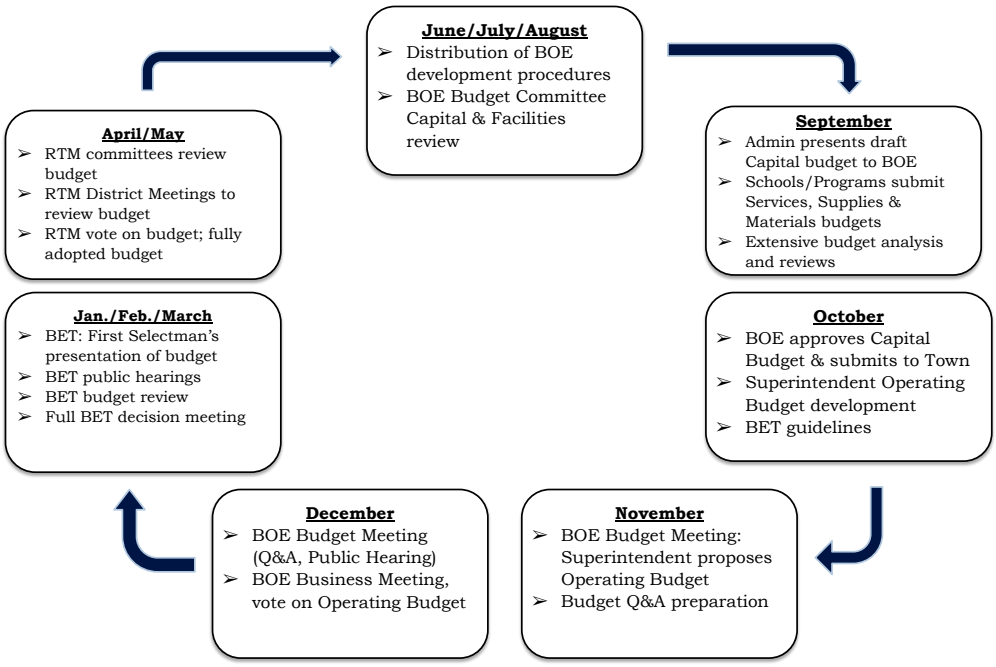
Superintendent's Proposed 2027-2028 Operating Budget

Greenwich PUBLIC SCHOOLS

12-Month Budget Process



Overview

Keep GPS on track with instructional needs
Acknowledges two distinct areas of increased costs
Meets legal mandates
Continues implementation of Special Education Action Plan
Meets contractual obligations

BET Guidelines

Adjust staffing models to expected enrollment and program need
3% increase in utility expenses (water, electric, telephone, heating)
Reflect revenue to raising costs (preschool tuition, employee children tuition, facility rental…)
Adjust budgeting to actuals
Examine budgets on invested programs and enhanced services

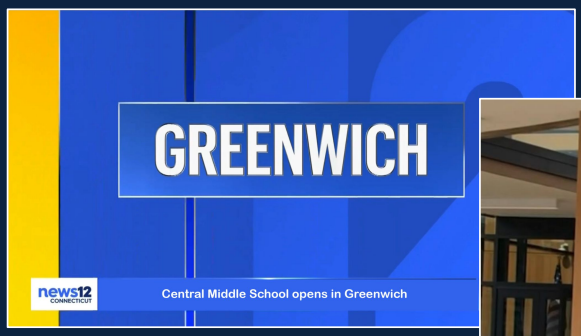
Preparation Work

Examined academic needs - Strategic Plan
Reviewed previous & current budgets
Analyzed enrollment projection data
Evaluated staffing adjustments
Reviewed estimated fixed costs
Gathered local, state & federal funding information

Starting with a zero base & working our way up

Greenwich PUBLIC SCHOOLS

Demographics & Enrollment







Greenwich PUBLIC SCHOOLS

Town of Greenwich

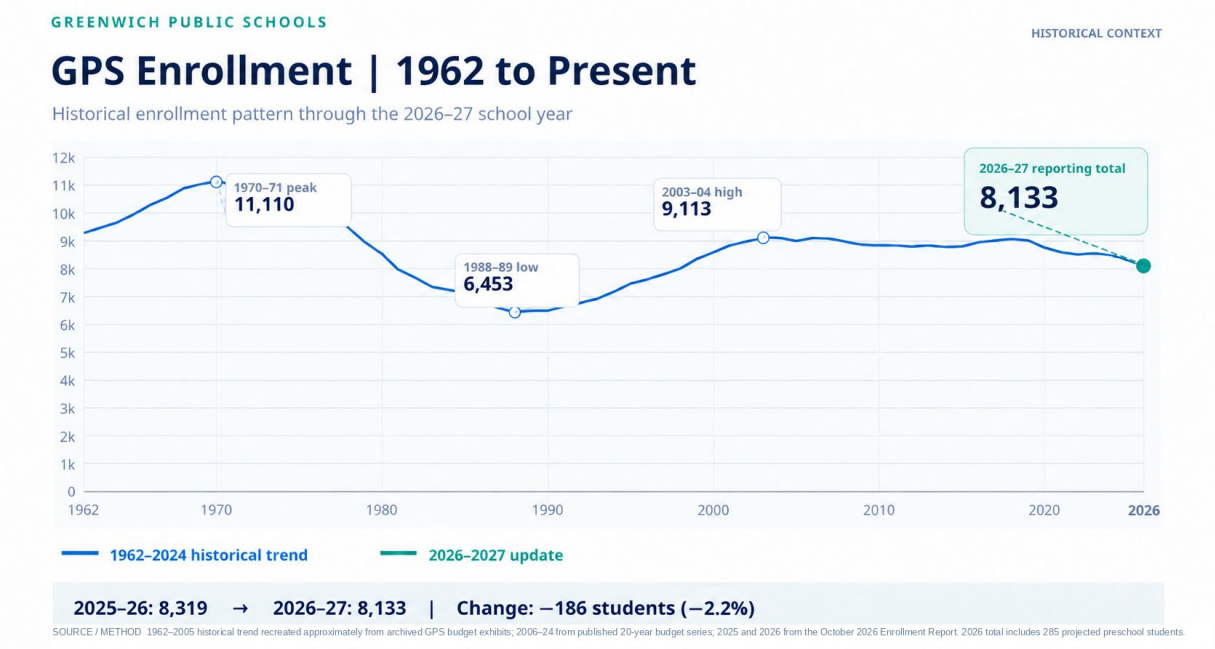
School-Age Children	
Elementary School (K-5)	4,814
Middle School	2,499
High School	3,487
Total	**10,800**

Children Attending Private	
Elementary School (K-5)	1,182 (24.6%)
Middle School	756 (30.3%)
High School	1,014 (29.1%)
Total	**2,952 (27.3%)**

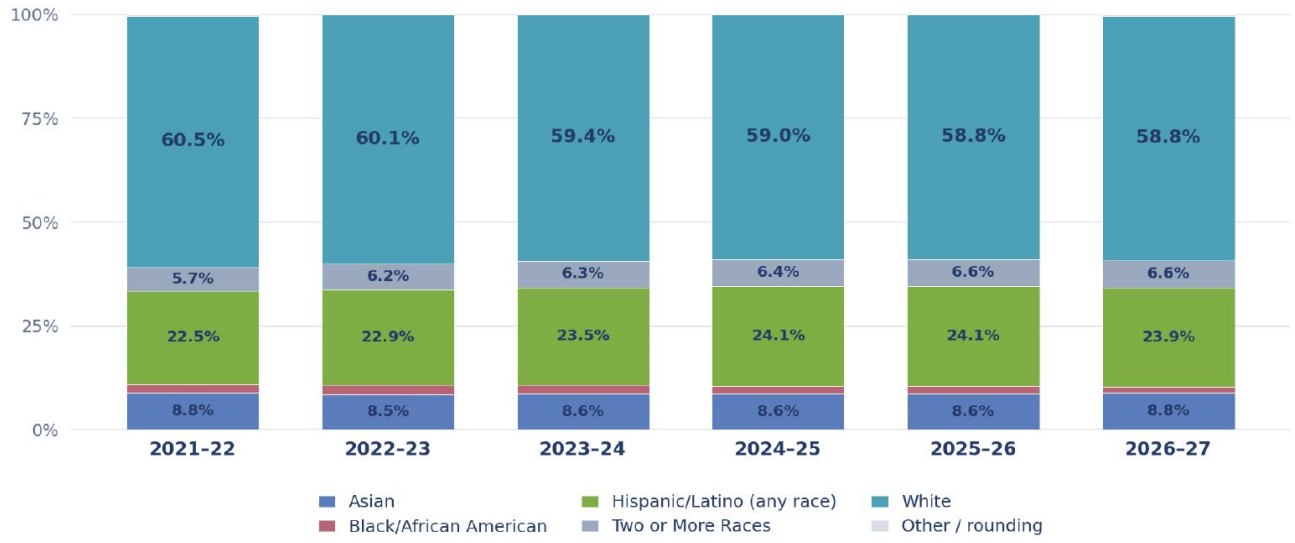
** 2025-2026*

On any given year,
approximately 75% of Greenwich children
attend Greenwich Public Schools

History of GPS Student Enrollment



Diversity: Race & Ethnicity



Increased Diversity Over Time

GPS Enrollment	
1980	6.0%
1989	16.5%
2006-2007	24.5%
2015-2016	35.6%
2026-2027	41.2%

The State of Connecticut tracks race/ethnicity of students with categories: American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino; Native Hawaiian or Other Pacific Islander, Two or More Races, and White.

Regional District Comparisons 2025-2026

District	District Reference Demographics	Special Education	English Language Learners	Free/Reduced Lunch
New Canaan	A	13.5%	0.5%	0.0%
Darien	A	20.7%	1.5%	1.8%
Weston	A	14.1%	1.4%	1.1%
Westport	A	14.7%	1.2%	2.9%
Wilton	A	18.2%	1.7%	5.5%
Greenwich	**B**	**16.1%**	**4.8%**	**19.2%**
Trumbull	B	15.3%	4.5%	21.4%
Fairfield	B	20.2%	3.5%	18.1%
State Average		**19.1%**	**11.1%**	**44.2%**

2026-2027 Actual vs. Projected Enrollment

	PreK	K-5	6-8	9-12	Total
Projection	285	3,747	1,722	2,531	8,285
Actual	285	3,632	1,743	2,473	8,133
Variance	**0**	**-115**	**+21**	**-58**	**-152**
Accuracy	**100%**	**96.8%**	**98.8%**	**97.7%**	**98.2%**

FALSE NARRATIVE
"Enrollment projections are way off."
Fact: Projections are consistently accurate

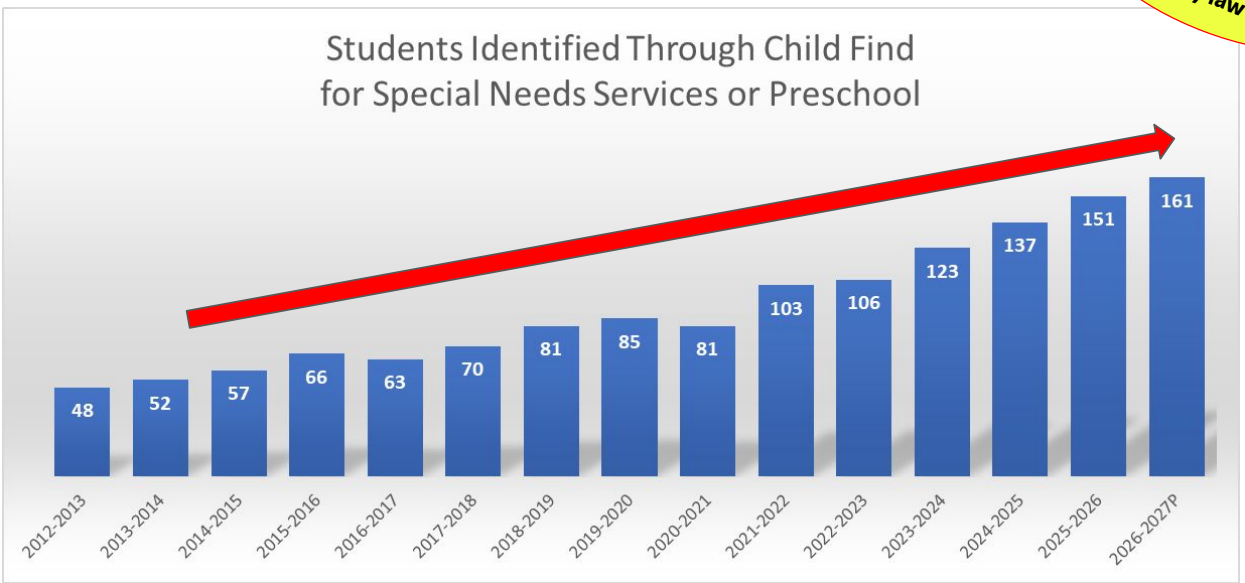
2026-2027 Actual vs. Projected Enrollment

	Elementary Schools (11)	Middle Schools (3)	High School (1)
Variance	115	21	58
Per School	10.5	7.0	58.0
Per Grade	1.7	2.3	14.5

FALSE NARRATIVE
"Enrollment projections are way off."
Fact: Projections are consistently accurate

Preschool Growth

services mandated by law

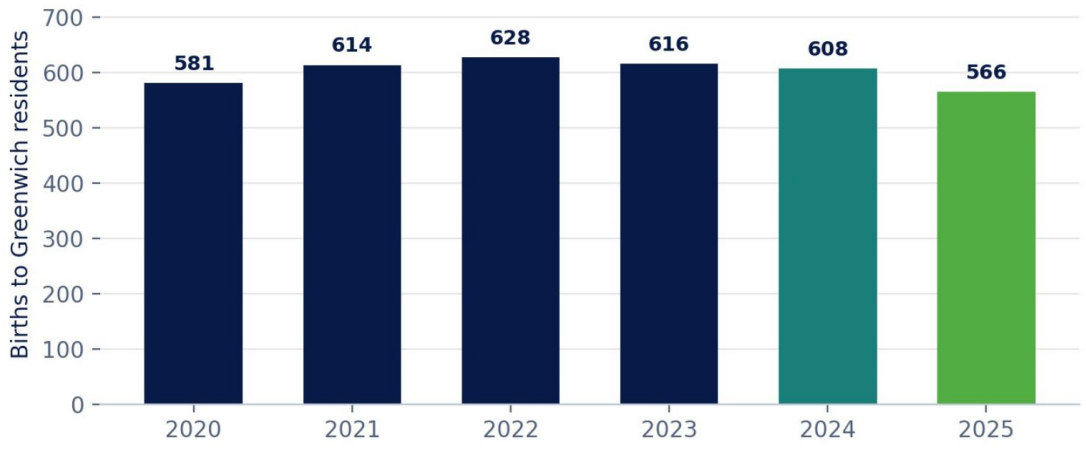


K-5 Enrollment

2019-2020	3,955
2026-2027	3,632
2031-2032 [P]	3,843

+211
in 5 years

Kindergarten Children Born In Greenwich



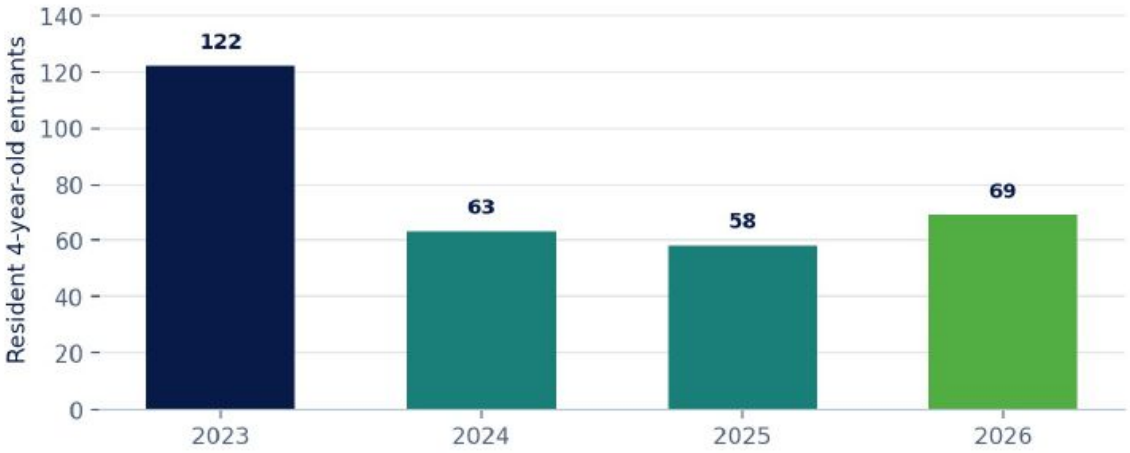
Births to Greenwich residents, 2020–2025. The 2025 value is provisional in the consultant report.

Kindergarten Enrollment

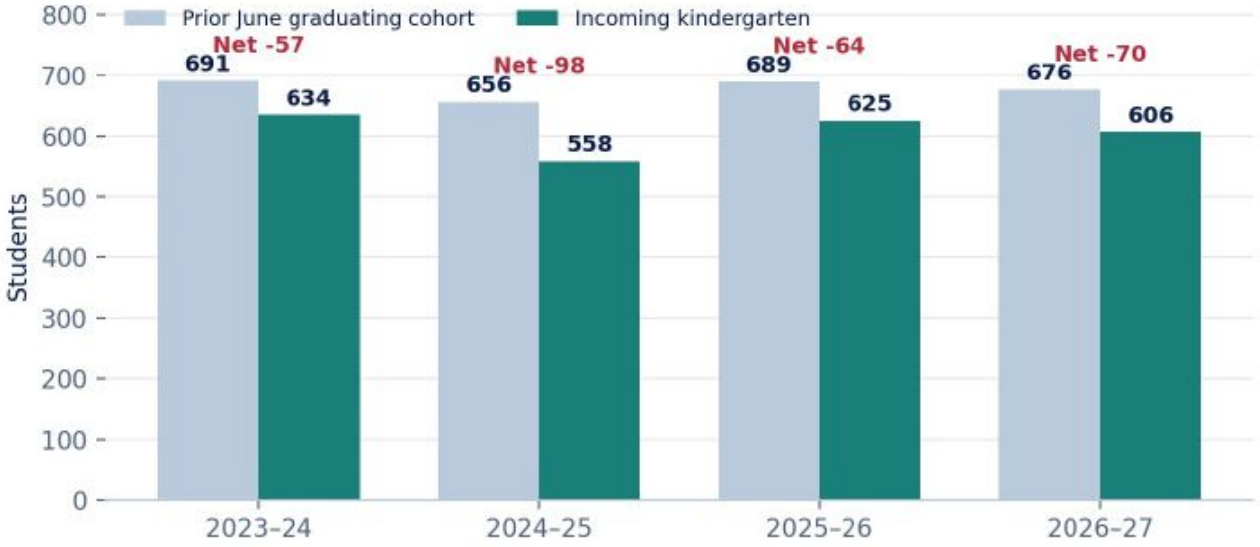


Kindergarten Entry & Age Patterns

State eligibility changes affect the near-term size of entering cohorts.



High School Graduation vs. New Kindergarten



Greenwich PUBLIC SCHOOLS

6-8 Enrollment

2019-2020	2,081
2026-2027	1,743
2031-2032 P	1,589

-154

Trending down as small cohorts enter middle school for the next few years

Greenwich PUBLIC SCHOOLS

9-12 Enrollment

2019-2020	2,797
2026-2027	2,473
2031-2032 P	2,263

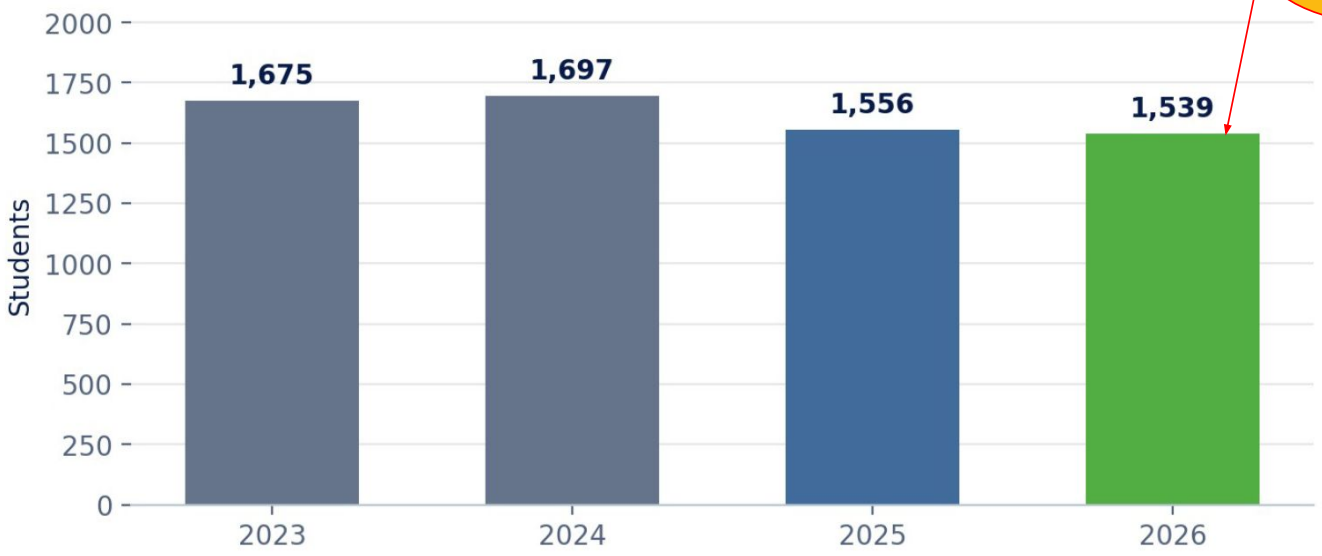
-210

Trending down as small cohorts move through middle school

Greenwich PUBLIC SCHOOLS

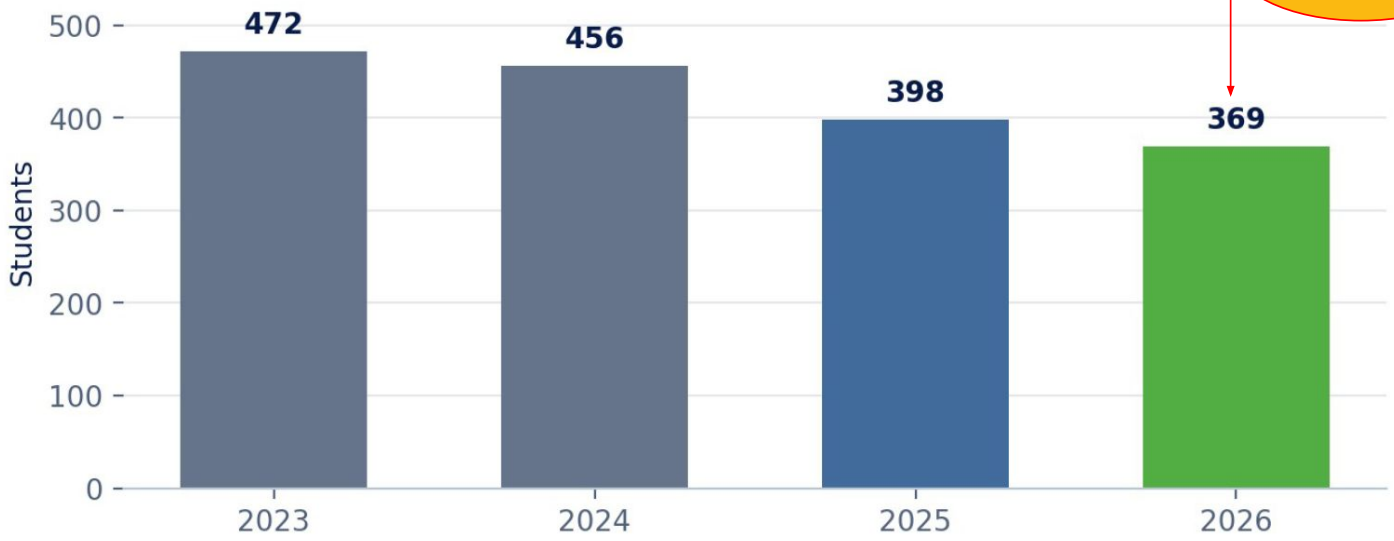
Free or Reduced Lunch Benefits

19% of students



Greenwich PUBLIC SCHOOLS

English Language Learners



Student Trends

Enrollment PreK-12	Total Student	Students w/out Disabilities	Students with Disabilities	Disabilities %
2016-2017	8,971	8,001	970	10.8%
2017-2018	9,042	8,018	1,024	11.3%
2018-2019	9,099	8,032	1,067	11.7%
2019-2020	9,048	7,924	1,124	12.4%
2020-2021	8,796	7,660	1,136	12.9%
2021-2022	8,630	7,446	1,184	13.7%
2022-2023	8,560	7,281	1,279	14.9%
2023-2024	8,589	7,270	1,319	15.4%
2024-2025	8,465	7,112	1,353	16.0%
2025-2026	8,319	7,014	1,305	15.7%
2026-2027*	8,133	6,805	1,328	16.3%
Change from 2016-2017	*-838*	*-1,196*	*+358*	
% change 2016-2017	*-9.3%*	*-14.9%*	*+36.9%*	

** Actual enrollment data as at October 1, 2026*
Data source: EdSight Enrollment Export

+2.6%

state avg. 19.1%

Student Trends & Enrollment Shifts

10-Year Comparison: 2016–2017 vs. 2026–2027 Projections

TOTAL ENROLLMENT CHANGE

-9.3% (-838 total students)

8,971 students → 8,133 students

STUDENTS WITH DISABILITIES

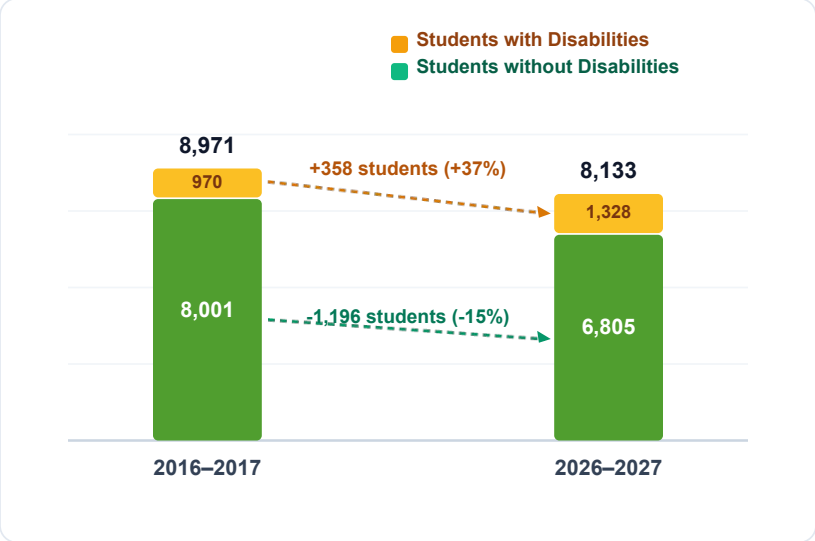
+37% (+358 students)

970 students → 1,328 students

STUDENTS WITHOUT DISABILITIES

-15% (-1,196 students)

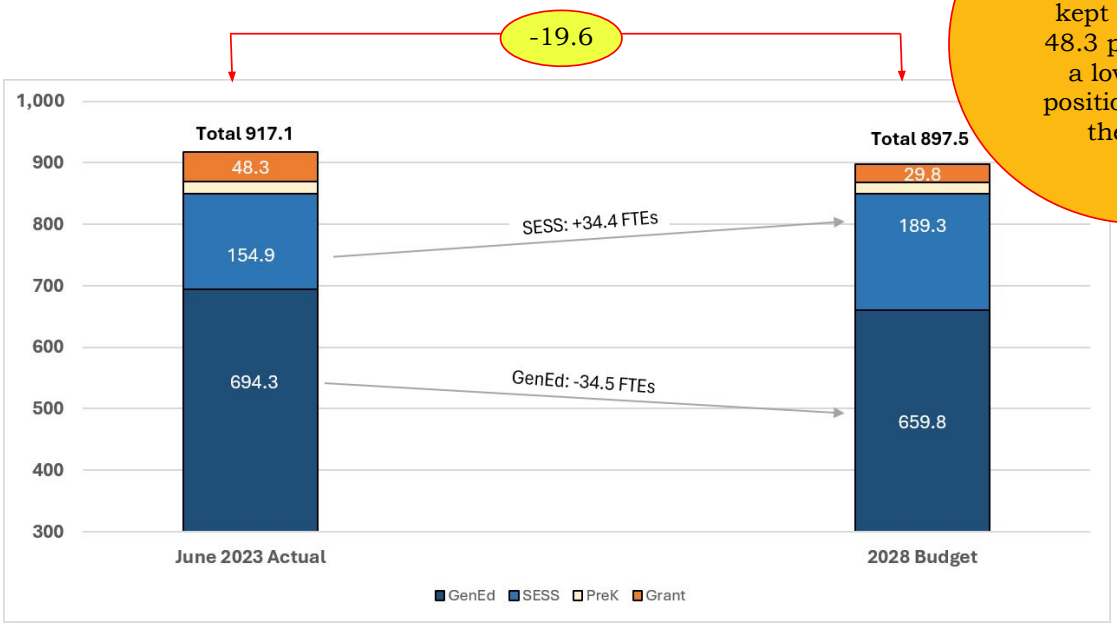
8,001 students → 6,805 students



Data source: EdSight Enrollment Export

Greenwich PUBLIC SCHOOLS

Teacher Trends



Federal grant support has not kept pace from 48.3 positions to a low of 29.8 positions now on the Grant

Greenwich PUBLIC SCHOOLS

Special Education Outplacements

October (ytd)	2021	2022	2023	2024	2025	2026
Outplaced Students	46	44	28	26	26	29
Settlements	44	38	41	47	43	54
Total Students	**90**	**82**	**69**	**73**	**68**	**83**

Less than 1% of our children are in schools outside GPS

Greenwich PUBLIC SCHOOLS

Elementary Capacity Efficiencies

Contracted an Educational Master Planner
Examine building efficiencies for space use
To apply projection analysis
Results in January/February

BOE Guidelines - Max Per Class	
K-1	21
2-3	24
4-5	26

2026-2027 93% utilization

Greenwich Public Schools

Projected ES Utilization

School	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	First 5-Year Avg.	Planning Capacity
Cos Cob	94%	96%	98%	101%	104%	104%	103%	101%	100%	100%	99%	423
Glenville	100%	102%	105%	103%	103%	97%	92%	90%	85%	83%	103%	462
Hamilton Avenue	75%	74%	76%	72%	74%	73%	73%	74%	74%	74%	74%	390
IS Dundee	97%	96%	97%	98%	97%	95%	94%	93%	93%	93%	97%	357
Julian Curtiss	79%	81%	83%	80%	82%	82%	81%	80%	80%	80%	81%	282
New Lebanon	88%	86%	87%	87%	87%	88%	88%	88%	88%	88%	87%	423
North Mianus	106%	104%	104%	107%	113%	113%	113%	110%	106%	103%	107%	378
North Street	104%	109%	110%	109%	108%	108%	108%	105%	101%	101%	108%	433
Old Greenwich	101%	105%	102%	99%	97%	97%	90%	82%	81%	81%	101%	416
Parkway	76%	82%	86%	90%	93%	97%	100%	99%	100%	101%	85%	345
Riverside	101%	107%	113%	109%	115%	116%	122%	121%	118%	119%	109%	420
Total - All ES	**93%**	**96%**	**97%**	**97%**	**98%**	**98%**	**97%**	**95%**	**94%**	**93%**	**96%**	**4,329**

Source: Peter Prowda Enrollment Projections Report, Fall 2025. MP Planning Group Capacity

Greatest certainty in first five years

100% to 110% Utilization: Potential for some operational impacts (larger class sizes, less resilience to "bubbles," programs moved to carts, etc.)

Greater than 110% Utilization: Overcrowded conditions resulting in operational impacts. School will be challenged to meet space needs of district's educational program requirements

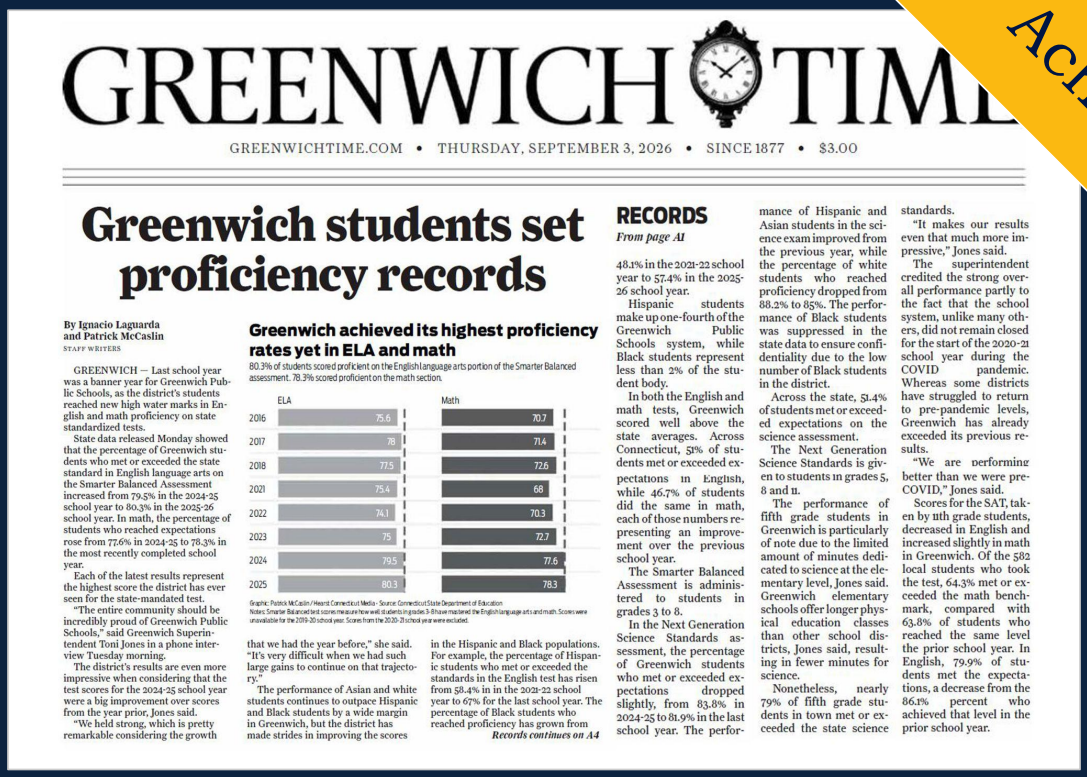
- Utilization compares projected enrollment to the Planning Capacity.
- Over the next five years, utilization is projected to average 96% across all ES, peaking at 98% in 2030-31.
- However, trends vary by school.
  - Glenville, North Mianus, North Street, Old Greenwich, and Riverside are projected to exceed 100% of the Planning Capacity.
  - Cos Cob, and IS Dundee are projected to operate near the planning capacity (95%-100%)
  - Hamilton Avenue (74%) is projected to have the lowest utilization, driven by the number of "flex" classrooms.

MP

Greenwich Public Schools

Greenwich PUBLIC SCHOOLS

Achievement



GREENWICH TIME

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Greenwich students set proficiency records

By Ignacio Laguarda and Patrick McCaslin
STAFF WRITERS

GREENWICH — Last school year was a banner year for Greenwich Public Schools, as the district's students reached new high water marks in English and math proficiency on state standardized tests.

State data released Monday showed that the percentage of Greenwich students who met or exceeded the state standard in English language arts on the Smarter Balanced Assessment increased from 79.5% in the 2024-25 school year to 80.3% in the 2025-26 school year. In math, the percentage of students who reached expectations rose from 77.6% in 2024-25 to 78.3% in the most recently completed school year.

Each of the latest results represent the highest score the district has ever seen for the state-mandated test.

"The entire community should be incredibly proud of Greenwich Public Schools," said Greenwich Superintendent Toni Jones in a phone interview Tuesday morning.

The district's results are even more impressive when considering that the test scores for the 2024-25 school year were a big improvement over scores from the year prior, Jones said.

"We held strong, which is pretty remarkable considering the growth that we had the year before," she said. "It's very difficult when we had such large gains to continue on that trajectory."

The performance of Asian and white students continues to outpace Hispanic and Black students by a wide margin in Greenwich, but the district has made strides in improving the scores in the Hispanic and Black populations. For example, the percentage of Hispanic students who met or exceeded the standards in the English test has risen from 58.4% in in the 2021-22 school year to 67% for the last school year. The percentage of Black students who reached proficiency has grown from

Records continues on A4

Greenwich achieved its highest proficiency rates yet in ELA and math

80.3% of students scored proficient on the English language arts portion of the Smarter Balanced assessment. 78.3% scored proficient on the math section.

Graphic: Patrick McCaslin / Hearst Connecticut Media - Source: Connecticut State Department of Education
Notes: Smarter Balanced test scores measure how well students in grades 3-8 have mastered the English language arts and math. Scores were unavailable for the 2019-20 school year. Scores from the 2020-21 school year were excluded.

RECORDS

From page A1

48.1% in the 2021-22 school year to 57.4% in the 2025-26 school year.

Hispanic students make up one-fourth of the Greenwich Public Schools system, while Black students represent less than 2% of the student body.

In both the English and math tests, Greenwich scored well above the state averages. Across Connecticut, 58% of students met or exceeded expectations in English, while 46.7% of students did the same in math, each of those numbers representing an improvement over the previous school year.

The Smarter Balanced Assessment is administered to students in grades 3 to 8.

In the Next Generation Science Standards assessment, the percentage of Greenwich students who met or exceeded expectations dropped slightly, from 83.8% in 2024-25 to 81.9% in the last school year. The performance of Hispanic and Asian students in the science exam improved from the previous year, while the percentage of white students who reached proficiency dropped from 88.2% to 85%. The performance of Black students was suppressed in the state data to ensure confidentiality due to the low number of Black students in the district.

Across the state, 51.4% of students met or exceeded expectations on the science assessment.

The Next Generation Science Standards is given to students in grades 5, 8 and 11.

The performance of fifth grade students in Greenwich is particularly of note due to the limited amount of minutes dedicated to science at the elementary level, Jones said. Greenwich elementary schools offer longer physical education classes than other school districts, Jones said, resulting in fewer minutes for science.

Nonetheless, nearly 79% of fifth grade students in town met or exceeded the state science standards.

"It makes our results even that much more impressive," Jones said.

The superintendent credited the strong overall performance partly to the fact that the school system, unlike many others, did not remain closed for the start of the 2020-21 school year during the COVID pandemic. Whereas some districts have struggled to return to pre-pandemic levels, Greenwich has already exceeded its previous results.

"We are performing better than we were pre-COVID," Jones said.

Scores for the SAT, taken by 11th grade students, decreased in English and increased slightly in math in Greenwich. Of the 582 local students who took the test, 64.3% met or exceeded the math benchmark, compared with 63.8% of students who reached the same level the prior school year. In English, 79.9% of students met the expectations, a decrease from the 86.1% percent who achieved that level in the prior school year.

gps Greenwich PUBLIC SCHOOLS

District Performance Index Scores (DPI) 2025-2026

District Name	DRG	ELA	Math	Science
New Canaan	A	86	85	84
Woodbridge	B	83	83	81
Weston	A	82	80	83
Wilton	A	81	81	81
Greenwich	**B**	**81**	**80**	**83**
Darien	A	82	81	79
Westport	A	81	80	78
Bethany	C	81	75	84
Madison	B	80	79	80
Redding	A	79	79	79

Approx. 25 out of 169 Connecticut districts met or exceeded the state's target of 75 for English, math and science performance.

The Performance Index shows the average performance of students in a subject area on the state summative assessments (English language arts, mathematics or science). The Performance Index ranges from 0-100, and the state's target for this indicator for all students and student groups is 75.

**CT Insider.com*

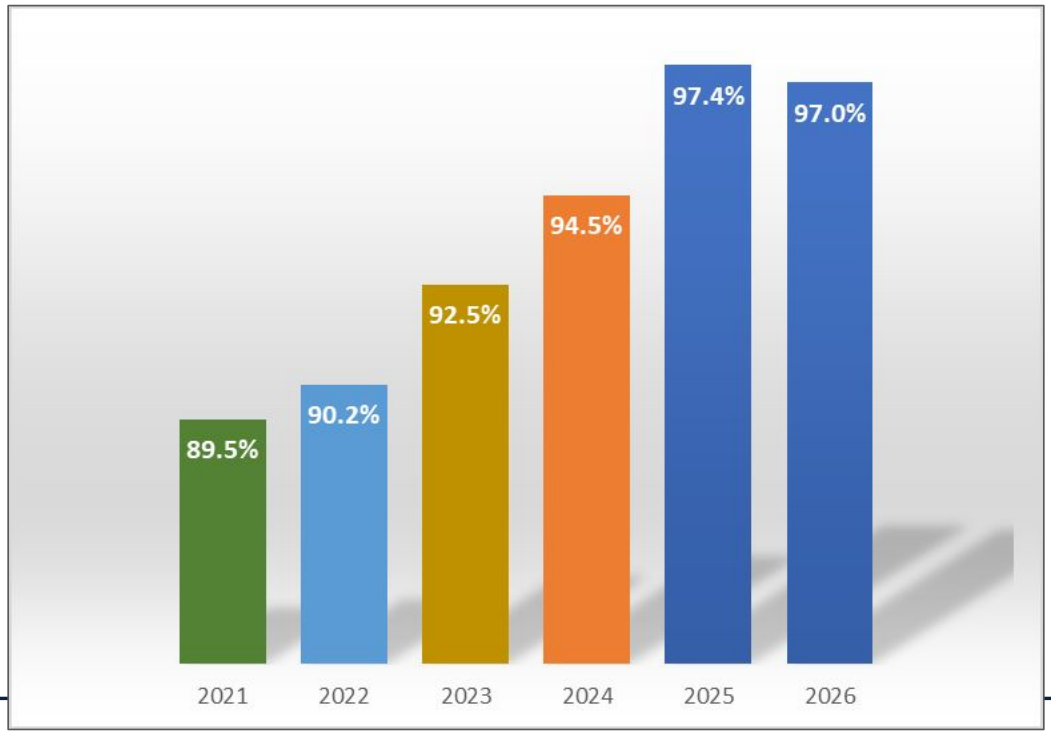
gps Greenwich PUBLIC SCHOOLS

GHS Advanced Placement Data

	2021	2022	2023	2024	2025	2026
# of students	825	850	878	940	991	1,130
# of exams	2,160	2,211	2,391	2,729	2,906	3,173

47% Increase from 2021

Five Years of AP Data For Scores 3,4, or 5



Science Achievement Data - Growth

Assessed Year	Grade Level When Assessed		
	5	8	11
2020-2021	65	63	82
2021-2022	71	72	80
2022-2023	73	76	79
2023-2024	75	76	86
2024-2025	82	81	88
2025-2026	79	80	87
Growth		5th to 8th +7	8th to 11th +11

Highest achievement yet! *since NGSS in NGAI in 2019

Greenwich PUBLIC SCHOOLS

Schools of Distinction

7	High Growth: ELA, Math or Both — All 7 Schools are High Growth!
5	High Performance & High Growth (all students): ELA, Math or Both
5	High Growth - High Needs Students: ELA, Math or Both

CELEBRATED SCHOOLS

Hamilton Avenue School	North Mianus School
International School At Dundee	North Street School
Julian Curtiss School	Riverside School

CONNECTICUT BLUE RIBBON SCHOOL **New Lebanon School** *(distinct in all possible categories)*

Greenwich PUBLIC SCHOOLS

Survey Data

GFP GreenwichFreePress.com

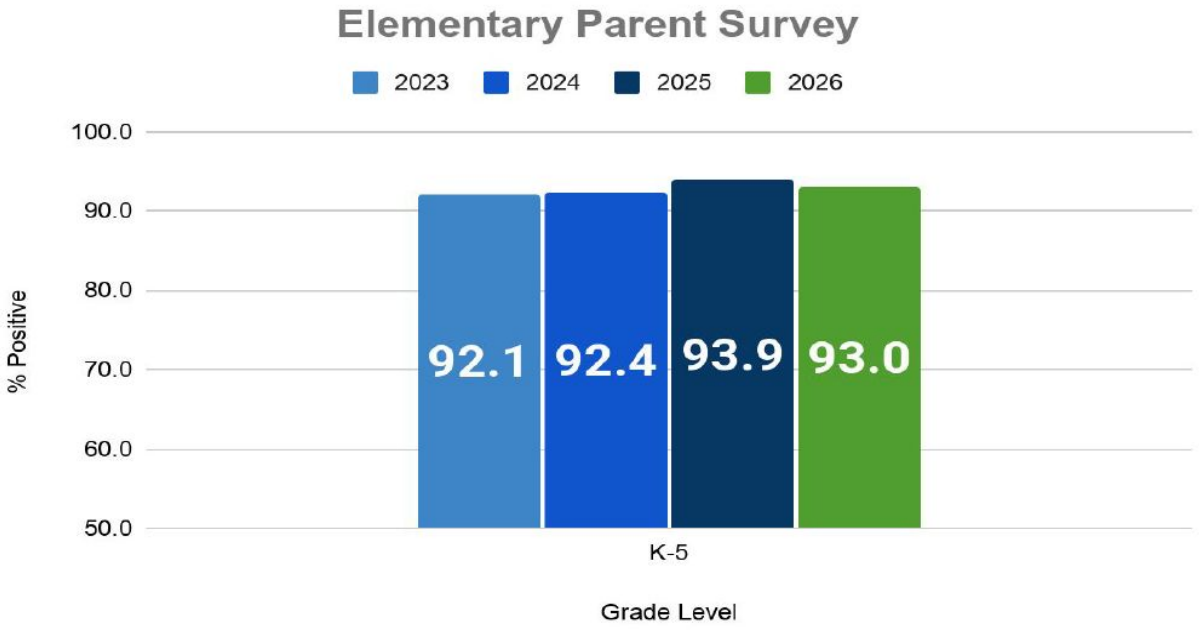
Hamilton Avenue School's Emilia Furano Named Greenwich Paraeducator of the Year

By: GREENWICHFREEPRESS | June 10, 2026

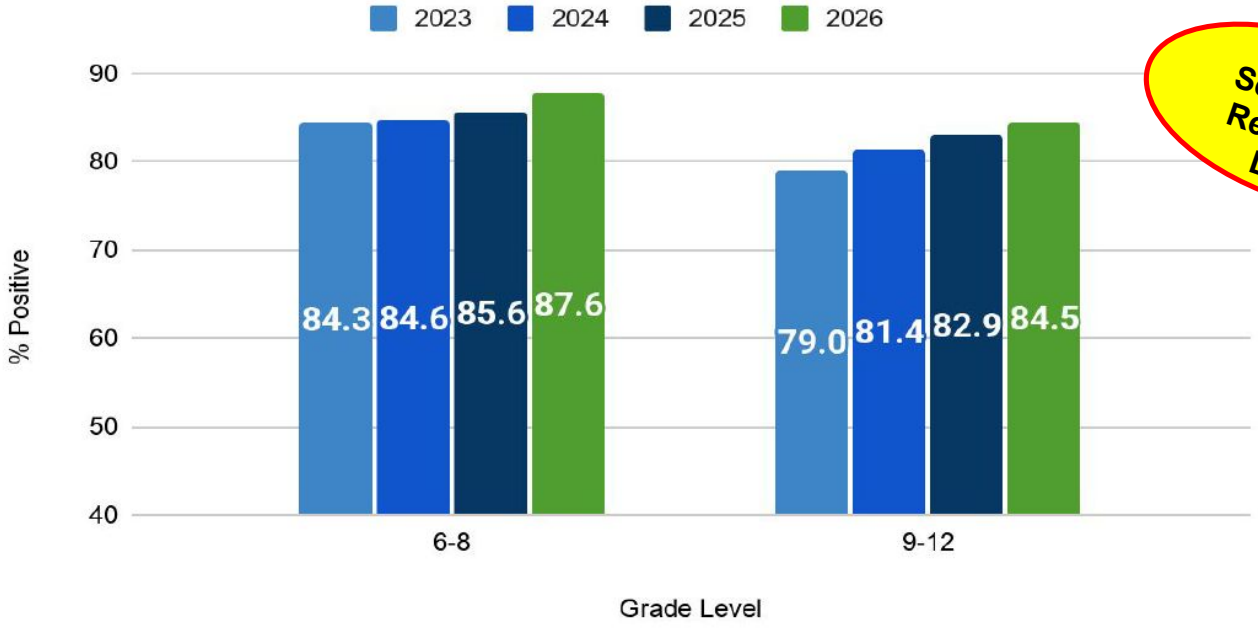
Greenwich Public Schools announced on Wednesday that Hamil... Avenue School's Emilia Furano has been named the district's Paraeducator of the Year and will now move forward to represent GPS for the Connecticut State Department of Education 2027 Anne Marie Murphy Paraeducator of the Year Award. Mrs. Furano was chosen from 15 paraeducator candidates, each representing one of the 15 schools in the district.



Parent Survey: Elementary Schools



Parent Survey: Secondary Schools



Highest Secondary Results to Date!

Greenwich Public Schools

FY28 Budget

Patch

Schools

Renovations Unveiled At Julian Curtiss School In Greenwich

Monday's milestone has been years in the making for Julian Curtiss School.

Richard Kaufman, Patch Staff

Posted Mon, Se



School and town officials cut a ribbon to mark the completion of the majority of improvements to Julian Curtiss School in Greenwich. (Richard Kaufman/Patch Staff.)



Several students led a tour of the renovations at Julian Curtiss School after a ribbon-cutting ceremony. (Courtesy of Angela Cranford/Greenwich Public Schools)

Greenwich Public Schools

BET Guidelines voted on October 19

Approved Budget FY27	$207,178,854
Guidelines FY28	$214,860,033
Growth	$7,681,179

+3.71%

Greenwich PUBLIC SCHOOLS

Five Key Budget Needs

Intensity of need has increased

Increases		
Contractual Salaries	$5,566,378	+3.6%
Special Education	$2,307,000	—
Classroom Coverage	$755,000	—
Increased Legal Expenses	$500,000	—
GHS Student Devices	$380,000	—
Total	**$9,508,378**	

Greenwich PUBLIC SCHOOLS

Special Education Needs

FY27 Teacher SPED	$291,000
FY27 PreK & K-12 Para	$735,000
FY27 Special Education Clerks	$187,000
FY28 ODD/Settlement	$750,000
FY28 Co-Teaching CMS	$97,000
FY28 Special Education Services *(Evaluation and Professional Services)*	$247,000
Total	**$2,307,000**

Modernize Program Enhancements

Primary Investment

Central MS Co-Taught

1.0 FTE Certified Staffing

$97,000

GHS Modernization of Devices for Students

Allocated New Funding

$180,000

Arts Enhancement
GHS Ceramics

Science Alignment & New Courses
Curriculum Modernization

Middle School Ed Tech Modernization
Digital Learning Tools

Career Tech Education Opportunities
Pathway Expansion

Total Program Modernize Investments: $277,000

2027-2028 Budget/Enrollment Reduction

Salary Adjustment	-$200,000
Budgeting to Actuals *(longevity, standby time, overtime, printing, postage, heating oil, etc)*	-$184,000
FY27 K-5 Teacher *(3.0)*	-$371,000
FY28 K-5 Enrollment Decline *(4.0)*	-$388,000
Total	**-$1,143,000**

Historical Adjustments Due To Enrollment Decline

20 Sections/Classrooms Across All K-5 Schools Since 2019		
2024	2025	2026
Reduction of 18.9 FTE Staff	Reduction of 9.0 Certified Positions	Reduction of 23.5 Positions (9.0 GEA, 0.5 GOSA, 14 Non-Certified)

Three Years of Staffing Reductions

FY24–FY26 annual totals, with FY27 and earlier efficiencies shown separately

51.4 FTE
Reported across FY24–FY26*

FY24 18.9 FTE Net Reduction

- **1.2** K-5 specials: art, music and PE
- **1.0** K-5 classroom sections
- **4.0** Middle school: 2 coaches, media & math
- **6.0** High school staffing
- **7.7** Non-certified positions, PK-12+
- **1.0** Administrative assistant equivalent

20.9 reduced - 2.0 SPED added = 18.9 net
SPED additions: Glenville & Old Greenwich. Also: $101,756 in stipend / G&D reductions.

FY25 9.0 Certified FTE Reported

- **3.0** K-5 world language shifted to middle-school EL FTE*
- **3.0** Middle school core instruction (1.0 FTE at each school)
- **2.0** GHS core instruction
- **1.0** Eastern MS Dean of Students

Enrollment-related changes:
Fewer middle/high school core sections; Dean reduction tied to lower enrollment.

FY26 23.5 Total FTE Reduction

Certified: 9.0 GEA + 0.5 GOSA

- **1.0** PreK coach | **1.0** MS music / K-8 elective
- **2.0** PE (1.0 Eastern MS + 1.0 GHS)
- **2.0** Central MS cross team | **3.0** K-8 eval team
- **0.5** Adult Education administrator

Non-Certified: 14.0

- **7.0** K-12 media assistants
- **1.0** Print shop | **6.0** Admin assistants

FY27 0.5 FTE — GHS Administrator *Preliminary: only one reduction supplied*

Earlier Efficiencies & Cost Avoidance

Separate context; excluded from FY24-FY26 staffing total. Dollar amounts as supplied.

PreK Classroom Cost Avoidance

$2,288,000

13 additional classrooms avoided & 13 physical classrooms preserved for general education over 6 years.

Ratio changed in 2019-20: 4 special needs / 11 tuition peers to 6 special needs / 9 tuition peers.

Operations & Administration

- **$2,000,000** - School start-time changes
- **$320,000** - Four bus routes eliminated
- **$180,974** - PE coordinator eliminated
- **$180,974** - HR assistant administrator eliminated
- **$89,313** - Deputy superintendent admin assistant
- **$75,145** - Assistant food services director

Staffing & Service Realignment

- **5 Havemeyer** coaching positions redeployed as K-5 math interventionists.
- **4.0 media FTE** eliminated: one at each middle school and GHS.
- **K-5 site-based** administrative assistive position eliminated.

*Reading the total: 18.9 + 9.0 + 23.5 = 51.4 FTE as reported. FY25 includes 3.0 FTE shifted from K-5 world language to middle-school EL; confirm districtwide net impact before using 51.4 as net reduction. Earlier efficiencies may overlap annual reductions and should not be added to them.

Source: supplied GPS planning notes | Working draft for review | FTE = full-time equivalent

Summer School Programming

Students enrollment increased and staffing decreased from 2024 to 2026 due to efficiency in the summer school model.

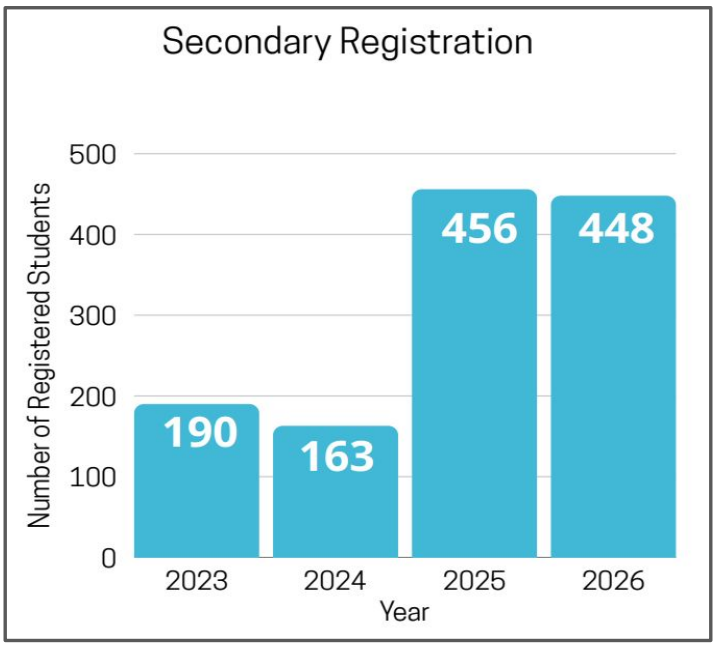
2024	2025	2026
549 students	830 students	871 students

59% Increase in Student Enrollment Compared to 2024



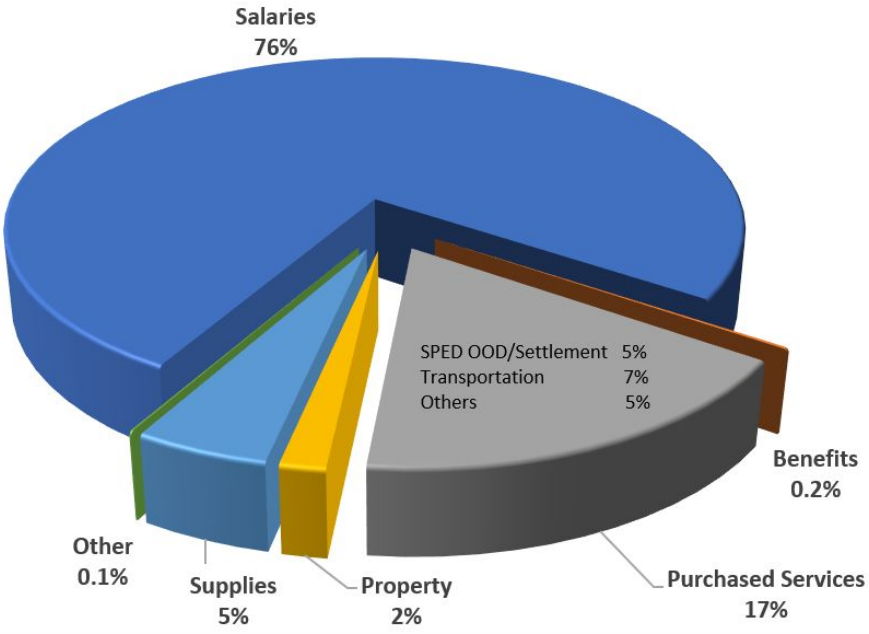
Greenwich PUBLIC SCHOOLS

9-12 Summer School Modernization



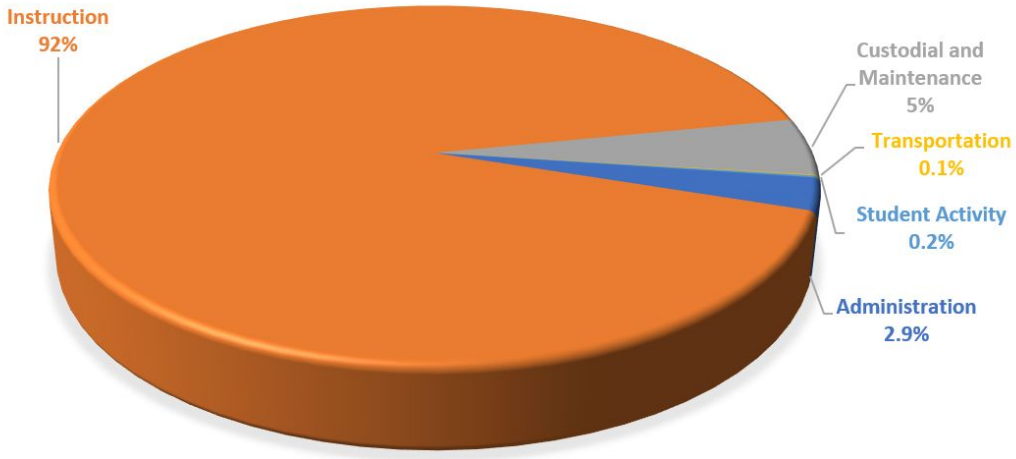
Greenwich PUBLIC SCHOOLS

Operating Budget



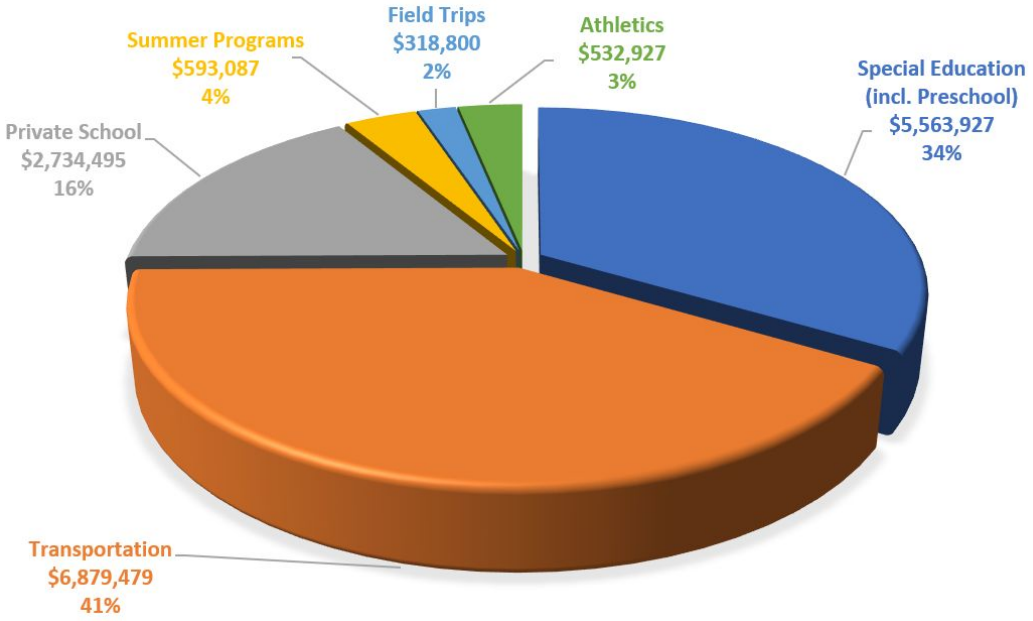
Greenwich PUBLIC SCHOOLS

Salary Expenses



Object code 51010 & 51020

Transportation Expenses



Proposed 2027-2028 Operating Budget

Funds Classroom & Student Needs
Adjusts for Budgeting to Actuals
Adjusts for Declining Enrollment
Funds the Curriculum Management Plan to Keep Us On Pace for Excellence
Provides $500,000 for Legal Expense

Proposed 2027-2028 Operating Budget

$216,433,009

Increase Over 2026-2027 Operating Budget
$9,254,155 4.47% *(4.23% without $500,000 BOE attorney fees YTY)*

$1,572,976 Above BET Guidelines *(including $500,000 BOE attorney fees)*

Upcoming Budget Schedule

BOE Budget Meeting: Thursday, December 3 at Central MS
BOE Business Meeting: Thursday, December 17 at Central MS
BET Presentation: Tuesday, January 26 at Town Hall
BET Budget Meeting: Thursday, February 4 at Town Hall

Superintendent's Proposed 2027-2028 Operating Budget