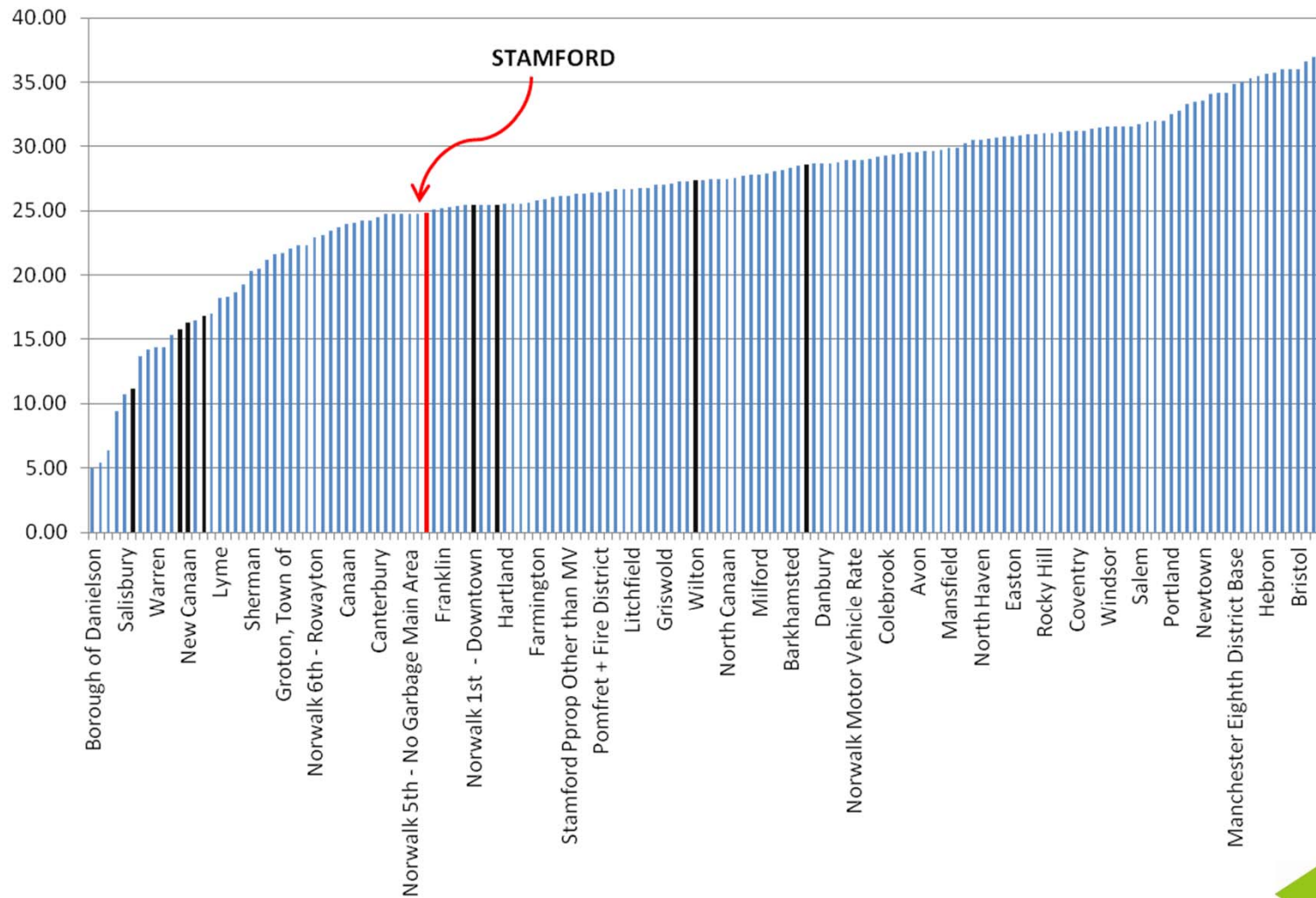
- BOE Budget Presentation – March 26<sup>th</sup> at 7PM
- Special Budget Meeting – May 8<sup>th</sup> at 8PM

# Appendices

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1. Municipal Overburden
2. Class Size Trends
3. CBAC – On the Right Track
4. Transportation Cost
5. Special Education Growth-Slowing
6. Special Education OOD Tuition Cost
7. Special Education Students Outplaced from SPS
8. Maintenance Budget- One Time Adjustments
9. Reduction in Grant Revenue
10. Learning Organization
11. Habits of Mind
12. Habits of Body
13. Habits of Heart
14. Budget Growth 2.4% over 5-Years
15. Results: Comp Spending
16. Where this Budget Falls
17. Reallocating Staff to meet District Needs
18. Status of BOE Capital Request
19. Achievement – 2015-16 vs 2016-17; 22 areas

# 1. Municipal Overburden



## 2. Class Size Trends

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Davenport Ridge	20.9	19.9	20.9	20.2	20.3	19.5	19.1
Hart	21.7	20.9	21.1	20.3	20.7	20.3	19.4
Toquam	21.3	20.7	20.3	20.7	19.9	20.3	19.8
KT Murphy	20.7	18.1	19.1	19.6	19.2	19.5	19.9
Newfield	21.6	20.8	19.8	20.2	19.8	19.6	19.6
Northeast	20.1	19.5	19.6	18.2	20.0	19.9	18.6
Rogers International	22.5	22.7	22.3	22.8	23.3	23.0	22.7
Roxbury	20.8	19.6	18.1	20.8	19.4	19.0	19.7
Springdale	21.9	21.5	20.7	19.8	20.7	20.5	21.3
Stark	21.9	20.0	19.5	21.1	20.7	21.5	20.7
Stillmeadow	21.9	20.4	20.4	20.4	21.1	20.5	20.1
New School at 200 Strawberry Hill Avenue					19.1	19.4	19.4
Westover	21.0	20.3	19.5	20.9	19.4	18.9	19.2
Elementary Average Class Size	21.4	20.4	20.1	20.4	20.3	20.1	20.0
Cloonan Middle School	19.5	21.2	21.1	18.5	18.6	19.1	20.4
Dolan Middle School	19.4	20.5	18.5	18.2	17.9	20.0	21.7
Turn of River Middle School	19.6	18.9	20.1	19.2	19.9	19.8	20.8
Scofield Magnet Middle School	25.6	23.6	19.8	18.6	18.7	18.5	19.2
Rippowam Middle School	20.6	21.7	21.7	22.3	19.6	19.8	20.1
Rogers Middle International School	20.4	21.6	22.1	21.4	21.8	21.7	22.9
Middle School Average Class Size	20.9	21.3	20.6	19.7	19.4	19.8	20.9
Stamford High School	22.3	21.8	21.3	20.3	21.0	20.1	20.1
Westhill High School	21.2	21.2	21.0	20.5	21.5	20.5	20.8
AITE	19.2	19.5	19.6	19.5	19.2	19.2	20.5
High Schools Average Class Size	20.9	20.8	20.6	20.1	20.6	19.9	20.5

# 3. CBAC – On the Right Track

## Student to Staff Ratio

- Contingency budgets for schools
- More funds to Guidance
- Media Centers need more support

## Strengthen Student Support Systems

- More prevention & support in early grades (pre-K) is less expensive later
- Social Emotional matches “Habits of Health”
- Tiered Support: a. intervention b. differentiation c. accommodations (LRE)
- Reduce Out of District placements
- Parent Facilitators- Certified and more involved; QA across the district
- Provide trauma support when needed
- Formula for allocation of ESL teachers
- Early College planning (before senior year)

## Invest in Facilities & Maintenance

- Allocate more funds to custodial supplies
- Increase revenue for extracurricular activities
- Capital -Get rid of aging portables; replace with additions or new portables

## Enhancing Professional Development and Communication Capacity

- Increase professional development
- More PD on systemic racism
- Building Capacity -Increase talent pool (quality)
- Need PR to get real picture of SPS “out there”
- Re-vamp marketing of SPS

## Strengthen Programs and Supports

- Allocate funding for after school initiative such as Mayor’s Youth Leadership
- De-track middle schools
- Early Intervention in Reading and Math support
- Improve Elementary Curriculum Development- Literacy
- Expand scope of Purchasing Department to negotiate vendor cost down

Green= In Place    Blue= Work in Process    Purple= To be considered

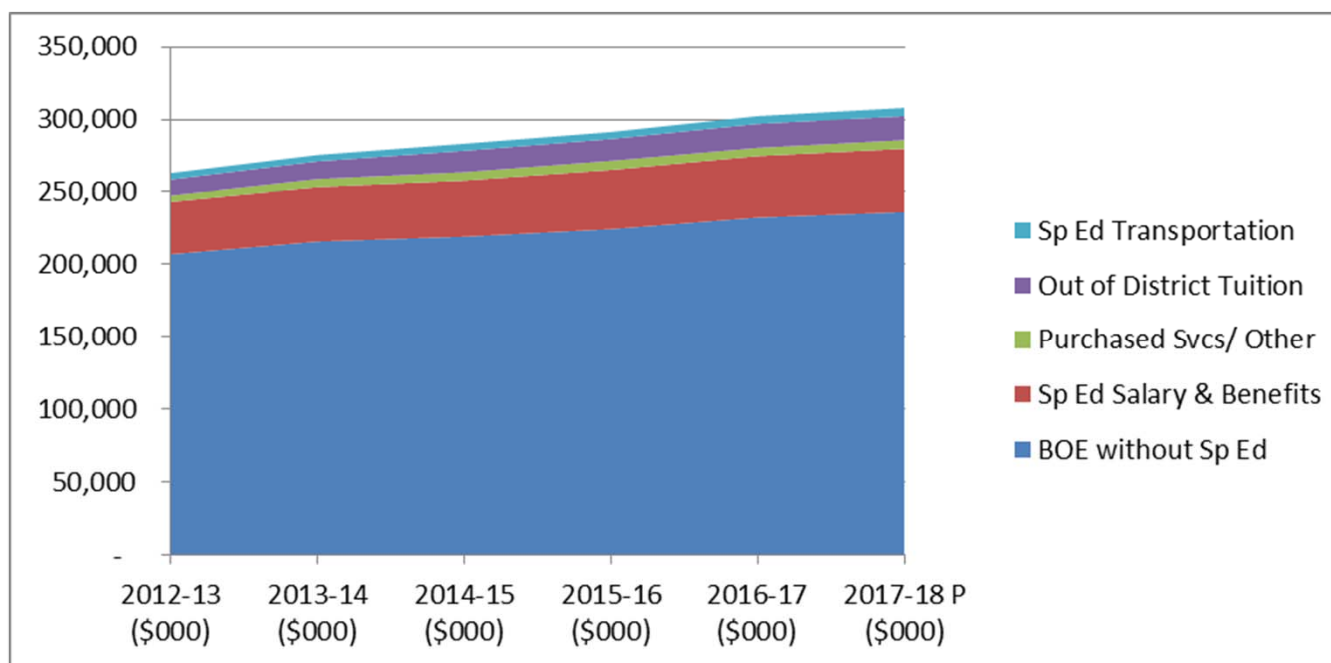


## 4. Transportation - Unsustainable

2014-15	2015-16	2016-17	2017-18B	2018-19B
\$14,829,539	\$15,129,405	\$16,231,067	\$17,461,987	<b>\$18,814,991</b>

- Increasing at 6.7% + per year
- 3 more years on contract

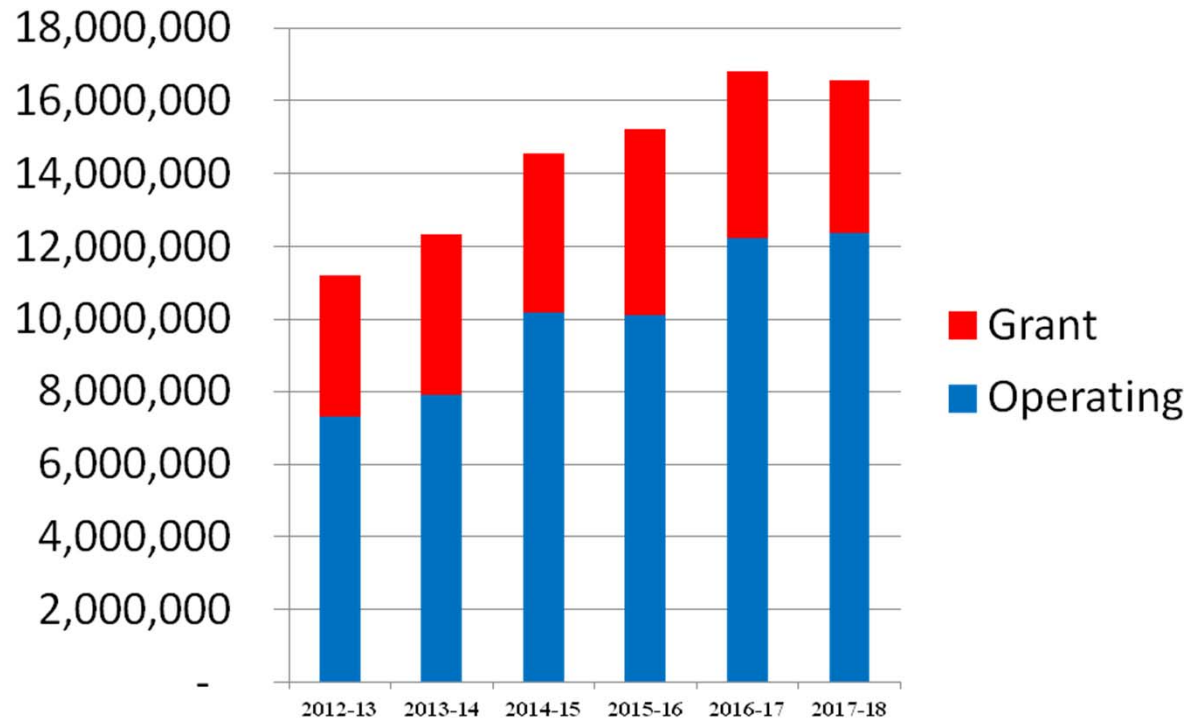
## 5. SpEd Growing but Slowing



	2012-13 (\$000)	2013-14 (\$000)	2014-15 (\$000)	2015-16 (\$000)	2016-17 (\$000)	2017-18 P (\$000)	Avg Growth
BOE without Sp Ed	207,037	215,831	219,184	224,390	232,422	236,141	2.7%
Sp Ed Salary & Benefits	36,114	37,521	38,617	40,695	42,254	43,606	4.3%
Purchased Svcs/ Other	4,362	5,467	5,754	6,267	5,637	5,948	9.5%
Out of District Tuition	11,022	12,261	14,735	15,093	16,624	16,557	8.4%
Sp Ed Transportation	4,435	4,359	4,904	4,855	5,311	5,683	3.7%
<b>Total Program Expenditures**</b>	<b>262,970</b>	<b>275,439</b>	<b>283,194</b>	<b>291,300</b>	<b>302,248</b>	<b>307,935</b>	<b>3.3%</b>
<b>BOE without Sp Ed</b>	<b>78.7%</b>	<b>78.4%</b>	<b>77.4%</b>	<b>77.0%</b>	<b>76.9%</b>	<b>76.7%</b>	
<b>Special Education % of Total</b>	<b>21.3%</b>	<b>21.6%</b>	<b>22.6%</b>	<b>23.0%</b>	<b>23.1%</b>	<b>23.3%</b>	

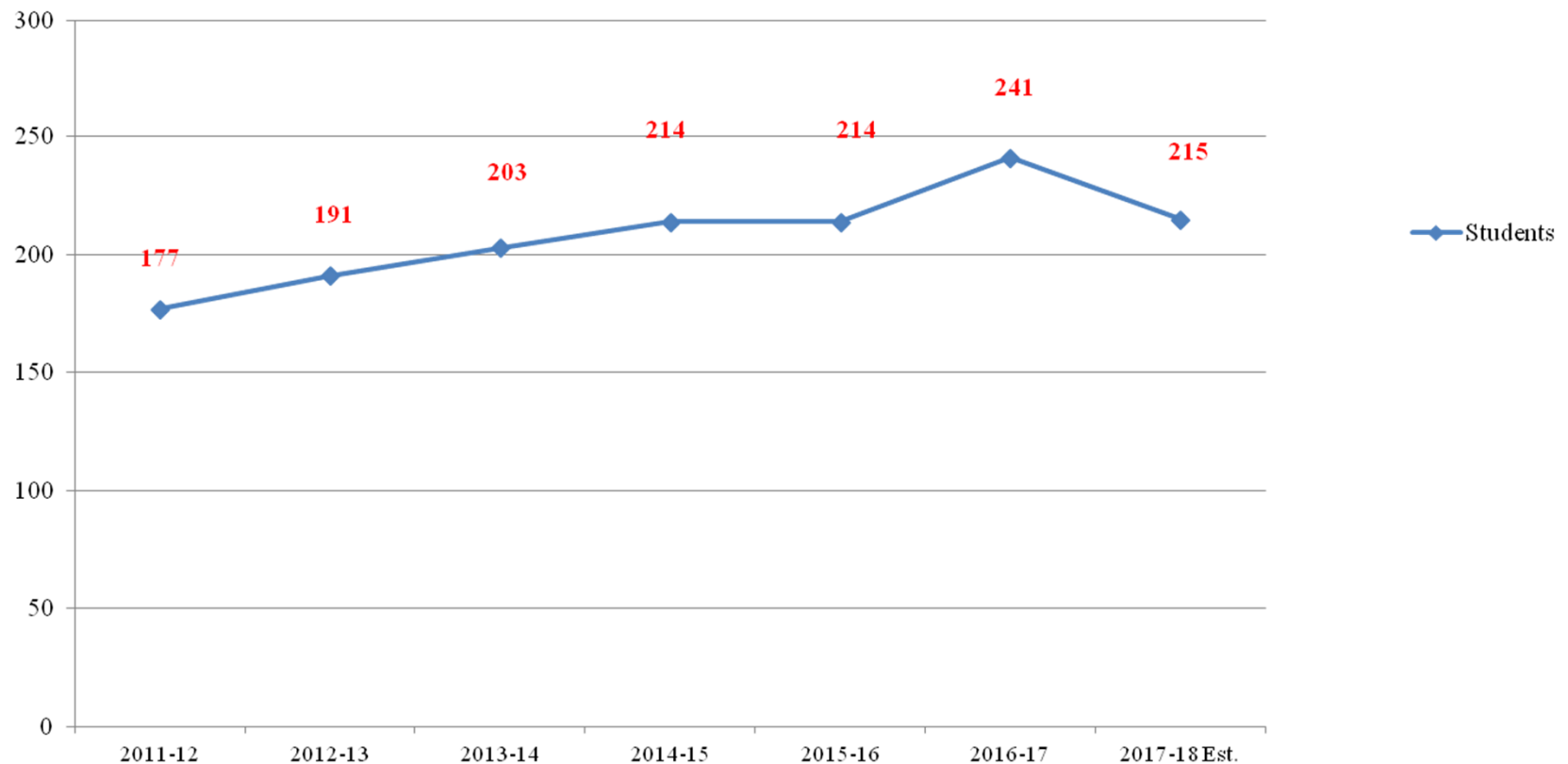
# 6. OOD Tuition Cost

(over 6 years-growing at 9% per year)



	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Students	191	203	214	214	230	215
Grant	3,935,000	4,446,000	4,351,000	5,113,000	4,585,000	4,200,000
Operating	7,290,000	7,905,000	10,201,000	10,110,000	12,230,000	12,357,000
<b>Total</b>	<b>11,225,000</b>	<b>12,351,000</b>	<b>14,552,000</b>	<b>15,223,000</b>	<b>16,815,000</b>	<b>16,557,000</b>

# 7. Decrease in Outplacements



## 8. Maintenance – 1-Time Adjustments

### Maintenance Budget - Last 3 Years

		2014-15	2015-16	2016-17	2017-18B	2018-19B
<b>100</b>	Salaries	9,252,292	9,812,706	9,815,652	10,246,086	10,467,693
<b>121</b>	Overtime	1,237,305	1,528,458	1,764,328	1,390,000	1,700,000
<b>201</b>	Clothing/Tool Allowance	171,604	182,093	159,320	180,000	180,000
<b>230</b>	Pension			136,107	110,400	135,000
<b>321</b>	Contracted Services	1,557,945	1,956,461	1,621,984	1,833,395	1,821,347
<b>411</b>	Electricity	3,733,820	3,613,206	3,493,373	2,809,092	2,911,910
<b>412</b>	Gas Non-Heat	96,134	96,589	-	-	-
<b>413</b>	Water	304,849	306,439	314,678	329,736	338,360
<b>420</b>	Repair & Maintenance	2,085,960	1,664,692	1,555,275	1,275,000	1,450,000
<b>450</b>	Construction Services	469,612	74,568	192,846	772,636	768,750
<b>452</b>	Grounds Maintenance	163,813	149,770	154,289	150,000	150,000
<b>613</b>	Maintenance Supplies	348,110	339,076	380,952	346,737	359,197
<b>621</b>	Gas Heat	1,361,818	1,112,913	1,340,143	1,218,188	1,397,037
<b>624</b>	Oil Heat	174,915	4,663	6,759	15,000	15,000
	All Other	66,116	181,558	115,109	169,000	218,000
	<b>Total</b>	<b>21,024,293</b>	<b>21,023,192</b>	<b>21,050,815</b>	<b>20,845,270</b>	<b>21,912,294</b>

## 9. Reduction in State Grant Revenue

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- Overall estimate of \$3.0m in Grant Reductions
- State Grants – \$2.6m
  - Reductions in Adult Ed, Alliance Construction, Bilingual Ed, Extended School Hours, Low Performing Schools, Priority School District, School Accountability, Vocational Agriculture
  - Predicting increase in State Magnet Grant
- Federal Grants – \$0.4m
  - Reductions in 21<sup>st</sup> Century, Immigrant and Youth Education, Title I Part A
  - Predicting increase in Medicaid Grant

# 10. Learning Organization

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- Create structures, processes and protocols that facilitate team learning and scale practice
- Provide PD to staff on Senge's five disciplines of a learning organization => culture of continuous improvement
- Develop a Communications Plan around the Strategic Plan

# 11. Habits of Mind

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- Develop & launch curriculum renewal process
- Develop district curriculum framework & delineate delegation of authority
- Enhance tiered enrichment & co-curricular programming, K-12
- Engage parents in understanding data, programs, services & community resources



## 12. Habits of Body

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- Assess & address food insecurity needs in conjunction with community partners
- Renew Health/PE curriculum with community partners
- Develop joint City-BOE-State plan to maximize access to recreational spaces in the community
- Develop & implement plan to improve employee fitness and wellness

## 13. Habits of Heart

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- Create and teach to a K-12 *Learner Profile* based on *Habits of Mind, Body and Heart*
- Renew K-12 Health/Guidance curriculum to support SECD competencies
- Delineate & implement tiered SECD interventions

# 14. Average Budget Growth 2.4% over 5 yrs. ; 2.6% over 10 yrs.

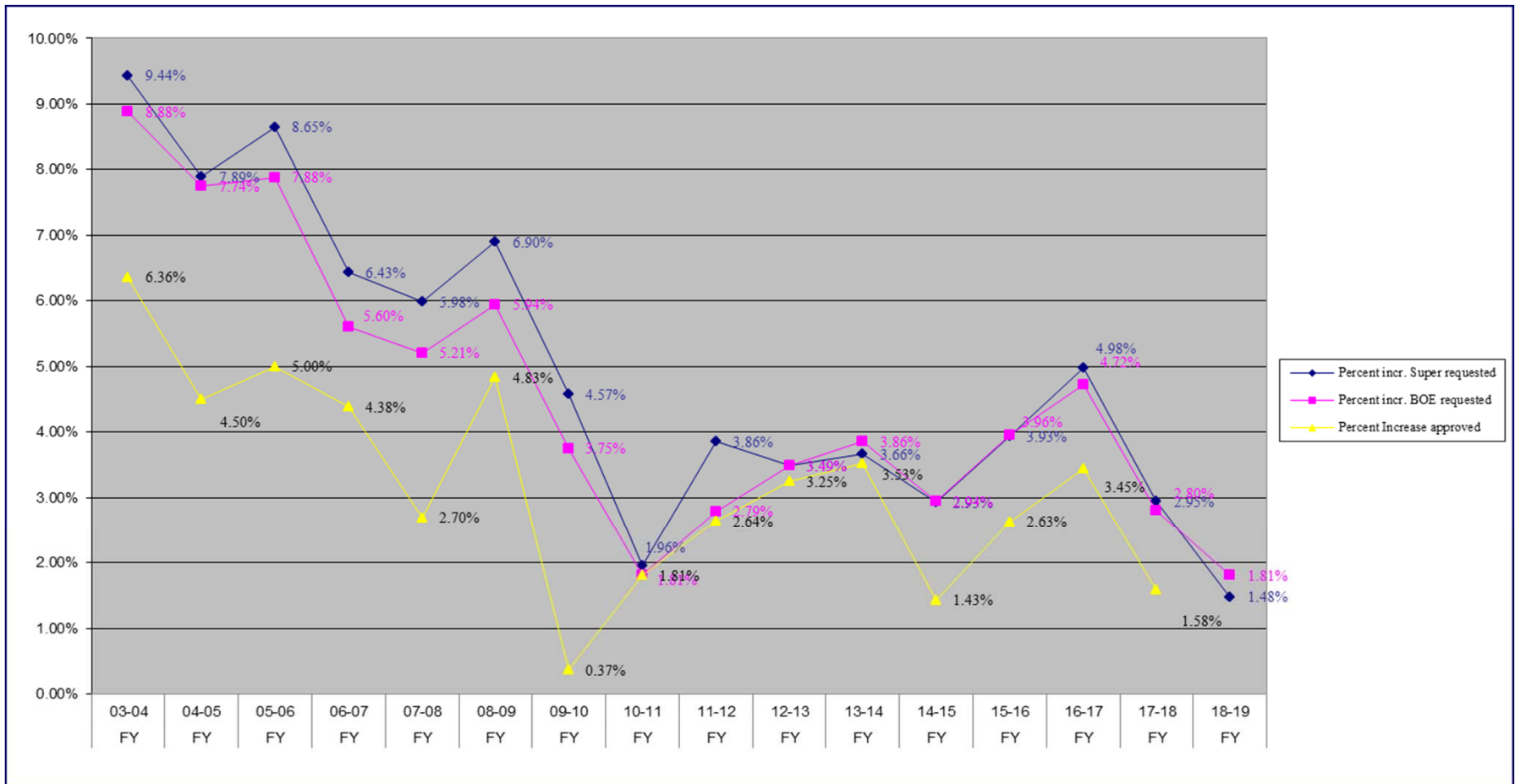
Stamford Public Schools							
5 year and 10 year growth by Major Object Code							
		2008-09	2013-14	2017-18	2018-19	5 year avg	10 year avg
		Act-\$000	Act-\$000	Bud-\$000	Bud-\$000	Growth %	Growth %
100	Salaries and Wages	\$139,228	\$152,188	\$166,930	\$172,221	2.6%	2.4%
200	Employee Benefits	\$34,366	\$42,960	\$47,318	\$43,436	0.2%	2.6%
300	Educational, Rehabilitative, and Legal Services	\$6,515	\$8,318	\$9,225	\$9,446	2.7%	4.5%
400	Building Upkeep and Repairs	\$7,203	\$7,229	\$5,856	\$6,318	-2.5%	-1.2%
500	Transportation, Out-of-District Tuition, and Other Services	\$22,410	\$25,143	\$33,908	\$35,463	8.2%	5.8%
600	Supplies, Materials, and Heating Fuels	\$8,239	\$6,728	\$5,913	\$7,062	1.0%	-1.4%
700	Equipment	\$483	\$2,012	\$400	\$485	-15.2%	0.0%
800	Dues and Fees	\$95	\$154	\$186	\$186	4.2%	9.6%
<b>TOTAL OPERATING BUDGET</b>		<b>\$218,539</b>	<b>\$244,732</b>	<b>\$269,736</b>	<b>\$274,617</b>	<b>2.4%</b>	<b>2.6%</b>
		<b>4.85%</b>	<b>3.40%</b>	<b>1.64%</b>	<b>1.81%</b>		

Red= Faster than overall budget Green= slower than overall budget

# 15. Results: Comp Spending

2016-17 FAIRFIELD COUNTY		
		Net Cost Per Pupil
	Pupils	2016-17
<b>Redding</b>	<b>1,430</b>	<b>21,733</b>
<b>Greenwich</b>	<b>8,824</b>	<b>21,200</b>
<b>Weston</b>	<b>2,343</b>	<b>20,888</b>
<b>Westport</b>	<b>5,629</b>	<b>20,387</b>
<b>New Canaan</b>	<b>4,303</b>	<b>20,162</b>
<b>Darien</b>	<b>4,797</b>	<b>20,159</b>
<b>Wilton</b>	<b>4,077</b>	<b>19,873</b>
<b>Easton</b>	<b>1,336</b>	<b>19,291</b>
<b>Stamford</b>	<b>15,768</b>	<b>18,591</b>
<b>Sherman</b>	<b>476</b>	<b>18,138</b>
<b>Ridgefield</b>	<b>4,962</b>	<b>17,994</b>
<b>Fairfield</b>	<b>10,035</b>	<b>17,002</b>
<b>Norwalk</b>	<b>11,699</b>	<b>16,981</b>
<b>Monroe</b>	<b>3,246</b>	<b>16,686</b>
<b>Newtown</b>	<b>4,535</b>	<b>16,551</b>
<b>Stratford</b>	<b>7,147</b>	<b>16,016</b>
<b>New Fairfield</b>	<b>2,320</b>	<b>15,987</b>
<b>Trumbull</b>	<b>6,550</b>	<b>15,980</b>
<b>Bethel</b>	<b>2,950</b>	<b>15,783</b>

# 16. Where this Budget Falls



**1.48% Superintendent's Request is the lowest we can find. Budget is currently at 1.81%**

**2018-19 Budget will be constructed to maintain fiscal responsibility**

Average of 2.6% over the last 10 years.

## 17. Reallocating Staff to meet District Needs

No.	Object	2017-18 Posits	2018-19 Posits	Var to 17-18	Comment
101	Teachers	1,367.6	1,382.6	15.0	Sp Ed +3.5; Sp Ed Developmental +3; Speech&Lang +2; Guidance Ripp+.5; Psych Ripp +.5/Cloon +.5; Bilingual TOR; Bilingual SHS/WHS; Athletic Directors (2); Classroom (2), Grants +1; Contingency +6 (ES 3, HS 1, Sp Ed 1, EL 1)
102	Administrative	61.4	63.6	2.2	Athletic Directors +2, from grants +.2
113	Admin - Non Cer	8.0	8.0	0.0	
114	Clerical	79.9	80.4	0.5	reclass from grants
115	Para-educators	364.0	364.0	0.0	
116	Custodial/Mecha	153.0	153.0	0.0	
117	Other	39.5	40.5	1.0	Security at Scofield
	<b>Total Operating</b>	<b>2,073.4</b>	<b>2,092.1</b>	<b>18.7</b>	
101	Teachers	122.1	126.6	4.5	State Magnet grants Strawberry Hill +6; recl to ops (1.5)
102	Administrative	4.6	4.4	(0.2)	reclass to ops
113	Admin - Non Cer	1.0	1.0	0.0	
114	Clerical	5.3	4.8	(0.5)	reclass to ops
115	Para-Educators	61.0	60.0	(1.0)	
	<b>Total Grants Bu</b>	<b>194.0</b>	<b>196.8</b>	<b>2.8</b>	
	<b>Total System Buc</b>	<b>2,267.4</b>	<b>2,288.9</b>	<b>21.5</b>	

# 18. Status of BOE Capital Request

	<b>H.T.E.</b>	<b>BOE</b>	<b>Mayor's</b>	
	<b>Balance</b>	<b>Request</b>	<b>Approved</b>	<b>%</b>
<b>Safety and Security</b>	3,378,977	19,875,000	1,850,000	<b>9.3%</b>
<b>HVAC</b>	75	4,650,000	0	<b>0.0%</b>
<b>Roof Repair</b>	203,560	3,500,000	300,000	<b>8.6%</b>
<b>Energy Efficiency</b>	1,270,754	3,195,000	500,000	<b>15.6%</b>
<b>Short term Capital</b>	1,082,690	2,625,000	1,200,000	<b>45.7%</b>
<b>Modulars</b>	0	4,000,000	600,000	<b>15.0%</b>
<b>Paving</b>	598	1,000,000	225,000	<b>22.5%</b>
<b>WPCA</b>	408,475	750,000	300,000	<b>40.0%</b>
<b>Fields</b>	1,554,023	750,000	300,000	<b>40.0%</b>
	<b>7,899,152</b>	<b>40,345,000</b>	<b>5,275,000</b>	<b>13.1%</b>

**Mayor's Approved Funding at 13.1% of request; different prioritization**

## 19. Achievement – Next Generation Accountability Reports, 2015-16 and 2016-17

Indicator	Index Rate 2015-16		Index Rate 2016-17		Difference	
1a. ELA Performance Index All Students	65.2		65.6		+ .4	→
1b. ELA Performance Index High Needs Students	57.3		57.5		+ .2	→
1c. Math Performance Index All Students	59.8		61.9		+ 2.1	↑
1d. Math Performance Index High Needs Students	51.3		53.2		+ 1.9	↑
1e. Science Performance Index All Students	53.3		53.3		.0	→
1f. Science Performance Index High Needs Students	45.8		46.2		+ .4	→
2a. ELA Average Percentage of Growth Target Achieved All Students	63.0%		57.3%		- 5.7	↓
2b. ELA Average Percentage of Growth Target Achieved High Needs Students	60.0%		53.1%		- 6.9	↓
2c. Math Average Percentage of Growth Target Achieved All Students	61.6%		65.5%		+ 3.9	↑
2d. Math Average Percentage of Growth Target Achieved High Needs Students	58.4%		59.9%		+ 1.5	↑
4a. Chronic Absenteeism All Students	11.7%		8.9%		- 2.8	↑
4b. Chronic Absenteeism High Needs Students	14.6%		11.4%		- 3.2	↑
5. Preparation for College and Career Percent taking Courses	83.5%		84.1%		+ .6	→
6. Preparation for College and Career Percent Passing Exams	33.9%		36.1%		+ 2.2	↑
7. On Track to High School Graduation	84.8%		83.2%		- 1.6	↓
8. 4 Year Graduation All Students	87.4%		88.5%		+ 1.1	↑
9. 6 Year Graduation High Needs Students	87.3%		92.0%		+ 4.7	↑
10. Post-Secondary Entrance	71.4%		70.6%		- .8	→
11. Physical Fitness Participation and Fitness Rate	91.6%	36.1%	95.0%	31.1%	+ 3.4	↑
12. Arts Access	38.7%		41.9%		+ 3.2	↑
<b>Accountability Index</b>	73.0%		74.1%		1.1	↑

**Legend:**  
Green –  
Growth of  
1.0 or more  
  
Red –  
Decline of  
1.0 or more  
  
Yellow –  
Change of  
less than  
1.0



**Stamford Public Schools**  
EXCELLENCE IS THE POINT.

**Total of 22 Areas: 12 have growth, 4 decline and 6 are flat**