Board of Education
3-Year Operating Budget Model
FY2027-29

Draft – For Discussion Only

April 29, 2026

3-Year Operating Budget Model Assumptions

April 21, 2026

GENERAL WAGE INCREASE

Union	Union Name	2026-27	2027-28	2028-29
1001	1001 GMEA	2.75%	2.75%	2.75%
1002	1002 Teamsters	2.50%	2.50%	2.75%
1006	1006 UPSEU	2.50%	2.75%	2.75%
1008	1008 LIUNA	2.50%	2.75%	2.75%
1012	1012 M&C	2.75%	2.75%	2.75%
2004	2004 GEA	2.00%	2.00%	2.00%
	Top Step	2.87%	2.87%	2.87%
2009	2009 Cabinet	3.00%	3.00%	3.00%
2011	2011 GOSA	2.90%	2.90%	2.90%
2013	2013 LIUNA-B	2.75%	2.75%	2.75%

TEACHER / PARA / BUS

		2026-27	2027-28	2028-29
New hire - Teacher	MA-11	$108,000	$111,000	$113,000
New hire - Para	Step 1	$33,000	$34,000	$35,000
School bus	--	$144,000	$150,000	$156,000

UTILITIES

	Expiry Date	2026-27	2027-28	2028-29
Electricity	11/1/2026	3.00%	3.00%	3.00%
Natural Gas	6/30/2026	3.00%	3.00%	3.00%

Actual per current contract

Assumption

3-Year Operating Budget Model

April 21, 2026

	2025 Actual	2026 Budget	2027 Proposed	YTY$	YTY%	2028 Model	YTY$	YTY%	2029 Model	YTY$	YTY%
Salary	**142,247,670**	**149,756,595**	**153,616,232**	**3,859,637**	**2.58%**	**159,612,371**	**5,996,139**	**3.90%**	**165,500,136**	**5,887,765**	**3.69%**
Salary Adjustment	**0**	**-900,000**	**-800,000**	**100,000**	**-11.11%**	**-800,000**	**0**	**0.00%**	**-800,000**	**0**	**0.00%**
Non Salary	**48,146,869**	**52,025,835**	**54,362,622**	**2,336,787**	**4.49%**	**56,047,662**	**1,685,040**	**3.10%**	**57,770,535**	**1,722,873**	**3.07%**
Admin and Business	1,837,862	2,016,275	2,052,121	35,846	1.78%	2,031,942	-20,179	-0.98%	2,082,679	50,737	2.50%
Schools PPA	2,769,381	2,639,222	2,585,672	-53,550	-2.03%	2,589,112	3,440	0.13%	2,574,394	-14,718	-0.57%
Athletics	1,241,216	1,337,190	1,375,190	38,000	2.84%	1,416,447	41,257	3.00%	1,458,937	42,490	3.00%
District Curriculum	2,026,282	3,038,904	3,138,904	100,000	3.29%	3,233,073	94,169	3.00%	3,330,075	97,002	3.00%
District SESS	12,513,918	14,217,880	14,326,380	108,500	0.76%	14,756,171	429,791	3.00%	15,198,862	442,691	3.00%
Pre-School	106,925	124,420	153,500	29,080	23.37%	153,500	0	0.00%	153,500	0	0.00%
Nursing	136,925	110,200	110,200	0	0.00%	113,506	3,306	3.00%	116,911	3,405	3.00%
Research	1,349,589	858,273	883,784	25,511	2.97%	910,297	26,513	3.00%	937,607	27,310	3.00%
Summer School	1,211,927	1,230,000	730,000	-500,000	-40.65%	751,900	21,900	3.00%	774,458	22,558	3.00%
HR (Long Term Sub, etc)	1,616,232	1,881,200	1,890,000	8,800	0.47%	1,938,600	48,600	2.57%	1,988,658	50,058	2.58%
IT	3,624,314	3,830,167	3,980,167	150,000	3.92%	4,099,574	119,407	3.00%	4,222,562	122,988	3.00%
Others	25,634	12,995	12,995	0	0.00%	13,385	390	3.00%	13,786	401	3.00%
Facilities	1,586,476	1,256,450	1,304,600	48,150	3.83%	1,343,738	39,138	3.00%	1,384,050	40,312	3.00%
Maintenance	6,399,279	6,406,100	6,401,500	-4,600	-0.07%	6,593,545	192,045	3.00%	6,791,354	197,809	3.00%
Transportation	11,700,910	13,066,559	15,417,609	2,351,050	17.99%	16,102,872	685,263	4.44%	16,742,702	639,830	3.97%
Operating Budget Rollover	**190,394,539**	**200,882,430**	**207,178,854**	**6,296,424**	**3.13%**	**214,860,033**	**7,681,179**	**3.71%**	**222,470,671**	**7,610,638**	**3.54%**
New items:			**418,000**			**613,688**			**817,751**		
1. *Bus parking ($57K per month x 12 months)			418,000			430,540			443,456		
2. Preschool, add 1 section (1xTeacher + 2xPara)						183,148			187,148		
3. Preschool, add 1 section (1xTeacher + 2xPara)									187,148		
Potential Savings:											
5. Salary Adjustment (Vacancy and Unpaid LOA)						?			?		
6. Stabilized SPED OOD/Settlement						?			?		
Potential Risks:											
7. Elementary School classroom						??			??		
8. CT State defined tuition rate impact on SPED OOD						??			??		
Total Model	**190,394,539**	**200,882,430**	**207,178,854**	**6,296,424**	**3.13%**	**216,087,408**	**8,908,554**	**4.30%**	**224,106,173**	**8,018,766**	**3.71%**
Budget Stabilization Fund (Non Lapsing Account)	**2,500,000**	**0**	**0**			**0**			**0**		

Comments:

*$266K assumed in 2026-27 budget for parking

Salary Adjustment and SPED OOD/Settlement budget will be evaluated at the 2027-28 budget cycle for potential adjustments

3-Year Operating Budget Model Summary

April 21, 2026

	2026 Budget	2027 Proposed	YTY%	2028 Model	YTY%	2029 Model	YTY%
Salary			2.58%		3.90%		3.69%
Non Salary w/o Transportation			-0.04%		2.57%		2.71%
Transportation			17.99%		4.44%		3.97%
Operating Budget Rollover	**200,882,430**	**207,178,854**	**3.13%**	**214,860,033**	**3.71%**	**222,470,671**	**3.54%**
New Items		418,000		613,688		817,751	
Potential Savings		--		?		?	
Potential Risks		--		??		??	
Total Model	**200,882,430**	**207,178,854**	**3.13%**	**216,087,408**	**4.30%**	**224,106,173**	**3.71%**
Budget Stabilization Fund (Non Lapsing Account)	**0**	**0**		**0**		**0**	

		Values					2026-27		
Fund	Union Name	Sum of FTE	Sum of 2026Salary	Sum of 2027 GWI	Sum of 2027 Step	Sum of 2027Salary	GWI%	Step%	Total%
Operating	2009 Cabinet	7.0	1,548,982	43,907	0	1,592,890	2.83%	0.00%	2.83%
	1012 M&C	6.0	815,168	22,417	0	837,585	2.75%	0.00%	2.75%
	1001 GMEA	100.5	7,380,492	202,953	108,313	7,691,771	2.75%	1.47%	4.22%
	2004 GEA	872.8	105,915,396	2,739,151	1,905,645	110,560,187	2.59%	1.80%	4.39%
	2011 GOSA	53.5	10,190,028	295,520	14,298	10,499,845	2.90%	0.14%	3.04%
	1008 LIUNA	23.0	2,460,368	61,512	45,973	2,567,853	2.50%	1.87%	4.37%
	2013 LIUNA-B	188.2	6,634,076	182,466	75,278	6,891,820	2.75%	1.13%	3.89%
	1002 Teamsters	100.4	7,101,951	177,528	62,559	7,342,059	2.50%	0.88%	3.38%
	1006 UPSEU	18.0	1,582,483	39,559	26,700	1,648,743	2.50%	1.69%	4.19%
Operating Total		**1,369.3**	**143,628,943**	**3,765,013**	**2,238,766**	**149,632,753**	**2.62%**	**1.56%**	**4.18%**

		Values					2027-28		
Fund	Union Name	Sum of FTE	Sum of 2027Salary	Sum of 2028 GWI	Sum of 2028 Step	Sum of 2028Salary	GWI%	Step%	Total%
Operating	2009 Cabinet	7.0	1,592,890	45,174	-1	1,638,064	2.84%	0.00%	2.84%
	1012 M&C	6.0	837,585	23,033	0	860,619	2.75%	0.00%	2.75%
	1001 GMEA	100.5	7,691,771	211,515	94,292	7,997,591	2.75%	1.23%	3.98%
	2004 GEA	872.8	110,560,187	2,849,844	1,844,008	115,254,032	2.58%	1.67%	4.25%
	2011 GOSA	53.5	10,499,845	304,508	7,594	10,811,947	2.90%	0.07%	2.97%
	1008 LIUNA	23.0	2,567,853	70,614	42,608	2,681,074	2.75%	1.66%	4.41%
	2013 LIUNA-B	188.2	6,891,820	189,566	50,749	7,132,135	2.75%	0.74%	3.49%
	1002 Teamsters	100.4	7,342,059	183,562	0	7,525,611	2.50%	0.00%	2.50%
	1006 UPSEU	18.0	1,648,743	45,344	19,197	1,713,283	2.75%	1.16%	3.91%
Operating Total		**1,369.3**	**149,632,753**	**3,923,160**	**2,058,447**	**155,614,355**	**2.62%**	**1.38%**	**4.00%**

		Values					2028-29		
Fund	Union Name	Sum of FTE	Sum of 2028Salary	Sum of 2029 GWI	Sum of 2029 Step	Sum of 2029Salary	GWI%	Step%	Total%
Operating	2009 Cabinet	7.0	1,638,064	46,478	0	1,684,541	2.84%	0.00%	2.84%
	1012 M&C	6.0	860,619	23,667	0	884,286	2.75%	0.00%	2.75%
	1001 GMEA	100.5	7,997,591	219,950	67,901	8,285,425	2.75%	0.85%	3.60%
	2004 GEA	872.8	115,254,032	2,962,201	1,548,266	119,764,484	2.57%	1.34%	3.91%
	2011 GOSA	53.5	10,811,947	313,547	0	11,125,494	2.90%	0.00%	2.90%
	1008 LIUNA	23.0	2,681,074	73,732	46,907	2,801,713	2.75%	1.75%	4.50%
	2013 LIUNA-B	188.2	7,132,135	196,153	82,980	7,411,271	2.75%	1.16%	3.91%
	1002 Teamsters	100.4	7,525,611	206,931	0	7,732,561	2.75%	0.00%	2.75%
	1006 UPSEU	18.0	1,713,283	47,117	1	1,760,399	2.75%	0.00%	2.75%
Operating Total		**1,369.3**	**155,614,355**	**4,089,776**	**1,746,055**	**161,450,174**	**2.63%**	**1.12%**	**3.75%**

Census: As at October 15, 2025

TOWN OF GREENWICH *FY27 - 29 Rollover*

General Fund - BOE Budget

Total District

	Object Description	2025 Actual	2026 Budget	2027 Proposed	YTY$	YTY%	2028 Model	YTY$	YTY%	2029 Model	YTY$	YTY%
51010	Regular Salaries	24,213,212	25,556,190	26,182,019	625,829	2.45%	27,074,790	892,771	3.41%	28,005,238	930,448	3.44%
51020	Regular Salaries-Teachers/Cert	112,341,327	118,785,201	121,947,032	3,161,831	2.66%	126,931,966	4,984,935	4.09%	131,755,495	4,823,528	3.80%
51050	Long Term Sub Leave Of Absence	1,675,603	1,500,536	1,530,547	30,011	2.00%	1,561,158	30,611	2.00%	1,592,381	31,223	2.00%
51060	Regular Wages - Teachers, Etc.	2,072,988	1,950,949	1,860,138	-90,811	-4.65%	1,896,724	36,586	1.97%	1,934,055	37,331	1.97%
51070	Other Salary Expense	176,980	172,290	157,220	-15,070	-8.75%	166,520	9,300	5.92%	177,170	10,650	6.40%
51090	Standby Time	48,815	50,000	51,000	1,000	2.00%	52,530	1,530	3.00%	54,106	1,576	3.00%
51100	Payments For Overtime Services	1,056,078	783,650	795,300	11,650	1.49%	818,934	23,634	2.97%	843,279	24,345	2.97%
51170	Payments For Accumulated Vaca	73,251	45,000	100,000	55,000	122.22%	100,000	0	0.00%	100,000	0	0.00%
51230	Payments For Accumulated Sick	74,721	105,000	80,000	-25,000	-23.81%	80,000	0	0.00%	80,000	0	0.00%
51240	Pay Accum Sick Leave Teach/Cer	81,569	150,000	80,000	-70,000	-46.67%	80,000	0	0.00%	80,000	0	0.00%
51250	Injury Leave Gpp	49,537	0	0	0	NA	0	0	NA	0	0	NA
51270	Teacher Educ Development Leave	26,145	50,000	50,000	0	0.00%	50,000	0	0.00%	50,000	0	0.00%
51300	Temporary Salaries	1,538,019	1,491,429	1,475,277	-16,152	-1.08%	1,513,133	37,856	2.57%	1,563,556	50,423	3.33%
51310	Payments For Temp Svc-Teachers	1,577,634	1,732,133	1,719,460	-12,673	-0.73%	1,768,333	48,873	2.84%	1,818,672	50,339	2.85%
51317	Payments For Temp Svc Teach-Pd	60,230	140,172	113,580	-26,592	-18.97%	116,115	2,535	2.23%	118,727	2,612	2.25%
51360	Housing And Vehicle Allowances	58,343	60,000	60,000	0	0.00%	61,800	1,800	3.00%	63,655	1,855	3.00%
51390	Payments For Temp Svc-Spec Prj	1,912,204	2,231,068	1,958,651	-272,417	-12.21%	2,004,370	45,719	2.33%	2,051,424	47,054	2.35%
51397	Payment Temp Svc Spec Proj-Pd	36,434	115,120	3,680	-111,440	-96.80%	3,740	60	1.63%	3,802	62	1.66%
51400	Prof Services - Attorneys	267,466	250,000	250,000	0	0.00%	253,000	3,000	1.20%	256,090	3,090	1.22%
51410	Prof & Other Svc- Audit/Acctng	127,500	76,000	78,000	2,000	2.63%	80,340	2,340	3.00%	82,750	2,410	3.00%
51420	Prof Svcs - Medical/Dental	1,905,286	2,071,800	2,171,800	100,000	4.83%	2,236,954	65,154	3.00%	2,304,063	67,109	3.00%
51440	Prof Svc-Consult/Resrch/Survey	21,785	20,000	20,000	0	0.00%	20,750	750	3.75%	21,529	779	3.75%
51450	Prof And Other Spec Srvs-Fees	6,070	6,750	5,750	-1,000	-14.81%	5,900	150	2.61%	6,055	155	2.63%
51460	Professional Services - It	152,510	168,400	268,400	100,000	59.38%	276,452	8,052	3.00%	284,746	8,294	3.00%
51490	Professional Services - Noc	778,408	612,200	515,075	-97,125	-15.86%	528,703	13,628	2.65%	542,740	14,037	2.65%
51497	Professional Services - Pd	324,867	326,100	492,150	166,050	50.92%	506,210	14,060	2.86%	520,694	14,484	2.86%
51600	Matching Funds - 401 (K) Plan	260,459	351,275	364,021	12,746	3.63%	373,784	9,763	2.68%	383,824	10,040	2.69%
51990	Salary Adjustment Account	0	-900,000	-800,000	100,000	-11.11%	-800,000	0	0.00%	-800,000	0	0.00%
	100 Personal Services	**150,917,441**	**157,901,263**	**161,529,099**	**3,627,836**	**2.30%**	**167,762,206**	**6,233,106**	**3.86%**	**173,894,050**	**6,131,844**	**3.66%**
52010	Legal Advertising & Public Not	4,867	15,000	15,000	0	0.00%	15,450	450	3.00%	15,914	464	3.00%
52020	Printing And Binding Reports	189,433	199,590	92,890	-106,700	-53.46%	94,311	1,421	1.53%	95,773	1,462	1.55%
52050	Postage	11,936	36,083	33,950	-2,133	-5.91%	34,574	624	1.84%	35,216	642	1.86%
52070	Tuition-Non Sped Out Of Dist	108,034	171,500	163,700	-7,800	-4.55%	168,611	4,911	3.00%	173,669	5,058	3.00%
52080	Tuition Payments-Sped	5,822,875	6,750,000	6,750,000	0	0.00%	6,952,500	202,500	3.00%	7,161,075	208,575	3.00%
52081	Settlements - Special Ed	3,412,955	4,000,000	4,000,000	0	0.00%	4,120,000	120,000	3.00%	4,243,600	123,600	3.00%
52090	Tuition Payments For Town Empl	109,607	250,695	197,895	-52,800	-21.06%	198,192	297	0.15%	198,497	305	0.15%
52097	Tuition Town Empl-Pd	98,102	140,070	143,650	3,580	2.56%	147,460	3,810	2.65%	151,385	3,925	2.66%
52100	Travel Expense - Employees	7,154	56,400	46,500	-9,900	-17.55%	47,339	839	1.80%	48,206	867	1.83%
52107	Travel Exp Empl-Pd	75,793	239,962	257,200	17,238	7.18%	264,424	7,224	2.81%	271,867	7,443	2.81%
52110	Mileage Allowance - Employees	29,233	48,214	47,250	-964	-2.00%	48,639	1,389	2.94%	50,016	1,377	2.83%
52117	Mileage Town Empl-Pd	7,176	12,300	9,700	-2,600	-21.14%	9,951	251	2.59%	10,208	257	2.58%

Total

TOWN OF GREENWICH *FY27 - 29 Rollover*

General Fund - BOE Budget

Total District

	Object Description	2025 Actual	2026 Budget	2027 Proposed	YTY$	YTY%	2028 Model	YTY$	YTY%	2029 Model	YTY$	YTY%
52120	Transportation Of Pupils - Pub	8,051,098	7,363,534	8,803,206	1,439,672	19.55%	9,155,334	352,128	4.00%	9,521,547	366,213	4.00%
52130	Transportation Of Other Non-Em	700,962	689,408	828,979	139,571	20.25%	777,020	-51,959	-6.27%	795,603	18,583	2.39%
52140	Transportation Of Pupils- Sped	3,601,462	5,669,425	6,580,803	911,378	16.08%	6,912,594	331,791	5.04%	7,184,813	272,219	3.94%
52150	Office Services	1,108,405	1,169,148	1,189,105	19,957	1.71%	1,221,256	32,151	2.70%	1,254,370	33,114	2.71%
52157	Office Services-Pd	21,714	16,135	9,535	-6,600	-40.90%	9,788	253	2.65%	10,047	259	2.65%
52210	Water Service	140,800	150,000	150,000	0	0.00%	154,500	4,500	3.00%	159,135	4,635	3.00%
52220	Electric Service	3,269,940	3,300,000	3,200,000	-100,000	-3.03%	3,296,000	96,000	3.00%	3,394,880	98,880	3.00%
52240	Telephone	254,863	256,217	261,217	5,000	1.95%	269,054	7,837	3.00%	277,126	8,072	3.00%
52261	Gas For Heating	808,238	1,100,000	1,100,000	0	0.00%	1,133,000	33,000	3.00%	1,166,990	33,990	3.00%
52262	Heating Oil	11,370	53,000	3,000	-50,000	-94.34%	3,090	90	3.00%	3,183	93	3.01%
52310	Rental Of Office Equipment	187,013	158,867	145,207	-13,660	-8.60%	149,407	4,200	2.89%	153,733	4,326	2.90%
52320	Rental Of Other Equipment	32,412	78,210	67,500	-10,710	-13.69%	68,550	1,050	1.56%	69,632	1,082	1.58%
52340	Rental Of Buildings And Other	272,226	303,050	302,300	-750	-0.25%	310,940	8,640	2.86%	319,839	8,899	2.86%
52360	Rental/Maintenance Software	2,007,927	2,273,926	2,510,894	236,968	10.42%	2,583,816	72,922	2.90%	2,658,419	74,603	2.89%
52500	Cleaning Services	222,452	197,000	208,000	11,000	5.58%	214,240	6,240	3.00%	220,667	6,427	3.00%
52520	Collection And Removal Of Recy	49,750	60,000	60,000	0	0.00%	61,800	1,800	3.00%	63,654	1,854	3.00%
52920	Work Trans To/From Other Dept	-69,543	-105,000	0	105,000	-100.00%	0	0	NA	0	0	NA
52950	Misc Svcs- Not Otherwise Class	100,241	88,788	90,439	1,651	1.86%	91,713	1,274	1.41%	93,025	1,312	1.43%
	200 Services	**30,648,497**	**34,741,522**	**37,267,920**	**2,526,398**	**7.27%**	**38,513,553**	**1,245,633**	**3.34%**	**39,802,089**	**1,288,536**	**3.35%**
53010	Office Supplies	133,928	121,650	141,300	19,650	16.15%	143,078	1,778	1.26%	144,908	1,830	1.28%
53011	Non-Capital Office Equip	69,915	73,648	63,233	-10,415	-14.14%	63,863	630	1.00%	64,511	648	1.01%
53070	Data/Word Processing Supplies	256,478	114,900	115,775	875	0.76%	118,844	3,069	2.65%	122,005	3,161	2.66%
53071	Non-Capital It Hardware	2,289,516	2,510,650	2,397,907	-112,743	-4.49%	2,469,165	71,258	2.97%	2,542,560	73,395	2.97%
53100	Teaching Supplies	1,399,191	1,452,073	1,496,531	44,458	3.06%	1,516,196	19,665	1.31%	1,518,195	1,999	0.13%
53101	Classroom/Teaching Equipment	496,352	357,388	398,300	40,912	11.45%	405,245	6,945	1.74%	412,398	7,153	1.77%
53110	Textbooks	453,686	328,487	301,020	-27,467	-8.36%	309,841	8,821	2.93%	318,927	9,086	2.93%
53120	Library Books	146,600	144,768	141,100	-3,668	-2.53%	142,000	900	0.64%	142,927	927	0.65%
53140	Audio Visual Materials	34,217	30,100	27,771	-2,329	-7.74%	28,236	465	1.67%	28,715	479	1.70%
53141	Audio Visual Equipment	138,367	142,100	143,200	1,100	0.77%	144,259	1,059	0.74%	145,350	1,091	0.76%
53200	Recreation,Athletic&Playground	248,305	280,502	279,065	-1,437	-0.51%	287,436	8,371	3.00%	296,059	8,623	3.00%
53250	Medical,Surgical & Laboratory	6,745	20,000	20,000	0	0.00%	20,600	600	3.00%	21,218	618	3.00%
53300	Wearing Apparel (Incl Material	43,733	43,450	44,509	1,059	2.44%	45,229	720	1.62%	45,971	742	1.64%
53310	Personal Protective Equipment	17,411	18,000	18,000	0	0.00%	18,540	540	3.00%	19,096	556	3.00%
53350	Custodial & Household Supplies	339,468	300,000	350,000	50,000	16.67%	360,500	10,500	3.00%	371,315	10,815	3.00%
53500	Motor Fuel And Lubricants	15,611	16,600	18,600	2,000	12.05%	19,158	558	3.00%	19,734	576	3.01%
53510	Parts For Automotive Equipment	13,731	12,000	12,000	0	0.00%	12,360	360	3.00%	12,731	371	3.00%
53550	Mechanical Supplies And Small	25,056	32,000	29,000	-3,000	-9.38%	29,870	870	3.00%	30,766	896	3.00%
53640	Ordnance And Chemical Supplies	15,311	10,000	13,000	3,000	30.00%	13,390	390	3.00%	13,792	402	3.00%
53700	Building & Construct Material	407,143	300,000	300,000	0	0.00%	309,000	9,000	3.00%	318,270	9,270	3.00%
53750	Highway Materials	3,262	1,500	1,000	-500	-33.33%	1,030	30	3.00%	1,061	31	3.01%
53920	Work Trans To/From Other Dept	-38,071	0	0	0	NA	0	0	NA	0	0	NA

Total

TOWN OF GREENWICH *FY27 - 29 Rollover*

General Fund - BOE Budget

Total District

	Object Description	*2025 Actual*	*2026 Budget*	*2027 Proposed*	*YTY$*	*YTY%*	*2028 Model*	*YTY$*	*YTY%*	*2029 Model*	*YTY$*	*YTY%*
53950	Supplies And Materials - Noc	41,921	500	7,500	7,000	1400.00%	7,500	0	0.00%	7,500	0	0.00%
	300 Supplies and Materials	**6,557,875**	**6,310,316**	**6,318,811**	**8,495**	**0.13%**	**6,465,340**	**146,529**	**2.32%**	**6,598,009**	**132,669**	**2.05%**
54010	Maintenance Of General Purpose	57,965	346,000	341,000	-5,000	-1.45%	351,230	10,230	3.00%	361,767	10,537	3.00%
54050	Maintenance Of Build/Supplies	1,146,374	591,800	657,100	65,300	11.03%	676,813	19,713	3.00%	697,118	20,305	3.00%
54060	Maintenance Of Elevators, Lock	93,174	50,000	50,000	0	0.00%	51,500	1,500	3.00%	53,045	1,545	3.00%
54070	Maintenance Of Hvac Systems	375,850	300,000	390,000	90,000	30.00%	401,700	11,700	3.00%	413,751	12,051	3.00%
54100	Maintenance Of Instructional E	369,027	375,005	388,900	13,895	3.71%	395,338	6,438	1.66%	401,969	6,631	1.68%
54150	Maintenance Of Furniture, Fixt	6,400	24,000	13,500	-10,500	-43.75%	13,905	405	3.00%	14,322	417	3.00%
54200	Maintenance Of Machinery, Tool	37,014	28,000	6,000	-22,000	-78.57%	6,180	180	3.00%	6,366	186	3.01%
54210	Maintenance - Data/Word Proces	7,300	31,044	35,044	4,000	12.88%	35,344	300	0.86%	35,653	309	0.87%
54250	Maintenance Of Automotive Equi	3,664	13,480	11,480	-2,000	-14.84%	11,824	344	3.00%	12,179	355	3.00%
	400 Maintenance	**2,096,768**	**1,759,329**	**1,893,024**	**133,695**	**7.60%**	**1,943,834**	**50,810**	**2.68%**	**1,996,170**	**52,336**	**2.69%**
57350	Settlement Of Claims And Judge	173,957	170,000	170,000	0	0.00%	175,100	5,100	3.00%	180,353	5,253	3.00%
		173,957	**170,000**	**170,000**	**0**	**0.00%**	**175,100**	**5,100**	**3.00%**	**180,353**	**5,253**	**3.00%**
	Department Total	**190,394,539**	**200,882,430**	**207,178,854**	**6,296,424**	**3.13%**	**214,860,033**	**7,681,179**	**3.71%**	**222,470,671**	**7,610,638**	**3.54%**

PROJECTED IMPACT TO TAXPAYER

	Expense	Approved FY25	Approved FY26	Proposed FY27	Model FY28	Model FY29
1	Operating (General Fund)	$ 192,623,564	$ 200,882,430	$ 207,178,854	$ 216,087,408	$ 224,106,173
2	Fixed (Estimated)	$ 42,376,120	$ 44,045,000	$ 46,019,759	$ 48,320,747	$ 50,736,784
3	**TOTAL**	**$ 234,999,684**	**$ 244,927,430**	**$ 253,198,613**	**$ 264,408,155**	**$ 274,842,957**
4	% Δ	N/A	4.22%	3.38%	4.43%	3.95%

	Revenue	Approved FY25	Approved FY26	Proposed FY27	Model FY28	Model FY29
5	Excess	$ 1,800,000	$ 1,800,000	$ 1,655,097	$ 1,655,097	$ 1,655,097
6	ECS	$ 869,861	$ 1,019,227	$ 993,221	$ 993,221	$ 993,221
7	Tuition	$ 1,375,000	$ 1,447,000	$ 1,700,049	$ 1,768,051	$ 1,838,773
8	Other	$ 369,750	$ 369,750	$ 394,750	$ 394,750	$ 394,750
9	School Lunch	$ 456,000	$ 456,000	$ 501,100	$ 516,133	$ 531,617
10	Grant Fund	$ 819,000	$ 812,000	$ 893,000	$ 893,000	$ 893,000
11	**TOTAL**	**$ 5,689,611**	**$ 5,903,977**	**$ 6,137,217**	**$ 6,220,252**	**$ 6,306,458**
12	% Δ	N/A	3.77%	3.95%	1.35%	1.39%

13	**NET**	**$ 229,310,073**	**$ 239,023,453**	**$ 247,061,396**	**$ 258,187,903**	**$ 268,536,499**
14	% Δ	N/A	4.24%	3.36%	4.50%	4.01%

15	Grand List	$ 36,456,049,860	$ 36,877,375,349	$ 46,229,003,535	$ 46,575,721,062	$ 46,925,038,969
16	% Δ	1.08%	1.16%	25.36%	0.75%	0.75%

17	**Mill Rate for BOE**	**6.290**	**6.482**	**5.344**	**5.543**	**5.723**
18	Taxes ($1M assessed)	$ 6,290	$ 6,482	$ 5,344	$ 5,543	$ 5,723
19	% Δ	N/A	3.05%	-17.55%	3.73%	3.23%

Board of Education Capital Plan

Project Name	Prior Year's	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	Total
Equipment		30	0	30	0	30	0	35	0	35	0	160
School Kitchen Equipment Replacement		638	537	509	511	202	224	138	12	198	686	3,655
Athletic Equipment		0	0	0	0	0	0	0	0	0	0	0
Data Cable Replacement		0	0	1,200	77	120	210	50	0	0	0	1,657
GHS Athletic Fields		0	50	100	0	0	0	2,400	0	2,400	60	5,010
GHS Cellular Improvement		0	0	0	0	0	0	0	0	0	0	0
Smartboard Replacement Program		0	480	480	480	480	500	500	500	500	500	4,420
Fleet - 4300 Reefer		0	0	0	0	0	0	0	0	240	0	240
Security Vehicles		0	0	30	30	0	0	0	0	0	30	90
Administration Building Construction		0	1,800	0	26,000	0	0	0	0	0	0	27,800
Cardinal Field Carpet Replacement		0	0	1,500	8,500	0	0	0	0	0	0	10,000
Drainage		0	250	0	250	0	275	0	275	0	300	1,350
Emergency Lighting		0	625	25	0	50	0	50	0	50	0	800
Exterior Concrete/Masonry/Lighting		0	0	1,035	45	155	475	400	500	500	500	3,610
Field Master Plan - BOE		0	0	0	0	0	350	2,000	200	1,500	0	4,050
Flooring		0	25	175	260	25	25	315	135	355	50	1,365
Generator Replacement/Upgrades		0	250	750	750	750	800	0	800	0	0	4,100
GHS Secondary Egress		0	0	0	0	0	0	0	0	0	0	0
GHS Tennis Courts		0	0	0	0	0	0	0	0	0	0	0
GHS WiFi Network Cabling		0	0	550	0	0	0	0	0	0	0	550
HVAC		0	4,000	7,000	1,150	4,075	2,000	2,000	250	250	250	20,975
ISD Renovation / Expansion		0	0	0	0	0	0	0	0	100	2,000	2,100
Locker Room Renovations		0	100	0	1,900	0	0	0	0	0	0	2,000
North Mianus Expansion / Renovation		0	0	0	0	0	0	0	100	2,000	0	2,100
North Street Expansion / Renovation		0	0	0	100	2,000	0	30,000	0	0	0	32,100
Other Minor Renovations		0	0	0	300	0	300	0	300	0	300	1,200
Riverside Renovation		0	0	43,000	0	0	0	0	0	0	0	43,000
Server Room Relocation		0	0	250	0	0	0	0	0	0	0	250
Sport Court Replacement (Tennis)		0	0	0	740	0	600	0	900	0	2,500	4,740
Stage Renovation		0	0	0	2,400	2,500	2,500	0	0	0	0	7,400
Vertical Transportation		0	0	1,300	1,400	1,500	1,600	1,700	0	0	0	7,500
Windows and Doors		0	7,575	7,225	2,050	2,050	2,050	2,050	50	50	75	23,175
WMS Field Lights		0	2,600	0	0	0	0	0	0	0	0	2,600
Abatement		50	0	50	0	50	75	0	75	0	75	375
ADA Compliance		600	3,700	300	2,250	1,480	3,560	2,640	2,600	7,160	1,800	26,090
Ceilings and Lighting		400	1,100	0	0	0	700	0	600	0	650	3,450
Furnishings & Program Space Equipment		300	300	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	21,600
GHS Pool Replacement		4,000	55,000	0	0	0	0	0	0	0	0	59,000
HVAC - District Network Closets		76	126	76	76	76	80	80	80	140	80	890
HVAC GHS		1,500	2,500	3,900	2,950	0	0	0	0	0	500	11,350
Julian Curtiss Renovation		3,369	0	0	0	0	0	0	0	0	0	3,369
Life Safety Systems		200	50	1,875	500	0	600	0	600	0	600	4,425
Plumbing & Electrical		280	780	325	200	200	100	100	100	100	100	2,285
Renovate Gymnasiums		630	25	220	25	25	0	0	500	129	0	1,554
Roofs		1,450	2,650	1,250	2,050	600	0	600	0	600	0	9,200
Security Entry Redesign		1,000	2,300	0	0	0	0	0	0	0	0	3,300
Hamilton Avenue Parking Garage & Deck		0	0	0	0	0	0	0	0	0	0	0
Playground Replacement		450	25	500	500	50	50	50	50	500	75	2,250
		14,973	86,848	73,655	58,494	19,418	20,074	48,108	11,627	19,807	14,131	367,135

To: Fred Camillo, First Selectman
Kate Buch, Town Administrator
All Department Heads, Board of Education, and Appointing Authorities

September xx, 2026

From: Board of Estimate and Taxation Budget Committee

Subject: Budget Guidelines for Fiscal Year 2027-2028 (FY28)

The Board of Estimate and Taxation ("BET") guidelines for FY28 are meant to inform and guide the formulation of the FY28 operating and capital budgets. We call your attention to the five deliverables that are summarized at the end of this document. We look forward to constructive, data-driven deliberations during the Budget Hearings. We appreciate all the effort that goes into preparing the operating and capital budgets. Town and Board of Education budgets support essential public services and quality of life amenities that are valued by Greenwich residents. Our shared goals remain consistent: delivering the high quality services that Greenwich residents expect, investing appropriately in infrastructure, and keeping tax rates low and predictable.

During the first several months of this calendar year, the Finance Department team and the BET made a concerted effort to close out older capital projects, project future capital needs, and develop a financial model to use as a tool for long term financial planning. Capital planning will be an ongoing effort.

As set forth in the Strategic Guidelines memo issued by the BET in July (see attached), FY28 budget reviews will focus on the core drivers of the operating budget to ensure the Town's limited resources are allocated effectively. We urge the First Selectman, the Town Administrator, and departments to carefully review and optimize organizational structures to meet operating goals and objectives. We would like to see recommendations in the First Selectman's budget that call for the increased use of shared services and headcount to reduce the silos that exist in Town Hall and the BOE. We expect department heads and the BOE to critically evaluate their operating budgets and propose a minimum of three recommendations that will result in demonstrable cost savings in this budget cycle or within the next two to three years. These recommendations should be supported by in-house data and peer benchmarking as available and appropriate.

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The attached Exhibit I depicts a "carryforward budget" based on current headcount and service levels. The carryforward budget projects an increase of 3.1% for the Town and 3.7% for the Board of Education (excluding the allocation of benefits) for a total operating increase of 3.46%. The Budget Committee is looking for specific recommendations for structural change to reduce the percentage increase in the operating budget overall. We recognize each Town department and the BOE have differing service models and staffing needs and there is no "one size fits all" approach. The carryforward budget is the cap, net of any proposed investments to bring down future costs or increase productivity.

These guidelines deliberately do not suggest hard cap targets below the carryforward budget for Town departments and the BOE because we want departments and the BOE to critically evaluate how goals and objectives can be met most efficiently. Changes in policy or delivery models should be examined on their merits rather than being forced to meet a specific BET targeted reduction. However, we are asking that any proposed investment be offset with a corresponding reduction so as not to exceed the carryforward budget. During the budget hearings, the Budget Committee members will scrutinize department and BOE submitted budgets and proposed recommendations to drive the operating increase downwards.

We look forward to seeing specific recommendations in the First Selectman and BOE budgets. We recommend that a template be developed by the Town Administrator/ Finance Department for Town departments and the BOE to submit their recommendations along with supporting data and peer benchmarking as applicable.

The total amount to be financed is projected at a 4.16% increase, higher than our targeted range of 3.75-3.9%. The BET Budget Committee will be addressing the cost of benefits and fixed charges projections and examine revenue assumptions to mitigate the projected 3.96% increase in the mill rate.

Macroeconomic Factors to Consider

Inflation (p.18, Table 4): Per the Bureau of Labor Statistics, the all items CPI-U (NY) increased 4.3 percent for the 12 months ending in [August 2026- *update before final vote*]. Escalating costs for food and housing, volatility in natural gas and oil prices, and the high cost of electricity in our region are a risk in this budget and a burden on our resident households.

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Greenwich has a population of 63,525 that is rich in socioeconomic diversity with a wide range of income levels and needs. We have an obligation to our taxpayers to be responsible with their hard earned dollars.

Primary Greenwich Operating Budget Drivers

Driver #1: The TOG's largest investment is in our skilled workforce. The Town employs 951 FTEs across the General and other Funds. The BOE employs approximately 1,388 for a total of 2,339 full time employees. The salaries for full, part-time, and temporary positions are reflected in the Major Object Code 100 accounts and are the largest outlay in the budget at just under 48%. Adding in healthcare and other benefits, the total outlay is just over 60 percent of the total budget. Our employees are the lifeblood of our schools and municipal services, and they provide the services that residents expect. The attached carryforward Exhibit I shows a level headcount with no added positions. With existing headcount and including current compensation rates in Collective Bargaining Agreements ("CBA's"), the increase for all salary accounts is 3.6% before benefits.

All departments are asked to assess their staffing levels to ensure they are optimized to deliver high quality services efficiently. Increased use of technology and a thorough analysis of service levels and needs should inform recommendations for organizational change and/or reductions in staffing. The most direct means of reducing the budget is lowering our largest expense but it must be conducted thoughtfully. Existing service levels should be evaluated against the resources needed to deliver those services. The prudent use of artificial intelligence tools to improve productivity and service delivery should be on every department head's radar using guidelines and safeguards recommended by the First Selectman's AI Task Force (*expected deliverable date September 2026*).

Departments that rely on overtime to backfill unfilled open positions or meet 24/7 shift requirements should examine trends and find the right balance between headcount and the use of overtime.

Driver #2: The carryforward budget assumption for utility expenses (water, electric, telephone, heating) for municipal and school buildings is a 3% increase in these costs. This is an area where the BET believes there are significant saving opportunities over the medium term. We respectfully ask the First Selectman to consider an outside consultant or a newly created position (FTE or permanent P/T) to work with the First Selectman's Energy Management Advisory Committee to evaluate energy usage and identify opportunities to

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standardize equipment, automate building controls, and incorporate sustainable energy solutions as appropriate.

Driver #3: Technology hardware rentals and software subscriptions are roughly 2% of the budget and have grown 30% over the past 5 budget cycles. All equipment leases and subscription services should be inventoried and justified. There may be low hanging fruit in these categories upon close examination; there may also be opportunities to upgrade existing software to enhance productivity and improve services.

Revenue

Property taxes account for 85 percent of the Town's funding source with 11% derived from fees, permits, and federal/state grant funding.

Departments that generate revenue through fees or permits should review those charges considering the rising costs of delivering those services. Where appropriate, fees should be benchmarked versus other municipalities and private sector alternatives (e.g., rental of town facilities, services offered by Parks & Recreation.) Departments that are eligible for grants should consult with the Finance Department and provide a reasonable assumption for grant receipts.

Budgeting to Actuals

We request that departments and the BOE consider actual spending when preparing budgets versus incremental increases to the prior year budget. As this shift is implemented, more accurate budgeting will result in less funds returned at the close of the fiscal year. The 'use of general fund' balance to target a break-even financial outcome and pay down the mill rate is projected to remain flat in FY28 at $21.8 million. However, the BET is concerned with relying on the use of the General Fund balance and would like to see it start trending downward to adopt a more conservative and accurate approach to budgeting.

Board of Education

The BET expects the Board of Education to appropriately invest in our excellent schools. Staffing models should be reviewed and adjusted based on expected enrollment and program need. Opportunities for shared services should be explored. Expanding

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successful academic programs and potential new investments should be considered. Conversely, recent investments that have not met expectations should be reconsidered.

In recent years, the Board of Education has invested in new programs and enhanced services offered to students who qualify for special education services. The premise of that investment was that out of district placement and settlement costs would start trending downward. Therefore, the BOE is specifically asked to examine if the carryforward assumption can be reduced for these line items. The signing of the new transportation contract combined with a new lease for school bus parking has resulted in an expected increase in transportation costs of 5% alleviating uncertainty from the FY27 budget; however, the BOE is still faced with the challenge of securing long term parking for the FY28 budget and beyond.

The Nathaniel Witherell ("TNW")

The Town owns and operates a skilled nursing facility with the capacity of 202 beds. The average monthly census for the fiscal year ending June 30, 2026 hovered between 152-172 occupied beds resulting in performance below expectations. Industry trends are challenging and the BET appreciates that management and the Board of TNW are exploring new ways to enhance billed services, keep costs under control, and evaluate partnerships. The FY28 carryforward budget anticipates an estimated $4 million in prior year losses. The BET will continue to work with TNW to explore avenues to provide high quality care to our seniors and vulnerable population that reduce the burden on taxpayers.

Capital

In the FY '27 budget, the forecasted capital plan for FY 28 for the Town and Schools combined totals $148.3 million. The capital plan includes maintenance of existing infrastructure, improvements to existing infrastructure, and new projects. Department heads and the BOE should review capital requests to provide updated cost estimates and to defer projects that are unlikely to commence in FY28. Further, in the 10-year capital plan, department heads, and the BOE are expected to embed current cost estimates and inflation for future capital investments, rather than defaulting to the prior years budgeted amount.

The portion of the capital plan that is borne by taxpayers is the Capital Tax Levy (CTL); this tax levy is estimated at $69 million, an increase of $3 million over the prior year, consistent with past practice. The CTL is used to service debt, with any remaining dollars used to fund

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capital projects with cash. The Town currently finances capital projects using a "Modified Pay as You go Model" with 2 years of Bond Anticipation Notes followed by bonds with an average duration of 3 years. The capital plan model shows that the financing of major projects already appropriated and expected (Central Middle School, Old Greenwich School, Riverside School, Hamill Ice Rink, GHS Pool/Tennis/Access Driveway) violates BET Debt policy guidelines beginning in FY31. The BET Budget Committee believes there must be a proactive approach to address this issue.

Summary of Deliverables

1) Provide at least 3 actionable recommendations for cost savings, of which at least 2 should address the Primary Budget Drivers;
2) Review fee structures, revenue, and grant assumptions; if recommended fees are unchanged over a multi-year period, be prepared to defend this decision in the context of the changing cost to deliver those services;
3) Analyze prior year spending and adjust accounts that are historically underspent. Actual spending versus budget to budget comparisons should be a baseline for decisions.
4) Evaluate capital projects to include only those that are achievable beginning in FY28 and update cost estimates as needed.
5) Recommendations from the First Selectman and Town Administrator to reduce silos in Town Hall.

Throughout the budget process, please feel free to reach out to your BET liaisons (if applicable) and to the Finance Department for guidance. We look forward to working with you on the FY28 Budget during the upcoming months.

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Exhibit I

TOWN OF GREENWICH

2026 - 2027 Final Budget vs 2027 - 2028 Estimated Budget

July 27, 2026

	2026-2027 Final Budget				2027 - 2028 Estimated Budget			
	Town	*Schools*	*Total*	%	*Town*	*Schools*	*Total*	%
Financing Requirement								
Total Appropriations								
Operating Costs								
Salaries - Regular	75,255,426	26,182,019	101,437,445	3.10	77,663,600	27,074,790	104,738,390	3.25
Salaries -Teachers		121,947,032	121,947,032	2.66		126,931,966	126,931,966	4.09
Other			0				0	
Salary Savings / Adj		(800,000)	(800,000)	(11.11)		(800,000)	(800,000)	-
Other Salary Costs	12,343,045	4,764,205	17,107,250	1.99	12,713,336	4,867,666	17,581,002	2.77
Temporary	7,327,890	5,270,648	12,598,538	(0.84)	7,547,727	5,405,691	12,953,418	2.82
Other100s	7,293,650	4,165,196	11,458,846	4.84	7,512,460	4,282,093	11,794,553	2.93
Total 100s	102,220,011	161,529,100	263,749,111	2.75	105,437,122	167,762,206	273,199,328	3.58
200s	17,122,640	32,964,919	50,087,559	12.47	17,636,319	34,081,463	51,717,782	3.25
300s	7,809,319	6,318,811	14,128,130	1.72	8,043,599	6,465,340	14,508,939	2.70
400s	6,707,758	1,893,024	8,600,782	4.58	6,908,991	1,943,834	8,852,825	2.93
500s	210,000	0	210,000	-	216,300	0	216,300	3.00
600 & 700 & 800	7,902,293	170,000	8,072,293	2.29	8,139,362	175,100	8,314,462	3.00
Total Other MOCs	39,752,010	41,346,754	81,098,764	8.49	40,944,570	42,665,737	83,610,307	3.10
	141,972,021	202,875,854	344,847,875	4.05	146,381,692	210,427,943	356,809,635	3.47
	3.25%	4.61%			3.11%	3.72%		
Utilities	2,842,317	4,303,000	7,145,317	(0.85)	2,927,587	4,432,090	7,359,677	3.00
Total Department Operating Costs	144,814,338	207,178,854	351,993,192	3.94	149,309,279	214,860,033	364,169,312	3.46
	3.25%	4.43%			3.10%	3.71%		
Benefits	58,010,000	46,247,000	104,257,000	5.00	60,911,000	48,559,000	109,470,000	5.00
Total Department Costs with Benefits	202,824,338	253,425,854	456,250,192	4.18	210,220,279	263,419,033	473,639,312	3.81
	3.74%	4.54%			3.65%	3.94%		
Fixed Charges								
Health Care			82,652,000	11.50			90,917,200	10.00
Health Care - Emp Premium			(14,712,000)	19.24			(16,365,096)	11.24
OPEB			3,979,000	1.82			3,979,000	-
Pension Contribution			23,019,000	(9.45)			22,300,000	(3.12)
Nathaniel Witherell				-				-
Nathaniel Witherell Prior Yr Losses			2,000,000	(60.00)			4,000,000	100.00
Risk Fund			1,000,000	-			500,000	(50.00)
Other Fixed Charges			26,473,377	4.92			26,473,377	-
Prior to Benefit Allocation			124,411,377	2.52			131,804,481	5.94
Benefit Allocation			(104,257,000)	5.00			(109,470,000)	5.00
			20,154,377	(8.63)			22,334,481	10.82
Total Operating Cost (including Fixed Charges)			476,404,569	3.57			495,973,793	4.11
Capital Tax Levy								
Current Yr Projects			92,100,000	103.75			148,385,000	61.11
Contr To Sewer			1,060,000	(3.20)			1,015,000	(4.25)
Use from Capital Non Recurring			0	-			0	-
Debt Service			44,554,000	5.10			51,305,000	15.15
Borrowings			(71,714,000)	158.97			(131,705,000)	83.65
			66,000,000	8.20			69,000,000	4.55
Total Amount to be Financed			542,404,569	4.11			564,973,793	4.16
Funding								
Use of Fund Balance at June 30			21,800,000	(8.40)			21,800,000	-
Other Revenues			58,148,942	(0.74)			58,648,942	0.86
Property Taxes			462,455,627	5.44			484,524,851	4.77
Total Financing			542,404,569	4.11			564,973,793	4.16
Mill Rate Calculation								
Property Tax revenue			462,455,627	5.44			484,524,851	4.77
Tax Settlements and C of Cs			1,500,000	-			1,500,000	-
State Senior Tax Relief			150,000	-			150,000	-
Town Senior Tax Relief			850,000	-			850,000	-
Estimated loss on collection			3,089,373	5.41			3,236,149	4.75
Required Tax Levy			468,045,000	5.41			490,261,000	4.75
Estimated Grand List of October 1			46,228,451,455	25.36			46,575,164,841	0.75
Mill Rate			10.125	(15.91)			10.526	3.96

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Exhibit II

Town of Greenwich
Department Budgets with Benefits

General Fund	2024-2025 Actuals	Benefit Cost	Total	Benefits as Percent of Actuals
General Government	22,656,104	6,302,100	28,958,204	27.8%
Fire	18,059,422	11,423,179	29,482,601	63.3%
Police	25,919,615	15,510,368	41,429,983	59.8%
Public Works	23,894,420	5,924,833	29,819,253	24.8%
Fleet	3,143,695	558,327	3,702,022	17.8%
Health	2,703,353	1,210,166	3,913,519	44.8%
External Entities	6,183,523	-	6,183,523	0.0%
DHS	3,705,539	1,064,737	4,770,276	28.7%
Schools [1]	190,394,539	42,376,120	232,770,659	22.3%
Libraries	12,266,966	3,684,445	15,951,411	30.0%
Parks and Recreation	13,492,714	4,905,964	18,398,678	36.4%
Total Operating	322,419,890	92,960,239	415,380,129	28.8%
Other Funds				
Nathaniel Witherell	26,960,926	6,292,226	33,253,152	23.3%
Sewer Maintenance	5,353,937	1,260,495	6,614,432	23.5%
School Lunch	4,168,196	472,317	4,640,513	11.3%
G.E. Harris Golf	1,477,377	413,436	1,890,813	28.0%
Retirement	1,688,494	110,853	1,799,347	6.6%
Parking Fund	2,523,277	761,399	3,284,676	30.2%
Lease RR	654,268	111	654,379	0.0%
TOG Grant Fund	1,207,159	40,063	1,247,222	3.3%
CDBG	427,182	61,593	488,775	14.4%
School Grant	6,848,181	684,416	7,532,597	10.0%
Shellfish & Harbor	50,886	1,311	52,197	2.6%
	51,359,883	10,098,220	61,458,103	19.7%
	373,779,773	103,058,459	476,838,232	27.6%

Benefits represent non-wage costs for employees. The major components are healthcare expenses, pension contributions, social security payments, other post-employment benefits, and worker's compensation costs.

[1] In addition, the State of Connecticut made pension payments of $37,697,082 and on behalf of Greenwich employees covered by the State Retirement System.

Exhibit III
Town of Greenwich
Benefit Summary for 2026-2027

	1001 GMEA	1002 Teamsters	1003 Fire	1005 Police	1006 Nurses	1008 LIUNA	1010 Elected
Nbr of Emp	225	389	102	139	21	210	3
Total Budgeted Salaries	19,078,000	26,488,000	10,499,000	14,798,000	2,259,000	23,674,000	400,000
Benefit Costs							
Healthcare Admin	24,000	40,000	14,000	17,000	2,000	23,000	-
Healthcare	7,288,000	12,495,000	4,183,000	5,278,000	756,000	6,985,000	91,000
Employee Premium	(1,239,000)	(1,937,000)	(669,000)	(844,000)	(121,000)	(1,187,000)	(14,000)
Pension - Normal	813,000	1,260,000	2,310,000	3,140,000	78,000	1,087,000	1,000
Pension - Unfunded	1,212,000	1,910,000	4,858,000	3,287,000	123,000	1,369,000	
Pension - DC	673,000	893,000	155,000	271,000	55,000	761,000	24,000
Life and AD&D	88,000	152,000	60,000	80,000	10,000	199,000	3,000
FICA	1,459,000	2,026,000	296,000	425,000	173,000	1,811,000	31,000
Sick & Vaca Payout	106,000	226,000	272,000	173,000	6,000	275,000	
RHSA	55,000	113,000			8,000	101,000	
Eye Glass	25,000				2,000	16,000	1,000
OPEB - Normal	10,000	10,000	220,000	324,000	1,000	3,000	-
OPEB - Unfunded	59,000	50,000	792,000	1,096,000	6,000	22,000	
OPEB WC	38,000	53,000	21,000	30,000	5,000	48,000	1,000
OPEB Interest	4,000	4,000	68,000	96,000	1,000	1,000	
401K	498,000	341,000	136,000	181,000	30,000	336,000	12,000
WC	144,000	200,000	79,000	112,000	17,000	179,000	3,000
Unemployment	24,000	33,000	13,000	19,000	3,000	30,000	1,000
	11,281,000	17,869,000	12,808,000	13,685,000	1,155,000	12,059,000	154,000
Percent of Salary	59.13	67.46	121.99	92.48	51.13	50.94	38.50
Total Cost per Employee	134,929	114,028	228,500	204,914	162,571	170,157	184,667

	1012 MC	2004 GEA	2009 BOE Admin	2011 GOSA	2013 Aides	Grand Total
Nbr of Emp	54	925	5	54	162	2,289
Total Budgeted Salaries	8,892,000	114,246,000	1,214,000	10,584,000	7,043,000	239,175,000
Benefit Costs						
Healthcare Admin	6,000	103,000	1,000	6,000	14,000	250,000
Healthcare	1,990,000	31,805,000	162,000	1,991,000	4,370,000	77,394,000
Employee Premium	(299,000)	(6,361,000)	(36,000)	(438,000)	(634,000)	(13,779,000)
Pension - Normal	290,000				224,000	9,203,000
Pension - Unfunded	744,000				312,000	13,815,000
Pension - DC	360,000				187,000	3,379,000
Life and AD&D	68,000	282,000	10,000	96,000	54,000	1,102,000
FICA	680,000	1,657,000	93,000	153,000	539,000	9,343,000
Sick & Vaca Payout	123,000					1,181,000
RHSA						277,000
Eye Glass	15,000					59,000
OPEB - Normal	16,000	125,000	1,000	12,000	8,000	730,000
OPEB - Unfunded	39,000	417,000	4,000	39,000	26,000	2,550,000
OPEB WC	18,000	229,000	2,000	21,000	14,000	480,000
OPEB Interest	4,000	37,000	1,000	3,000	2,000	221,000
401K	232,000					1,766,000
WC	67,000	867,000	9,000	80,000	53,000	1,810,000
Unemployment	11,000	143,000	2,000	13,000	9,000	301,000
	4,364,000	29,304,000	249,000	1,976,000	5,178,000	110,082,000
Percent of Salary	49.08	25.65	20.51	18.67	73.52	46.03
Total Cost per Employee	245,481	155,189	292,600	232,593	75,438	152,581

2027-28 Operating Budget Calendar

Business Office
GPS
BOE
BET

Business Office preparation

Budget input

July 2026						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

1. ADP employee list with base pay, extra pay, longevity,
2. Budget calendar, process and approach
3. Salary schedule by Union
4. Per pupil budget scenario
5. Employee list with FTE by school and department
6. Budget input template with FY26 salary projection

August 2026						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

8/17-8/18 Leadership Retreat
8/21 BOE open position certified and non-certified (J.Budd)
Town union open position (E.Mahoney)
8/25 Staffing List distribution #1
8/28 First day of school actual enrollment (J.Lau)

September 2026						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Budget Input (3 weeks)
9/1 Budget template distribution
9/18 Budget template input due

9/1-9/18 Meeting with Principals / District Program Coordinators / Cabinet members

9/1 Budget template distribution
Staffing list #1 feedback due
09/03 Retreat: Operating Budget Information
9/8 Staffing list distribution #2
9/8 BET BC: Review of BET budget guidelines (TBD)
9/15 Staffing list #2 feedback due
9/18 Budget template input due
9/28 Budget financial consolidation reports

Budget Book & Presentation preparation

BOE review and approval

Submission to BET

October 2026						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

10/09 Budget book materials input due
10/14 BET BC: Approval of BET budget guidelines (TBD)
10/16 Final Superintendent's budget due
10/21 Draft budget book & test print
10/29 Final budget book & printing

November 2026						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

11/2 Distribution of budget book (including electronic notice)
11/5 Budget Meeting: Superintendent's proposed 2027-28 Operating budget
11/19 2027/28 Operating Budget Q&A

December 2026						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

12/1 Budget Q&A's review
12/3 Budget Meeting: Proposed Operating Budget - Public Hearing and Q&A
12/17 Business Meeting : Proposed Operating Budget
12/18 BOE budget submission to Town of Greenwich Finance (TBD)