

Alexis Marchetti  
Westhill High School, Grade 12



Mia Loffredo  
Stark School, Grade 2

# *District Objectives and System Data*

Angie Florian Andre  
Hart Magnet School, Grade 2



Sophia Voyko  
Strawberry Hill, Kindergarten



# Citizens' Budget Advisory Committee

## 2018-19 Budget Background Primer



Leanna Guiffra Harris  
Stillmeadow School, Grade 2



Savannah Haims  
AITE, grade 11

***EARL KIM***

***Superintendent of Schools***

**Prepared by: Hugh F. Murphy | Vivens Joachim**

**January 9, 2018**

# Agenda for January 9, 2018

5:30-5:35 – Refreshments

5:35-5:45 – Welcome and CBAC Orientation

5:45-6:00 – Discuss CBAC Charter

6:00-6:30 – BOE Budget Primer for 2018-19 Budget

6:35-7:05 – CBAC Break Out Sessions- Location TBD

- Itemize top 3 budget priorities for each CBAC member
- Review with other members at your table; combine like items
- List ranking the budget priorities from highest to lowest

7:05-7:15 – Report Out

7:15- 7:20 – Next Steps and Plus Delta

# Goals & Priorities

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## **MISSION OF Stamford Public Schools:**

The mission of the Stamford Public Schools is to provide an education that cultivates productive habits of mind, body and heart in every student.

## **VISION OF Stamford Public Schools:**

The Stamford Public Schools will be a learning organization that continuously improves its effective, innovative and transformational teaching and learning. We will challenge, inspire and prepare all students to be productive contributing members of society.

**Strategic Goal 1: Learning Organization (Community)** – All members of SPS will acquire and apply practices of a Learning Organization to promote a culture of continuous improvement and excellence.

**Strategic Goal 2: Habits of Mind** – All learners will acquire and effectively apply critical thinking, creative thinking, and self-reflective thinking to be academically prepared for lifelong learning and the world of work.

**Strategic Goal 3: Habits of Body** – All students will be prepared to lead an active lifestyle and to make healthy choices.

**Strategic Goal 4: Habits of Heart** – All learners will acquire and effectively apply the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.



A budget should be a school district's educational plan for the coming year expressed in dollars.  
**It is an “estimate of expenses.”**



Esther Cherubin  
Springdale School, Grade 1



Monica Rydzewski  
Westhill High School, Grade 10



**Stamford Public Schools**

EXCELLENCE IS THE POINT.

**November/December**

- Meetings with City and BOE Administration, Board of Education, and other constituents to determine budget process and priorities.
- Meetings with budget managers to review budget recommendations
- Preparation of budget estimates, documents and materials

**January**

- January 9\* - Citizens Budget Advisory Committee (CBAC) attends committee meeting to hear background information on budget and discuss budget goals, priorities
- January 12 – distribution of Superintendent’s Budget Recommendation
- January 16\*– BOE reviews Superintendent’s proposed budget
- January 24\* –BOE reviews Superintendent’s proposed budget (tentative)
- January 30\* – BOE reviews Superintendent’s proposed budget (tentative)

**February**

- February 6\* – Superintendent’s budget presented to the public community
- February 13 – BOE votes on the budget; It now becomes the BOE budget
- February 24 -Budget sent to the Mayor before March 1st

**March/April**

- TBD\* - Budget presented to the to Board of Finance
- TBD - BOF approves or reduces the BOE budget
- TBD\* - Proposed budget presented to the Board of Reps

**May**

- TBD - BOR approves or reduces the BOE budget
- TBD - BOE reallocates final budget amount

**CBAC information for 2018-19 Budget**

# Budget Achievements

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- Increasing AP/Honors participation and achievement rates across all sub-groups
- Negotiating sustainable collective bargaining agreements including reductions in health insurance costs
- Reducing energy use and costs
- Maintaining manageable class sizes
- Addressing needs of special populations
- Opening new elementary school at or below budget
- Managing budget growth
- Obtaining increases in revenue from Medicaid Reimbursement, Lunch Fund



## Smarter Balanced Growth in English Language Arts and Math

Spring 2016 to Spring 2017 Growth Rate

|               | Growth Rate Percent   |             | Growth Rate Percent |             |
|---------------|-----------------------|-------------|---------------------|-------------|
|               | English Language Arts |             | Math                |             |
| Grade         | Stamford              | State       | Stamford            | State       |
| 4             | 36.0                  | 38.4        | 48.0                | 40.0        |
| 5             | 39.3                  | 36.2        | 52.4                | 41.6        |
| 6             | 31.5                  | 35.5        | 41.2                | 43.4        |
| 7             | 36.0                  | 36.4        | 41.6                | 41.4        |
| 8             | 40.4                  | 33.3        | 37.2                | 40.9        |
| <b>All</b>    | <b>36.7</b>           | <b>35.9</b> | <b>44.5</b>         | <b>41.5</b> |
| <b>Grades</b> |                       |             |                     |             |

\*Cells highlighted in green show progress from Spring 2016 to Spring 2017.





# Four Year Graduation Rates 2011-12 to 2015-16 Stamford and State

|          | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 |
|----------|---------|---------|---------|---------|---------|
| Stamford | 85.2 ↑  | 88.9 ↑  | 88.9 ↑  | 87.4 ↑  | 88.5 ↑  |
| State    | 84.8    | 85.5    | 87      | 87.2    | 87.4    |

\* Stamford four year graduation rates exceed state rates.

# Budget Challenges

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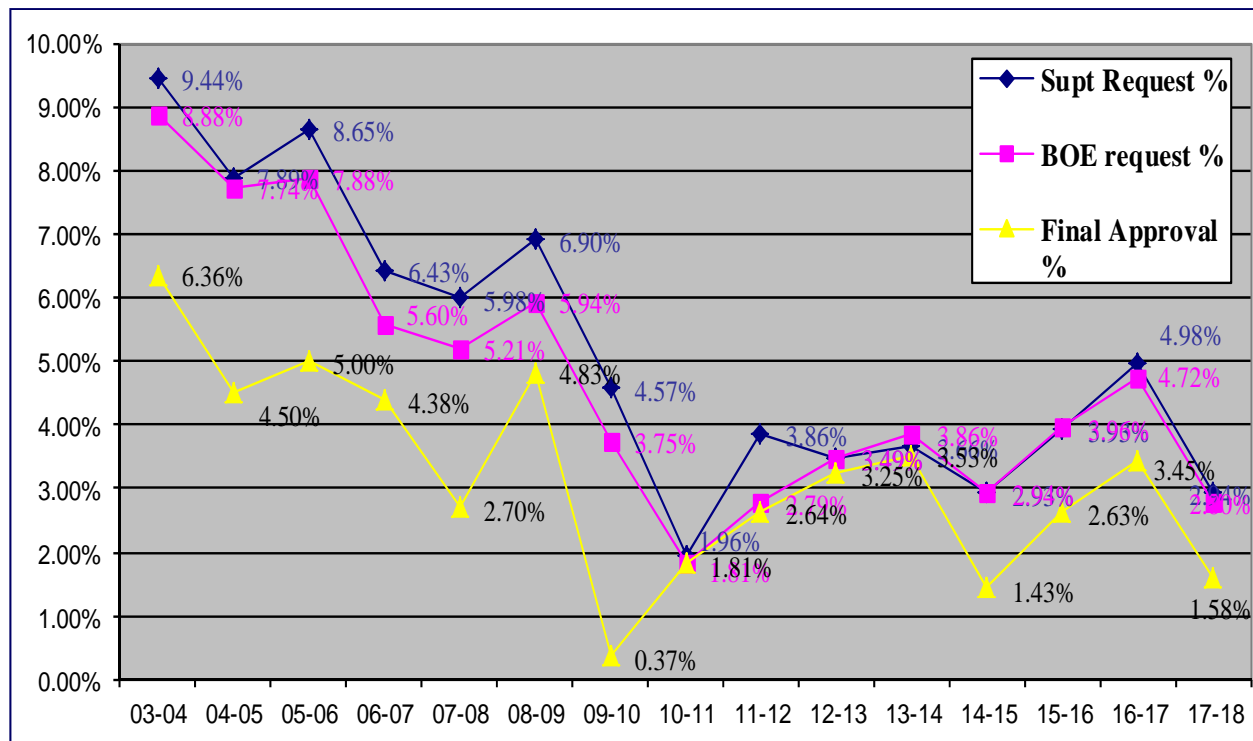
- Achieving excellence for all students
  - Increasing total enrollment
  - Increasing special needs populations (i.e., SE and EL)
  - Providing least restrictive environment
  - Providing a breadth of high quality elective, honors/AP/IB programs
  - Providing systemwide enrichment opportunities for Grades 3-12
  - Preparing “each and every student for higher education”
- Ensuring program efficiency and sustainability
- Potential reductions in state and federal grant revenue
- Managing increases in external costs (e.g., transportation, legal...)
- Unfunded mandates
- Managing core processes (e.g., curriculum renewal, student intervention programs...)

# Budget Drivers

- Enrollment
- Class Size
- Contracts
- Special Education
- English Learners
- Reduction in Grants

# Managing Budget Growth

## Adjusting to new “Fiscal Normal”



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

**Average of 2.5% over the last 10 years.**

**CBAC information for 2018-19 Budget**



**Stamford** Public Schools

EXCELLENCE IS THE POINT.

## 2016-17 District Per-Pupil Spending is Near the Middle of Fairfield County Towns; Top of the DRG

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

| FAIRFIELD COUNTY<br>> 5,000 PUPILS |               |                 |
|------------------------------------|---------------|-----------------|
|                                    | Pupils        | NCEP<br>2016-17 |
| Greenwich                          | 8,824         | 21,200          |
| Westport                           | 5,629         | 20,387          |
| <b>Stamford</b>                    | <b>15,768</b> | <b>18,591</b>   |
| Fairfield                          | 10,035        | 17,002          |
| Norwalk                            | 11,699        | 16,981          |
| Stratford                          | 7,147         | 16,016          |
| Trumbull                           | 6,550         | 15,980          |
| Bridgeport                         | 21,087        | 14,186          |
| Shelton                            | 5,061         | 13,859          |
| Danbury                            | 11,118        | 12,742          |

| DRG H           |               |                 |
|-----------------|---------------|-----------------|
|                 | Pupils        | NCEP<br>2016-17 |
| <b>Stamford</b> | <b>15,768</b> | <b>18,591</b>   |
| Norwalk         | 11,699        | 16,981          |
| Norwich         | 5,308         | 16,557          |
| Derby           | 1,536         | 16,260          |
| E. Hartford     | 7,967         | 14,278          |
| Ansonia         | 2,563         | 14,237          |
| Meriden         | 8,800         | 13,968          |
| West Haven      | 6,971         | 13,906          |
| Danbury         | 11,118        | 12,742          |



# 5 & 10 Year Budget Growth Rate

|     |   | 2007-08          | 2012-13          | 2016-17          | 2017-18          | 5 year avg  | 10 year avg |
|-----|---|------------------|------------------|------------------|------------------|-------------|-------------|
|     |   | Act-\$000        | Act-\$000        | Act-\$000        | Bud-\$000        | Growth %    | Growth %    |
| 100 | Salaries and Wages  | \$135,250        | \$146,955        | \$162,965        | \$167,381        | 2.8%        | 2.4%        |
| 200 | Employee Benefits   | \$32,491         | \$42,835         | \$49,555         | \$47,318         | 2.1%        | 4.6%        |
| 300 | Educational, Rehabilitative, and Legal Services             | \$5,784          | \$7,661          | \$8,940          | \$8,950          | 3.4%        | 5.5%        |
| 400 | Building Upkeep and Repairs                                 | \$7,102          | \$7,428          | \$6,112          | \$5,839          | -4.3%       | -1.8%       |
| 500 | Transportation, Out-of-District Tuition, and Other Services | \$20,819         | \$24,016         | \$31,675         | \$33,804         | 8.2%        | 6.2%        |
| 600 | Supplies, Materials, and Heating Fuels                      | \$6,521          | \$5,721          | \$5,443          | \$5,863          | 0.5%        | -1.0%       |
| 700 | Equipment   | \$382            | \$1,934          | \$503            | \$395            | -15.9%      | 0.4%        |
| 800 | Dues and Fees   | \$80             | \$141            | \$181            | \$187            | 6.5%        | 13.4%       |
|     | <b>TOTAL OPERATING BUDGET</b>                               | <b>\$208,430</b> | <b>\$236,691</b> | <b>\$265,375</b> | <b>\$269,736</b> | <b>2.8%</b> | <b>2.9%</b> |

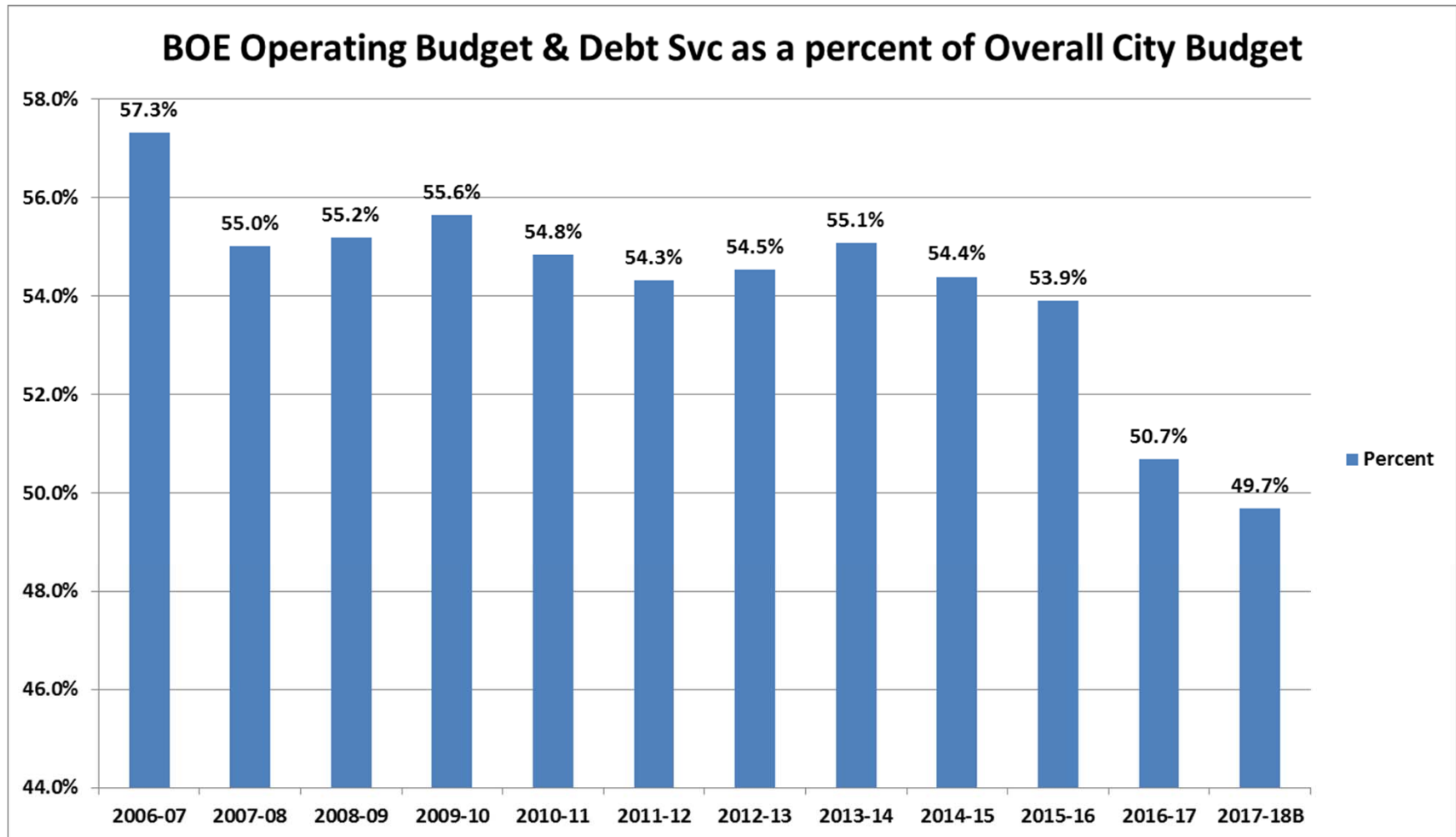
Slower than overall budget

Faster than overall budget

CBAC information for 2018-19 Budget

## Board of Education Percent of the City Budget

The city budget has been increasing at a faster rate than the Board of Education budget. From the most recent information, the BOE budget (operating plus debt service on school construction) as a percent of the total city budget is:



CBAC information for 2018-19 Budget

# Citizens' Budget Advisory Committee (CBAC)

## Recommendations

### November 24 and December 11, 2015

### Savings

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|  |  |
|--|--|
| <p><b>Class Size</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul> <p><b>Non Classroom Teachers</b></p> <ul style="list-style-type: none"> <li>• Reduce custodians in schools</li> <li>• Follow Varsity sports to substitute for PE</li> </ul> <p><b>Special Education/Pupil Services</b></p> <ul style="list-style-type: none"> <li>• Review PT/OT use of consultants vs staff positions</li> <li>• Create partnerships with hospitals/teaching universities</li> </ul> <p><b>Utilities</b></p> <ul style="list-style-type: none"> <li>• Promote capital upgrades</li> <li>• Conduct energy audits</li> <li>• Upgrade lighting</li> <li>• Apply for energy savings grants</li> <li>• Return AFB savings to the district</li> </ul> | <p><b>Utilities</b></p> <ul style="list-style-type: none"> <li>• Review line 411 for greater control of small projects</li> <li>• Reduce water use (line 413)</li> <li>• Lock in gas/heat at lower rate</li> <li>• Initiate capital upgrades to receive additional funds for water and heat</li> </ul> <p><b>Central Services</b></p> <ul style="list-style-type: none"> <li>• Reduce tuition to the Performing Arts Academy (\$15,000)</li> <li>• Consider in-house lawyer to reduce \$283,000</li> <li>• Reduce mailings</li> <li>• Reduce periodicals – substitute online access</li> <li>• Engage substitutes for full days, not half days</li> <li>• Secure contracted services at lower rates</li> <li>• Encourage use of Employee Assistance Program</li> </ul> |
|--|--|

Green – In Place

Pink – Work in Progress

Blue – To be Considered



**Stamford Public Schools**

EXCELLENCE IS THE POINT.

## **Citizens' Budget Advisory Committee (CBAC) Recommendations**

### **December 7, 2017**

### **Savings**

|  |   |
|--|---|
| <p><b>Class Size</b></p> <ul style="list-style-type: none"><li>• Explore Impact individualized learning on class size</li></ul> <p><b>Utilities</b></p> <ul style="list-style-type: none"><li>• Expand Project for LED lighting across the district</li></ul> <p><b>Special Education/Pupil Services</b></p> <ul style="list-style-type: none"><li>• Additional EL training for Pre-K Teachers</li><li>• Cut off date for entry to K (SDE considering)</li><li>• Provide additional PD for SPED teachers in specialized areas to reduce out placement</li><li>• SPED PD for general teachers</li><li>• Sharing costs and programs with other local districts</li></ul> | <p><b>Central Services</b></p> <ul style="list-style-type: none"><li>• None</li></ul> <p><b>Health Insurance</b></p> <ul style="list-style-type: none"><li>• Plan with Health Department to increase number of eligible families accessing HUSKY insurance or encourage families to purchase school accident insurance (\$18 per year per child)</li><li>• Dependent audit every three years</li><li>• Buyout for people who opt out of insurance</li><li>• Learn from local business in the area about health claim processes (HSA plan)</li></ul> <p><b>Non Classroom Teachers</b></p> <ul style="list-style-type: none"><li>• Algorithm for number of custodians assigned to each school</li><li>• Equity for guidance counselors and social workers</li></ul> |
|--|---|

Green – In Place

Pink – Work in Progress

Blue – To be Considered

# CBAC

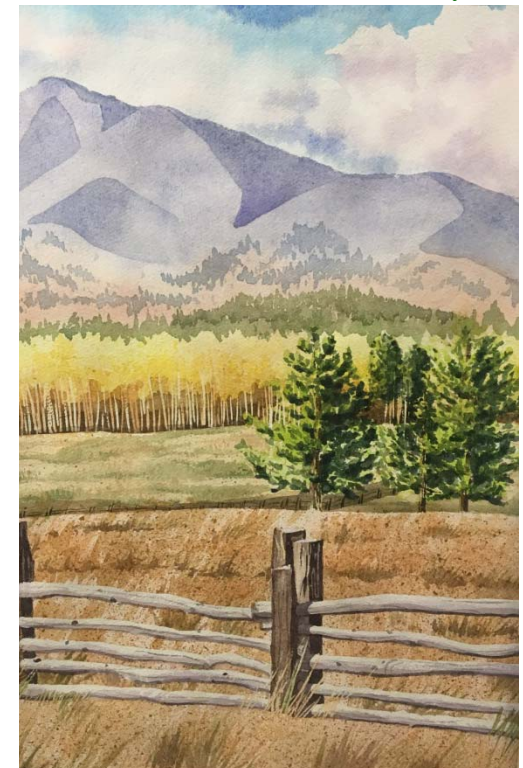
# APPENDIX



Cindy Luo  
Stamford High School, Grade 12



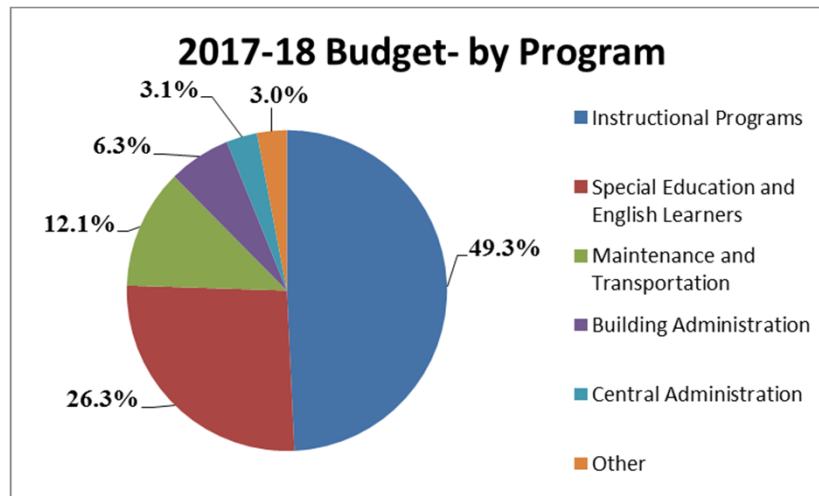
Lolita Vega Palencia  
Stillmeadow School, Grade 3



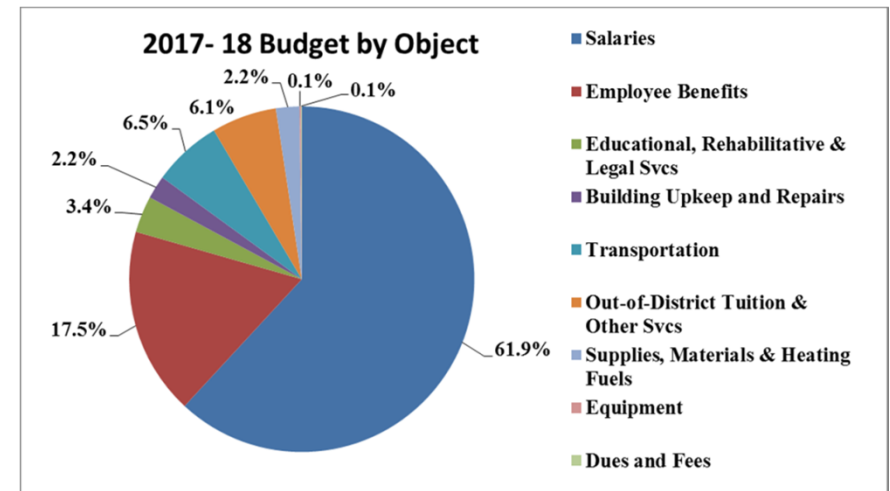
Anonymous



## Where Does the Money Go? By Program and Object?

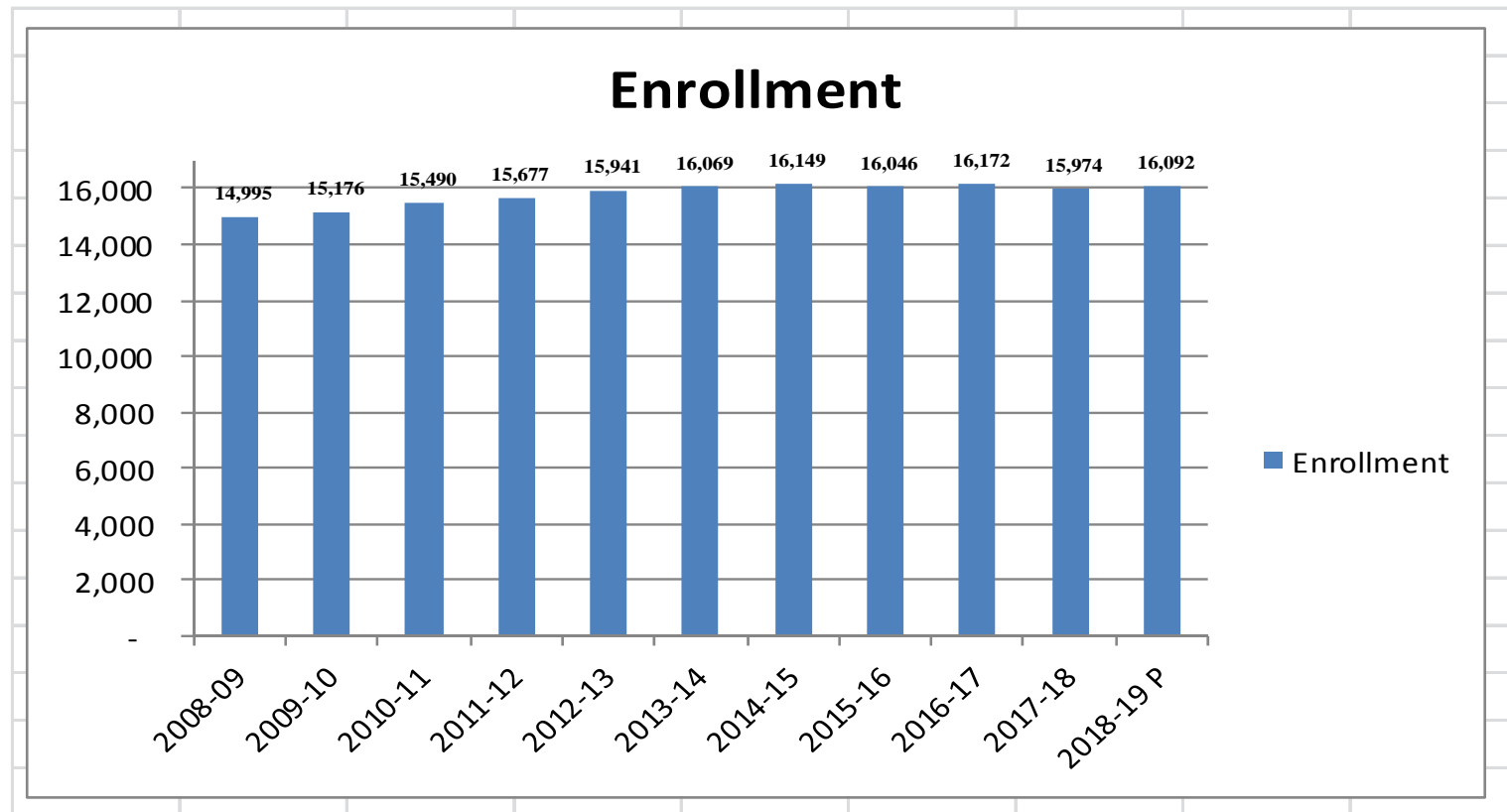


More than 75% goes to instruction



Almost 80% of district funding covers salary and benefit cost

# Budget Driver: Enrollment

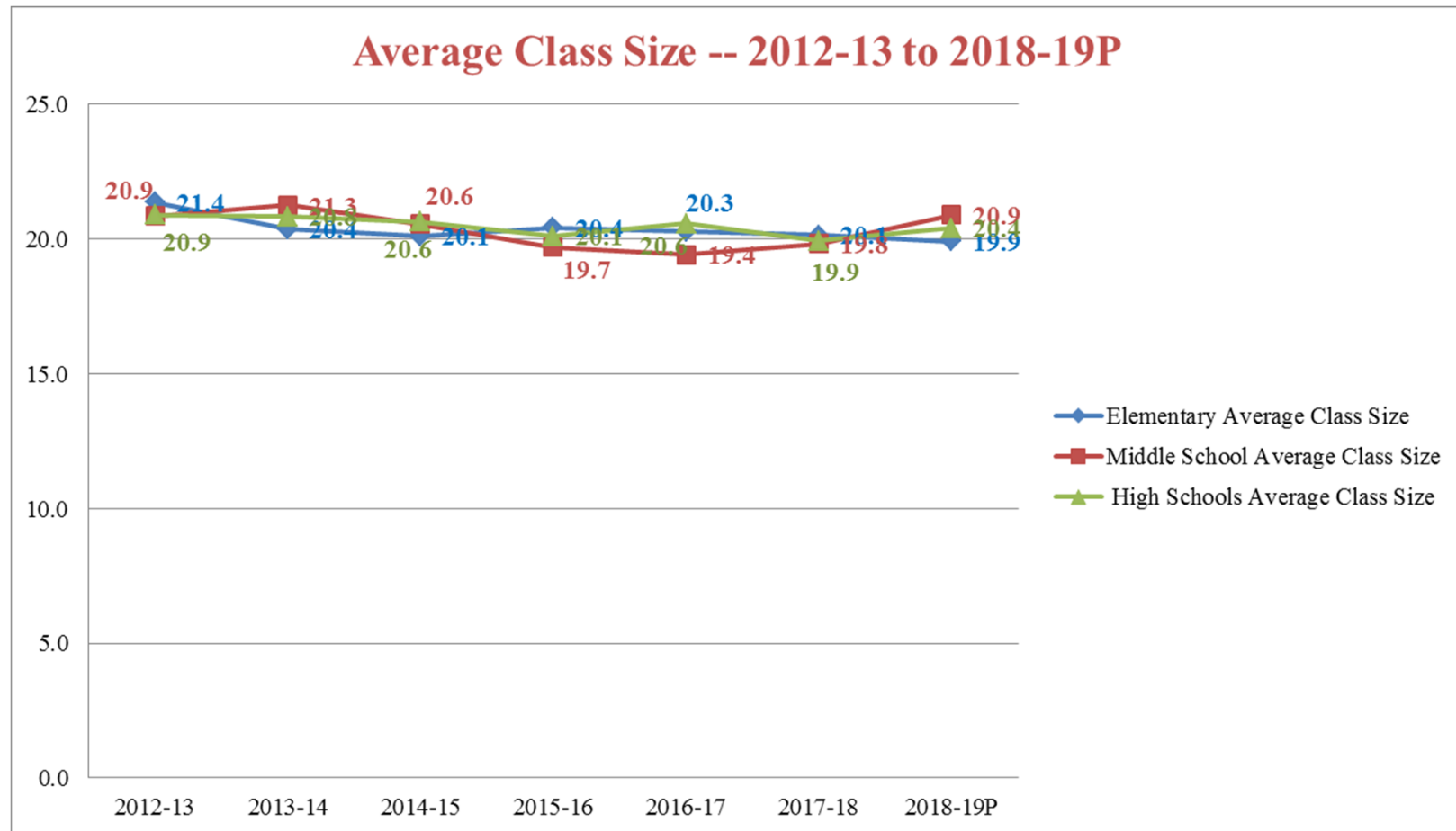


Enrollment is projected to increase by 118 students; .7%

# Revenue Shifting to State Sources but May Not be Sustainable

| Sources of BOE Revenues                                 |                      |                      |                      |                      |                      |                      |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|   | <b>2012-13</b>       | <b>2013-14</b>       | <b>2014-15</b>       | <b>2015-16</b>       | <b>2016-17</b>       | <b>2017-18</b>       |
| City of Stamford  | \$228,405,167        | \$236,706,948        | \$240,252,997        | \$246,608,527        | \$257,138,570        | \$261,325,563        |
|   | <b>87.2%</b>         | <b>87.3%</b>         | <b>87.7%</b>         | <b>85.9%</b>         | <b>87.1%</b>         | <b>86.6%</b>         |
| State Entitlements- ECS, Other Rev                      | \$8,257,991          | \$8,264,011          | \$8,219,219          | \$8,334,795          | \$8,240,529          | \$8,240,529          |
|   | <b>3.2%</b>          | <b>3.0%</b>          | <b>3.0%</b>          | <b>2.9%</b>          | <b>2.8%</b>          | <b>2.7%</b>          |
| Federal Grants- Title I, II, III, IV, Perkins, Medicaid | \$7,688,887          | \$8,599,223          | \$8,412,449          | \$10,741,575         | \$11,129,862         | \$10,870,628         |
|   | <b>2.9%</b>          | <b>3.2%</b>          | <b>3.1%</b>          | <b>3.7%</b>          | <b>3.8%</b>          | <b>3.6%</b>          |
| State Grants- Excess Cost, Alliance, Magnet, Priority   | \$13,689,135         | \$17,279,367         | \$16,727,573         | \$20,861,814         | \$18,247,952         | \$20,908,217         |
|   | <b>5.2%</b>          | <b>6.4%</b>          | <b>6.1%</b>          | <b>7.3%</b>          | <b>6.2%</b>          | <b>6.9%</b>          |
| Private Grants- GE Developing Futures, etc              | \$3,750,000          | \$183,628            | \$157,325            | \$262,972            | \$261,697            | \$273,743            |
|   | <b>1.4%</b>          | <b>0.1%</b>          | <b>0.1%</b>          | <b>0.1%</b>          | <b>0.1%</b>          | <b>0.1%</b>          |
| Other Income- Tuition for OOD students                  | \$54,000             | \$102,000            | \$102,000            | \$170,100            | \$164,200            | \$170,200            |
|   | <b>0.0%</b>          | <b>0.0%</b>          | <b>0.0%</b>          | <b>0.1%</b>          | <b>0.1%</b>          | <b>0.1%</b>          |
| <b>Total Operating/Grant Budget</b>                     | <b>\$261,845,180</b> | <b>\$271,135,177</b> | <b>\$273,871,563</b> | <b>\$286,979,783</b> | <b>\$295,182,810</b> | <b>\$301,788,880</b> |

# Budget Driver: Class Size



Class size reducing in Elementary Schools; increasing in Middle Schools

CBAC information for 2018-19 Budget

## Average Class Size in the Stamford Public Schools

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**The average elementary class size students per teacher  
October 2017 = 20.1 per teacher**

**Average secondary class size students per teacher  
October 2017 – 19.8 per Middle School teacher  
19.9 per High School teacher**

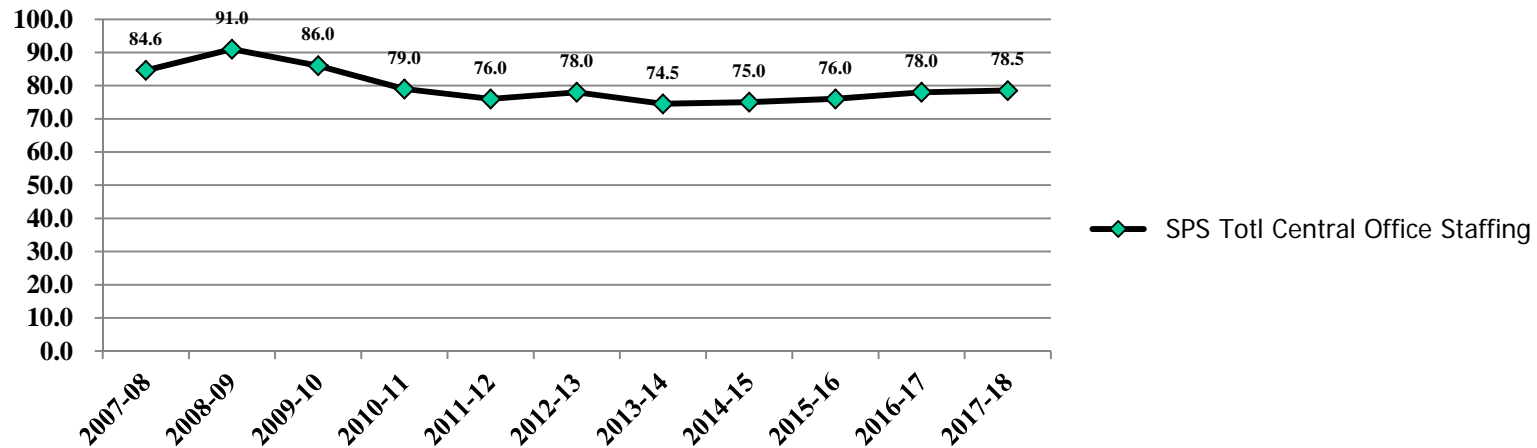
- **Target class sizes are:**

|   |              |
|---|--------------|
| <b>less than 16 students in a class</b> | <b>= 10%</b> |
| <b>16-20 students in a class</b>        | <b>= 30%</b> |
| <b>21-25 students in a class</b>        | <b>= 40%</b> |
| <b>26-30 students in a class</b>        | <b>= 20%</b> |



## Over the Last Ten Years Enrollment has Increased by 7% While Central Staffing has Decreased by 7% Reducing our Capacity in Some Areas

### SPS Totl Central Office Staffing

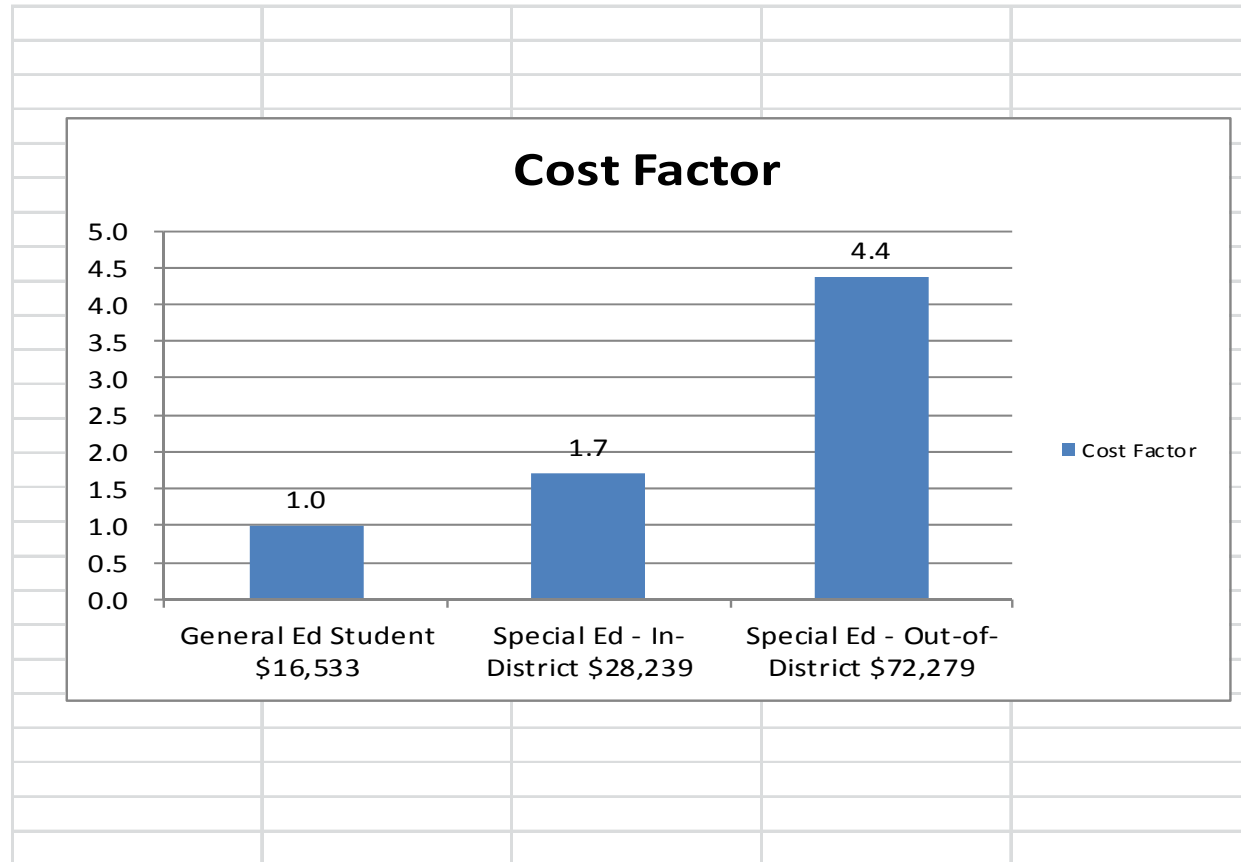


|     |                                     |  |  | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | % Change |
|-----|-------------------------------------|--|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------|
| 101 | Teachers on Special Assignment TOSA |  |  | 14.0    | 20.0    | 18.0    | 12.0    | 9.0     | 10.0    | 10.0    | 12.0    | 12.0    | 12.0    | 13.0    | -7.1%    |
| 102 | Administrators                      |  |  | 23.0    | 23.0    | 21.0    | 20.0    | 20.0    | 22.0    | 18.0    | 16.0    | 16.0    | 18.0    | 18.0    | -21.7%   |
| 113 | Admin - Non-Cert MAA                |  |  | 5.0     | 6.0     | 10.0    | 9.0     | 9.0     | 8.0     | 8.5     | 9.0     | 9.0     | 9.0     | 9.0     | 80.0%    |
| 114 | Clerical                            |  |  | 36.6    | 36.0    | 31.0    | 32.0    | 31.0    | 31.0    | 31.0    | 32.0    | 33.0    | 34.0    | 32.5    | -11.2%   |
| 115 | Para Educator                       |  |  | 2.0     | 2.0     | 2.0     | 1.0     | 2.0     | 2.0     | 2.0     | 2.0     | 2.0     | 2.0     | 3.0     | 50.0%    |
| 117 | Other                               |  |  | 4.0     | 4.0     | 4.0     | 5.0     | 5.0     | 5.0     | 5.0     | 4.0     | 4.0     | 3.0     | 3.0     | -25.0%   |
|     | SPS Totl Central Office Staffing    |  |  | 84.6    | 91.0    | 86.0    | 79.0    | 76.0    | 78.0    | 74.5    | 75.0    | 76.0    | 78.0    | 78.5    | -7.2%    |

## Budget Driver: Contracts

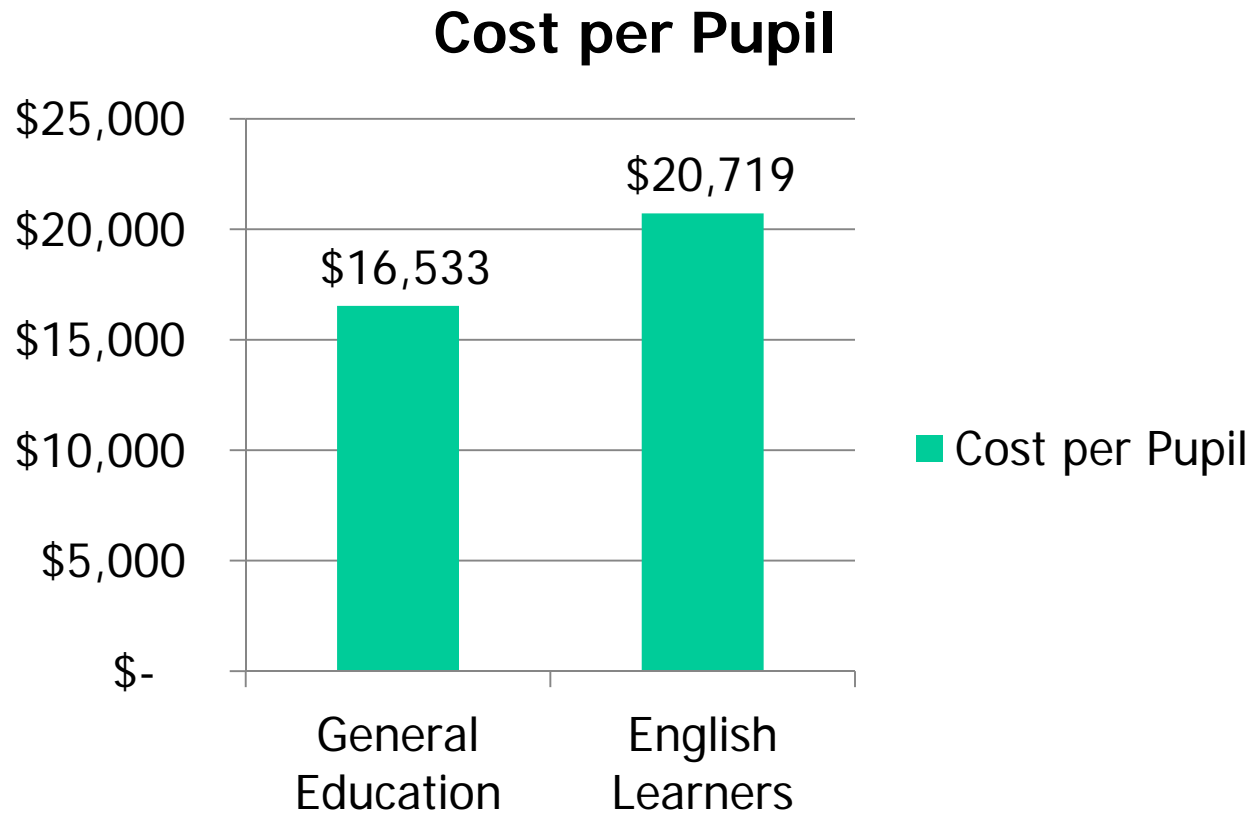
- Collective Bargaining- SEA, SAU, UAW, Paras, Custodians, Security
- Vendors – Building Maintenance, Special Ed, Legal Service, Employee Benefits, Bus Transportation
- Utilities – Electricity, Gas Heat, Oil Heat, Water
- Tuition
- Consortium Purchases – Supplies and Materials

## Budget Driver: Special Education Cost General Education and Special Education



The latest SPS per-pupil cost (NCEP) is \$18,591

## Budget Driver: Cost of EL Services General Education and 25% EL Increment



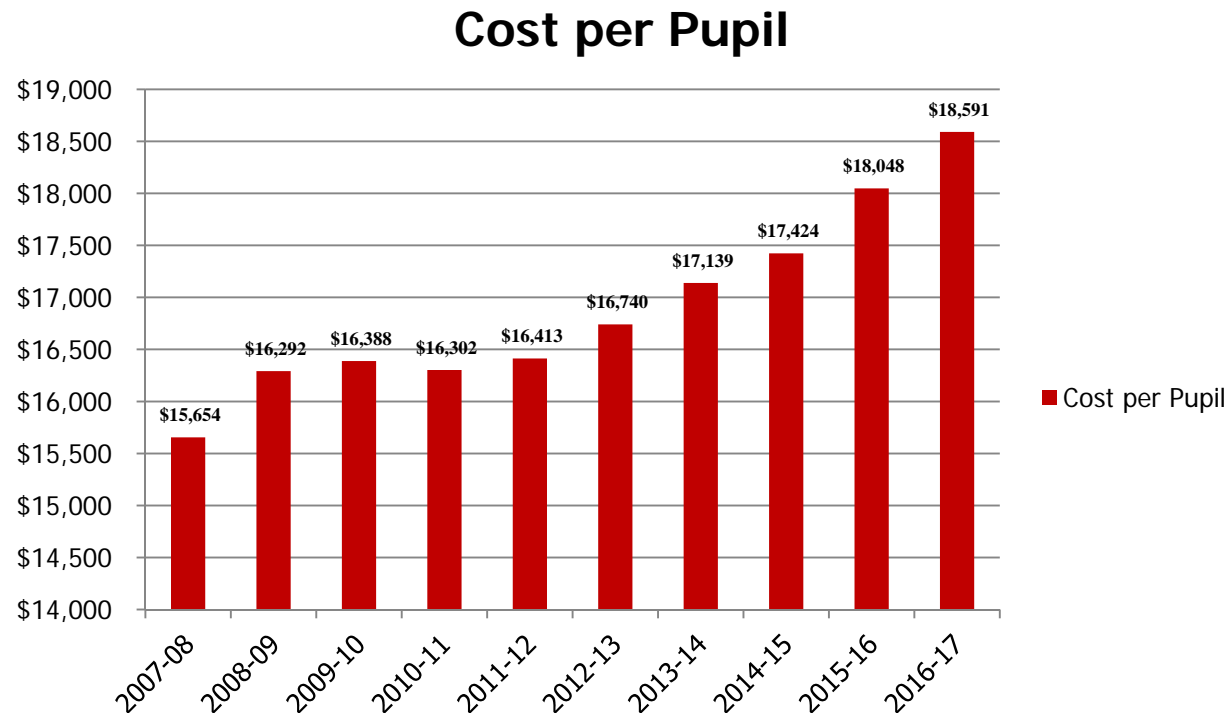
## Special Ed Students by Disability

| STUDENTS BY DISABILITY                  | 2010-11      | 2011-12      | 2012-13      | 2013-14      | 2014-15      | 2015-16      | 2016-17      | Annual Growth Rate |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------|
| DYSLEXIA (new category beginning 15-16) |              |              |              |              |              | 12           | 29           | 100.0%             |
| DEVELOPMENTAL DELAY                     | 79           | 75           | 92           | 121          | 133          | 142          | 175          | 20.3%              |
| AUTISM                                  | 111          | 131          | 145          | 146          | 165          | 190          | 225          | 17.1%              |
| OTHER HEALTH IMPAIRED                   | 219          | 232          | 264          | 315          | 327          | 361          | 373          | 11.7%              |
| INTELLECTUAL DISABILITY                 | 46           | 53           | 56           | 59           | 68           | 64           | 66           | 7.2%               |
| LEARNING DISABILITIES                   | 573          | 587          | 618          | 681          | 699          | 753          | 783          | 6.1%               |
| EMOTIONAL DISTURBANCE                   | 40           | 41           | 38           | 37           | 45           | 46           | 53           | 5.4%               |
| SPEECH/LANGUAGE IMPAIRMENT              | 242          | 264          | 272          | 284          | 278          | 282          | 295          | 3.7%               |
| VISUAL IMPAIRMENT                       | 7            | 8            | 12           | 11           | 11           | 9            | 8            | 2.4%               |
| HEARING IMPAIRMENT                      | 26           | 23           | 21           | 21           | 20           | 17           | 20           | -3.8%              |
| TRAUMATIC BRAIN INJURY (TBI)            | 8            | 8            | 8            | 8            | 7            | 4            | 6            | -4.2%              |
| DEAF-BLINDNESS                          | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0.0%               |
| MULTIPLE DISABILITIES                   | 127          | 109          | 110          | 95           | 91           | 85           | 81           | -6.0%              |
| <b>TOTAL # OF SPECIAL ED STUDENTS</b>   | <b>1,478</b> | <b>1,531</b> | <b>1,636</b> | <b>1,778</b> | <b>1,844</b> | <b>1,965</b> | <b>2,114</b> | <b>7.2%</b>        |

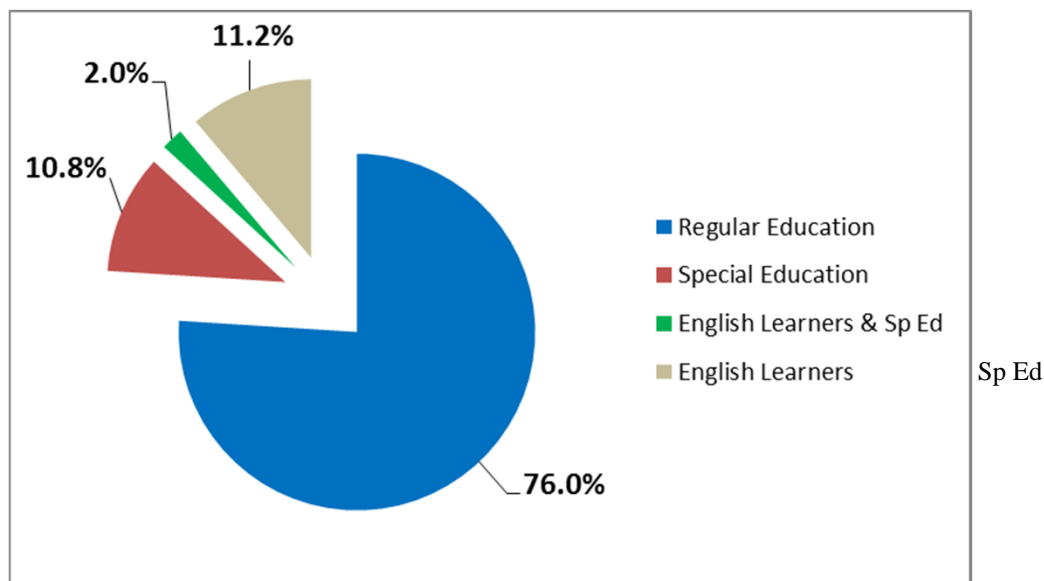
**2017-18 categories not known but overall total is 2,142**

**CBAC information for 2018-19 Budget**

## Cost Per Pupil Over Last 10 Years



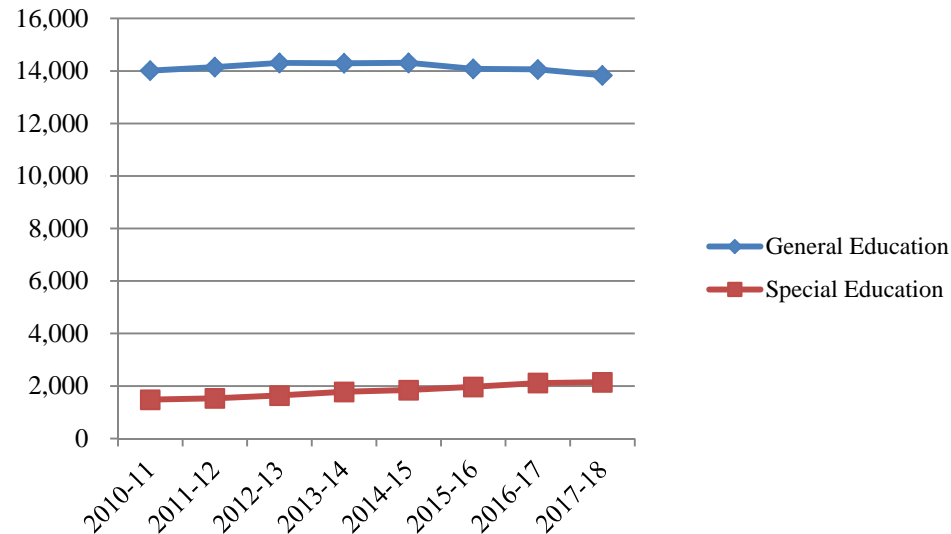
# Percent of Special Populations



|                          | Students      | %     |
|--------------------------|---------------|-------|
| Regular Education        | 12,099        | 76.0% |
| Special Education        | 1,726         | 10.8% |
| English Learners & Sp Ed | 317           | 2.0%  |
| English Learners         | 1,782         | 11.2% |
|                          | <b>15,924</b> |       |



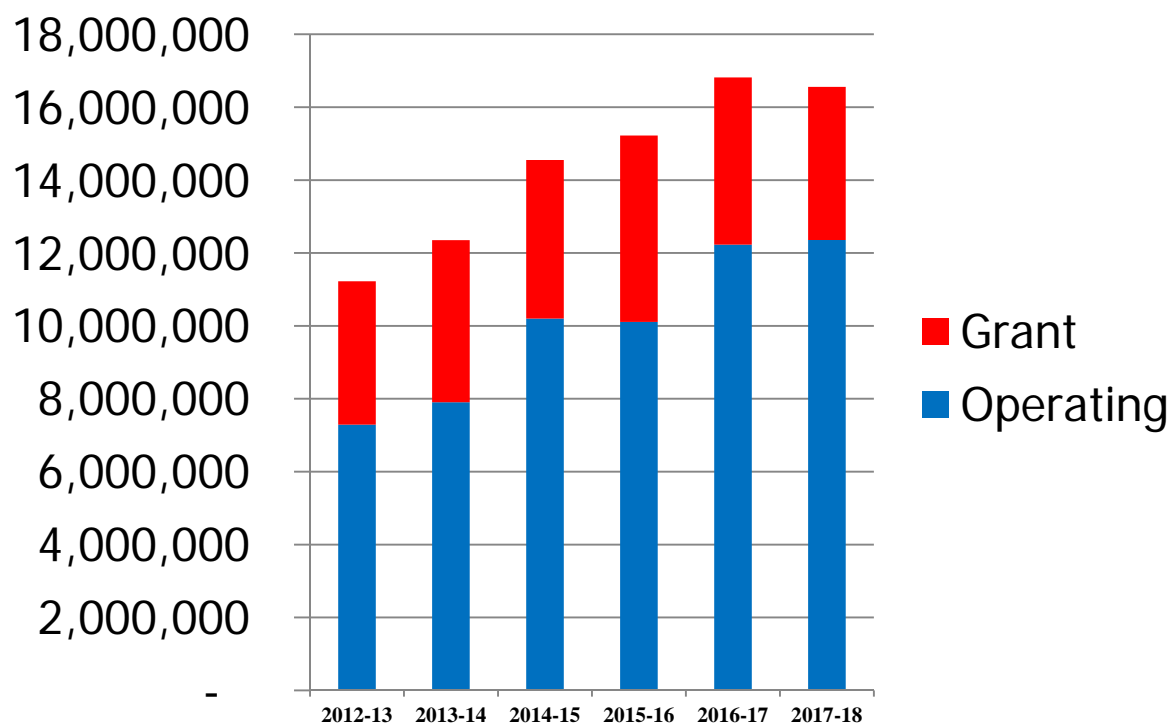
## Student Population Growing; Special Education Students Growing Much Faster Putting Pressure on District Resources



|                   | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 | Growth Rate |
|-------------------|---------|---------|---------|---------|---------|---------|---------|---------|-------------|
| General Education | 14,012  | 14,146  | 14,305  | 14,291  | 14,305  | 14,081  | 14,058  | 13,832  | -0.21%      |
| Special Education | 1,478   | 1,531   | 1,636   | 1,778   | 1,844   | 1,965   | 2,114   | 2,142   | 7.49%       |
| Total Enrollment  | 15,490  | 15,677  | 15,941  | 16,069  | 16,149  | 16,046  | 16,172  | 15,974  | 0.73%       |

# Special Education OOD Tuition Cost

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

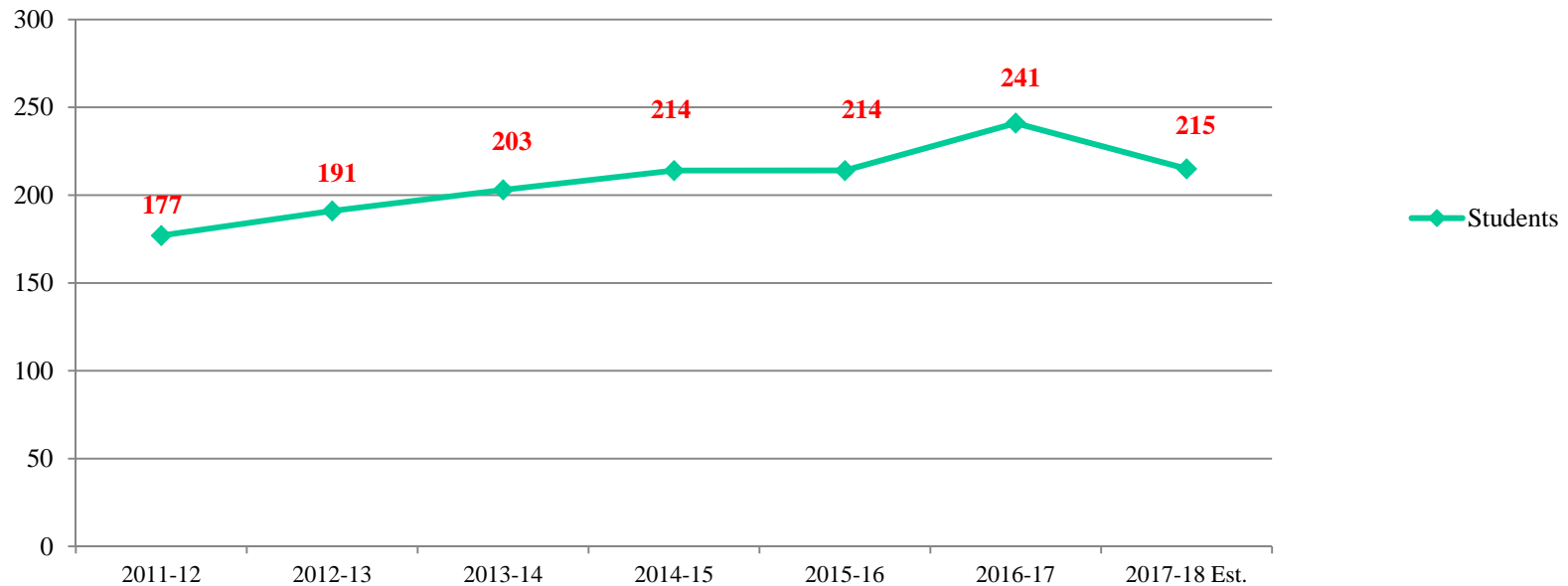


|              | 2012-13           | 2013-14           | 2014-15           | 2015-16           | 2016-17           | 2017-18           |
|--------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Students     | 191               | 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> |

**CBAC information for 2018-19 Budget**

# Special Education Students Outplaced from SPS

## Special Education Students Outplaced from SPS



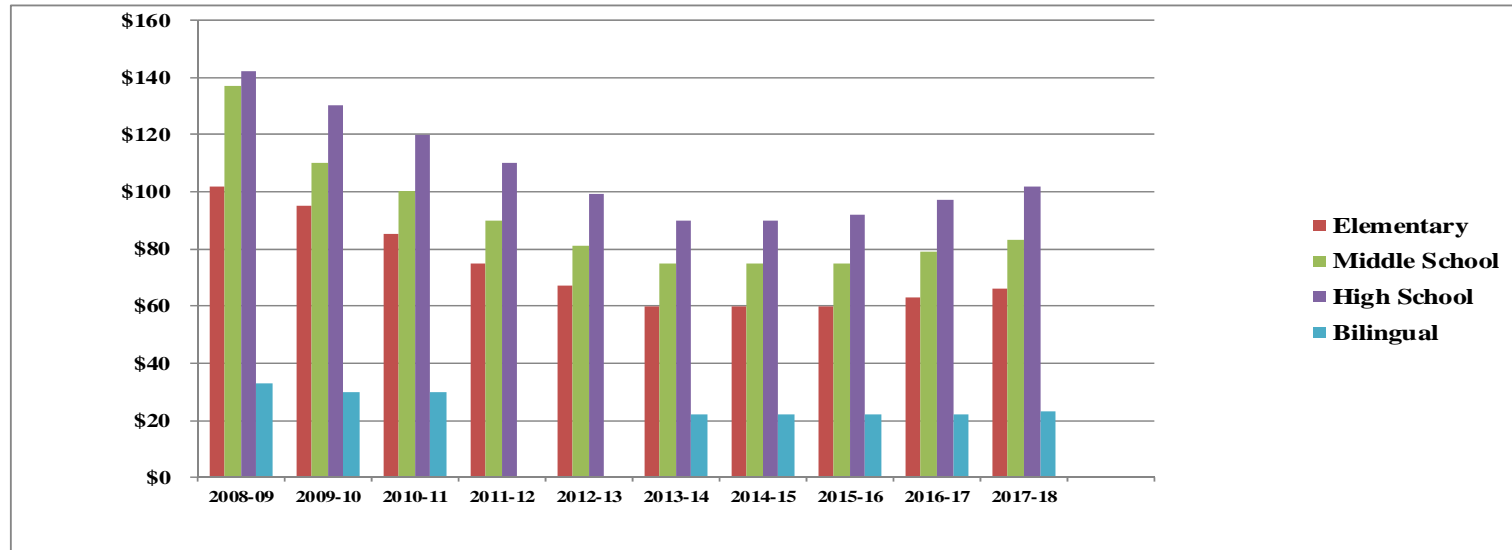
## **BOE Operating Budget (July 1-June 30)**

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- Submitted by Superintendent; approved by the BOE, BOF and BOR
- Includes staffing, wages, benefits, supplies and equipment as detailed in the multi-colored budget book
- The 2017-18 Operating Budget for SPS of \$269.7m is approximately 50% of the overall City of Stamford budget.

# Site Budget Allocations

## \$'s Per Pupil – Trend Rebounding from previous reductions



|               | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Elementary    | \$102   | \$95    | \$85    | \$75    | \$67    | \$60    | \$60    | \$60    | \$63    | \$66    |
| Middle School | \$137   | \$110   | \$100   | \$90    | \$81    | \$75    | \$75    | \$75    | \$79    | \$83    |
| High School   | \$142   | \$130   | \$120   | \$110   | \$99    | \$90    | \$90    | \$92    | \$97    | \$102   |
| Bilingual     | \$33    | \$30    | \$30    |         |         | \$22    | \$22    | \$22    | \$22    | \$23    |

The dollars are meant to finance site expenditures in accounts not budgeted centrally such as instructional supplies, texts, workbooks, equipment, and site funded professional development. The site allocations include dollars for Media, Art, Music, and Physical Education at your location and are meant to be used by the principal based on overall district goals and site improvement plans (if applicable).

The allocation includes regular supplies for Special Education students, but does not include supplies and equipment that are not mandated by IEP's which are budgeted centrally by the Special Education department.

The site allocation includes dollars for Bilingual and limited-English proficient students.

# Class Size Trend by Building

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

# Budgeting Methods

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- **Site-Based Budgeting Based on a Per-Pupil Allotment**  
(ES = \$66; MS = \$83; HS = \$102; English Learners (EL) = \$23)
- Discretionary items needed to run the school usually budgeted by school principals or designees
- **Centrally Developed Budgets**
  - Items such as health insurance, salaries, transportation, tuitions, printing, maintenance, utilities, etc.
- **Program-Based Budgeting**
  - Items such as Math, Science, Social Studies, Curriculum, Prof. Development, etc.
- **Zero-Based Budgeting**
  - Mostly used with equipment purchases where no historic trend is necessary



## 2017-18 Budget of the Stamford Public Schools

### Estimate of City Cross Charges

| 2018-19 BUDGET OF THE STAMFORD PUBLIC SCHOOLS |                                   |  |                     |                     |                     |                     |                     |  |  |
|---|-----------------------------------|--|---------------------|---------------------|---------------------|---------------------|---------------------|--|--|
| City Cross Charges                            |                                   |  |                     |                     |                     |                     |                     |  |  |
|   |                                   |  | 2013-14             | 2014-15             | 2015-16             | 2016-17             | 2017-18             |  |  |
|   |                                   |  | Actual              | Actual              | Actual              | Actual              | Bud                 |  |  |
| 113   | Accountant                        |  | \$89,299            | \$92,089            | \$93,921            | \$98,834            | \$120,624           |  |  |
| 114   | Information Technology            |  | \$1,524,562         | \$1,357,100         | \$1,473,931         | \$1,622,237         | \$1,663,750         |  |  |
| 202   | Health Insurance for Classified S |  | \$6,912,185         | \$6,199,070         | \$6,629,696         | \$5,573,352         | \$5,757,333         |  |  |
| 260   | Workers Compensation              |  | \$1,409,832         | \$1,531,198         | \$1,807,368         | \$1,800,610         | \$1,892,227         |  |  |
| 324   | City Legal Department             |  | \$29,493            | \$106,988           | \$254,540           | \$145,000           | \$145,000           |  |  |
| 520   | Insurance- Risk Management        |  | \$1,641,398         | \$1,192,573         | \$1,104,600         | \$1,036,175         | \$1,515,133         |  |  |
| <b>Total</b>                                  |                                   |  | <b>\$11,606,769</b> | <b>\$10,479,018</b> | <b>\$11,364,056</b> | <b>\$10,276,208</b> | <b>\$11,094,067</b> |  |  |

**CBAC information for 2018-19 Budget**

# SPS Teacher Salary Profile

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- 77 new teachers were hired in 2017-18 at an average salary of \$62,248
- Remember Salary and Benefits of all BOE employees is approximately 80% of the budget
- The average teacher's salary in 2017-18 is \$85,696



**Ashton Williams**  
Stamford High School, Grade 10

**Humberto Bernal**  
Turn of River Middle School, Grade 6



# Frequently Asked Questions and Answers



Stamford Public Schools  
EXCELLENCE IS THE POINT.

## Frequently Asked Questions and Answers

### Who has the authority to control the school budget?

Connecticut General Statute 10-222 stipulates that:

“Each local BOE shall prepare an itemized estimate of the cost of maintenance of public schools for the ensuing year and shall submit such estimate to the board of finance in each town...not later than two months preceding the annual meeting at which appropriations are to be made. **The money appropriated by any municipality for the maintenance of the public schools shall be expended by and in the discretion of the Board of Education.**”



## **Frequently Asked Questions and Answers**

- **Can a District Spend More Money than the Allocated Budget? No, a school district cannot over spend its allocated budget.**
  - “Local school districts operate on an annual funding basis, and local boards of education have no authority to operate in a deficit. In fact, school board members or school officials who authorize expenditures in excess of the appropriation to the board of education theoretically face personal liability for such expenditures. Conn. General Statute Section 7-349.” (T. Mooney)
  - Nonetheless, if it’s reasonably foreseeable that a deficit is in the horizon, local boards of education can request for additional appropriation to offset budget shortfall. That is why it’s imperative to conduct regular review of financial and budget trending.
- **Why do Schools Set a Budget?**
  - The budget has two equally important parts:
    - ❖ One is a spending plan for the programs and services designed to achieve the district’s educational goals and objectives
    - ❖ The other is a financing plan to meet the district’s expected costs for those programs and services. The financing plan outlines the financial resources needed by the district, which helps determine the taxes that must be levied.

## **Frequently Asked Questions and Answers**

- **How are the Budget Transfers Handled?**
  - Based on expenditures and budget projections , the Superintendent shall recommend to the Board of Education transfers in the operating budget from one line item and (as set forth above) to another, as needed.  
Currently, all budget transfers greater than \$10,000 are approved by the Board of Education. Budget transfers are approved regularly at Board meetings.
  
- **Do any SPS Monies Benefit the Non-Public Schools?**
  - Pursuant to state law, included in the budget is transportation for non-public schools in Program 41 (\$3,198,067) and non-public health services in Location 47 (\$91,533).



**Stamford Public Schools**

EXCELLENCE IS THE POINT.

# Student Growth plus Inflation slightly more than Budget Increase

| Stamford Public Schools                  |  |             |              |              |              |              |  |
|--|--|-------------|--------------|--------------|--------------|--------------|--|
| Growth plus inflation vs Budget Increase |  |             |              |              |              |              |  |
| Last 8 years                             |  |             |              |              |              |              |  |
|  |  | Incr in     | Inflation    | Total        | Budget       |              |  |
|  |  | Students    | NE CPI *     | Growth       | Increase     |              |  |
|  |  | %           | %            | & CPI        | %            | Variance     |  |
| 2009-10                                  |  | 1.3%        | 2.5%         | 3.8%         | 0.4%         | -3.4%        |  |
| 2010-11                                  |  | 2.0%        | 2.0%         | 4.0%         | 1.8%         | -2.2%        |  |
| 2011-12                                  |  | 1.2%        | 2.8%         | 4.0%         | 2.6%         | -1.4%        |  |
| 2012-13                                  |  | 1.7%        | 2.0%         | 3.7%         | 3.3%         | -0.4%        |  |
| 2013-14                                  |  | 0.8%        | 1.0%         | 1.8%         | 3.5%         | 1.7%         |  |
| 2014-15                                  |  | 0.5%        | -0.2%        | 0.3%         | 1.4%         | 1.1%         |  |
| 2015-16                                  |  | -0.6%       | 0.7%         | 0.1%         | 2.6%         | 2.6%         |  |
| 2016-17                                  |  | 0.8%        | 2.6%         | 3.4%         | 3.5%         | 0.1%         |  |
|  |  |             |              |              |              |              |  |
|  |  | <b>7.6%</b> | <b>13.4%</b> | <b>21.0%</b> | <b>19.1%</b> | <b>-1.9%</b> |  |
|  |  |             |              |              |              |              |  |
| *= Consumer Price Index - Northeast      |  |             |              |              |              |              |  |
| February to February Data                |  |             |              |              |              |              |  |

CBAC information for 2018-19 Budget



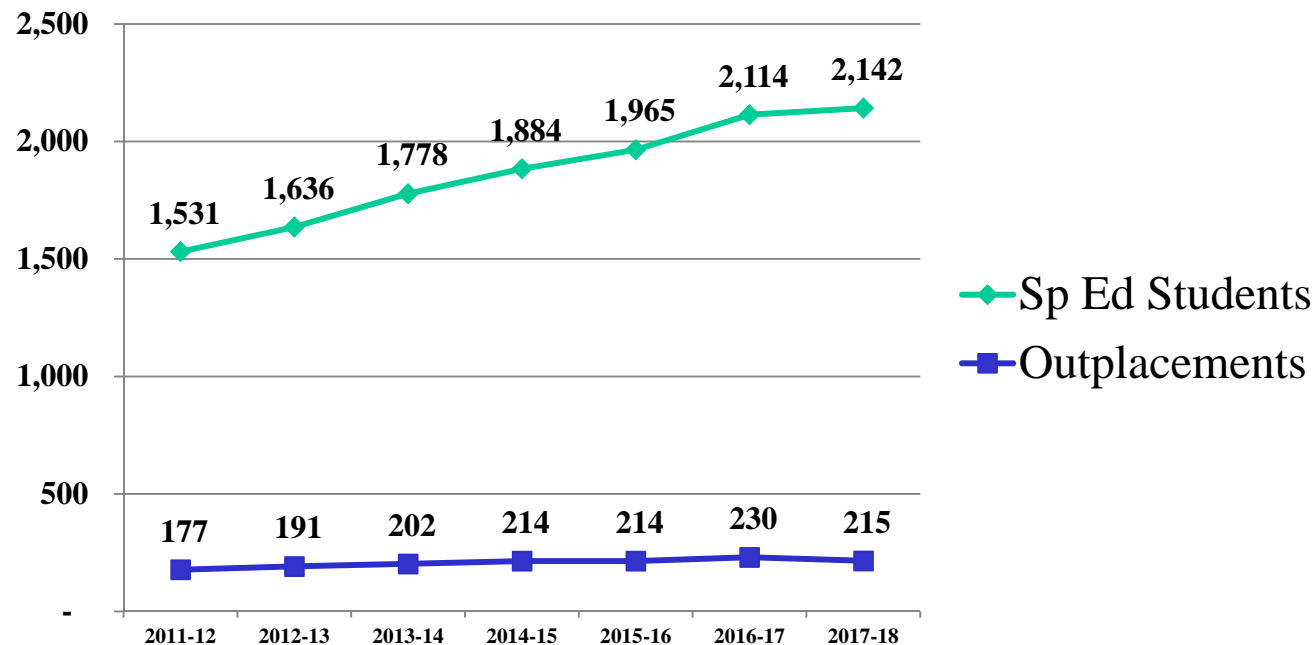
# Per Pupil Cost

(NCEP Net Current Expenditures Per Pupil)

|   |                      |
|---|----------------------|
| Add   | \$                   |
| Board of Ed Operating Budget                    |                      |
| In-kind Support from the City                   |                      |
| Grants Gudget                                   |                      |
| Sub Total                                       |                      |
| Less Regular Transportation and Tuition         |                      |
| Equals Net Current Expenditures                 | <u>\$293,132,897</u> |
| Divide by Pupil Count "Average Daily Membership | 15,768               |
| Equals Per Pupil Cost - "NCEP"                  | <u>\$18,591.00</u>   |

## Special Education Students in SPS: 2011-12 to 2017-18 (estimated)

Percent Increase in Students: 39.9%  
Percent Increase in Operating Costs: 27.6%



| Fiscal Year                  | 2011-12  | 2012-13  | 2013-14  | 2014-15  | 2015-16  | 2016-17  | 2017-18F |
|------------------------------|----------|----------|----------|----------|----------|----------|----------|
| Total Cost (\$000) per ED001 | \$54,198 | \$55,933 | \$59,608 | \$64,144 | \$66,910 | \$69,827 | \$69,200 |

CBAC information for 2018-19 Budget

# Latest Estimate of Unfunded Mandates over \$30m

|   |                         |
|---|-------------------------|
| <b>Stamford Public Schools</b>                                |                         |
| <b>Unfunded and Partially Funded Mandates</b>                 |                         |
| <b>2017-18 Budget</b>   |                         |
|   | <b>2017-18 Estimate</b> |
| <b>Partially Funded Mandates</b>                              |                         |
| Adult Education   | \$1,041,464             |
| English Learners- EL  | \$9,067,318             |
| Summer School   | \$1,473,582             |
| <b>Unfunded Mandates</b>                                      |                         |
| ADA Accommodations (transportation/signs/elevators)           | TBD                     |
| Alternate Education/Expelled/Sp Ed/Mental Health              | \$2,108,000             |
| Air Quality -Tools for Schools                                | \$1,889                 |
| Annual OSHA Training  | \$1,137                 |
| Asbestos Training for Building Grounds Staff (1 day per yr.)  | \$2,519                 |
| Background checks and fingerprinting                          | \$2,000                 |
| Benefit cost due to New Civil Union Legislation               | TBD                     |
| BEST (TEAM) Program   | \$80,000                |
| Blood Borne Pathogen Training                                 | \$252                   |
| Bullying Policy   | \$16,128                |
| Changes in PD   | TBD                     |
| Child Abuse Reporting   | \$25,656                |
| C.G.S. 10-145: Appropriate Certification                      | TBD                     |
| C.G.S. 10-153: Collective Bargaining Rights                   | TBD                     |
| Common Core Curriculum Changes                                | TBD                     |
| Comply with Federal Laws on 403B and 457 Deferred Comp. Plans | \$10,400                |
| Continuing Education Units (CEU, PD)                          | \$2,470,233             |
| Drug Education (Health Staff)                                 | \$246,594               |
| ED-001 End-of-Year School Report                              | \$15,746                |
| ED-014 Minimum Expenditure Compliance                         | \$126                   |
| ED-156 Fall Hiring Survey                                     | \$126                   |
| ED-163 Connecticut School Data Report                         | \$2,015                 |
| ED-165 Data Reporting - Technology; Strategic School Profile  | \$20,000                |
| ED-166 Discipline Offense Report                              | \$50,000                |
| ED-452 Debt Service Claims                                    | \$0                     |
| ED-006 Public School Information (PSIS)                       | \$31,491                |

|   |             |
|---|-------------|
| ED-612 Language Assessment Scales Data Collection           | \$39,000    |
| ED-003 Teacher/Administrator Negotiation                    | \$0         |
| ED-162 Non-Certified Staff                                  | \$504       |
| ED-607 Survey of Title IX Coordinators                      | \$126       |
| ED-172 Request 90-day Certification                         | \$126       |
| ED-1723 Request Temporary Authorization for Minor Assign.   | \$126       |
| ED-175 Special Waiver for Substitute                        | \$126       |
| ED-177 Request - Durational Shortage Area Permit            | \$189       |
| ED-186 Application - Temp/Emergency Coaching Permit         | \$126       |
| ED-021 Magnet School Transportation                         | \$126       |
| ED-111 Cash Management Report                               | \$1,260     |
| ED-114 Prepayment Grant Budget Request                      | \$2,519     |
| ED-141 Statement of Expenditures Fed/State Projects         | \$5,039     |
| ED-042 Notice of Change Order                               | \$630       |
| ED-046 Request for School Construction Progress Payment     | \$630       |
| ED-049 Grant App for School Building Project                | \$12,597    |
| ED-050 School Facilities Survey                             | \$126       |
| ED-053 Site Analysis  | \$630       |
| ED-099 Agreement for Child Nutrition Programs               | \$176       |
| ED-103 Reimbursement Claim Nat'l School Lunch Program       | \$756       |
| ED-205 Title I Evaluation Report                            | \$630       |
| ED-229 Bilingual Education Grant                            | \$1,688     |
| ED-238 Emergency Immigrant Ed. Progress Report              | \$3,376     |
| ED-241-241A Adult Education Summary Report                  | \$169       |
| ED- 236 Immigrant Student Survey Report                     | \$1,323     |
| ED-611 Provider of Supplemental Educational Services        | \$0         |
| ED-613A District Consolidated Application                   | \$13,226    |
| ED-613B Federal District Consolidated Application           | \$17,635    |
| Family and Medical Leave Act (FMLA)                         | \$1,045,400 |
| File Quarterly 941 Tax Report with Feds                     | TBD         |
| File Quarterly and Annual CT Withholding Tax                | TBD         |
| Freedom of Information (FOI) Training                       | \$12,345    |
| Fund GASB 43 & 45   | \$4,474,000 |
| Health Education Staff                                      | \$410,000   |
| Health Insurance Portability and Accountability Act (HIPAA) | \$441       |
| Internet Protection Act                                     | \$5,542     |
| Issue W2's, 1099R's, and 1099s                              | TBD         |
| Jury Duty   | \$14,000    |
| Medicaid Reimbursement                                      | \$60,000    |
| Affordable Care Act - form 1064                             | \$25,000    |
| Maintain I-9's and W-4's and keep current                   | TBD         |

|   |                     |
|---|---------------------|
| Minority Staff Recruitment                      | \$22,600            |
| McKinney-Vento Act Transportation               | \$88,176            |
| Military Recruitment                            | \$882               |
| School Development Teams                        | \$35,270            |
| Non-Public and Charter School Transportation    | \$3,198,067         |
| Pesticide Applications Policy                   | \$189               |
| Promotion and Graduation Requirements           | \$52,906            |
| Reading Universal Screening Assessment          | \$550,000           |
| Restraint Training                              | \$10,000            |
| Residency Investigation                         | \$11,337            |
| School Climate Plan                             | \$30,000            |
| School Governance Council                       | TBD                 |
| School Records and Retention                    | \$75,580            |
| School Transportation Safety Reporting          | \$1,827             |
| Sexual Harassment Training                      | \$4,000             |
| State Teacher Retirement Monthly Reporting      | \$5,000             |
| Sp Ed Due Process - Legal                       | \$300,000           |
| Sp Ed Info System (SEDAC)                       | \$75,000            |
| Sp Ed Sub Coverage at PPT's                     | \$150,000           |
| 12 month Programming for Special Needs Students |                     |
| Staff   | \$125,966           |
| Transportation                                  | \$450,000           |
| Student Success Plans                           | \$40,000            |
| Teacher/Administrator Evaluations               | \$475,000           |
| Title III Re-evaluation                         | \$1,500             |
| Unemployment Compensation                       | \$100,000           |
| Five-Year Technology Plan                       | \$15,000            |
| Truancy Reporting                               | \$26,831            |
| Youth Suicide Prevention                        | \$80,000            |
| 504 Accommodations                              | \$300,000           |
| Wellness Committee                              | \$5,000             |
| Workers Compensation                            | \$1,892,227         |
| <b>Total Cost Estimate</b>                      | <b>\$30,838,619</b> |