



**Board of Education
Proposed 2019-2020
Operating and Capital Budgets**

Greenwich Public Schools

Greenwich, CT

January 31, 2019

PROPOSED 2019-2020 BUDGET

2019-2020 Operating Budget:

\$163,364,193

- \$3,130,360 or 1.95% increase -

2019-2020 Capital Budget:

\$26,012,281

2019-2020 Operating Budget: Development

- ❖ Level Services Budget required a 3.03% increase
- ❖ Level Services Assumptions:
 - Address Board of Education Budget Development Procedures
 - Consider BET Guidelines discussions
 - Maintain class size guidelines and staffing ratios
 - **Apply known contractual increases to current staffing**
 - **Support Strategic Plan**
 - Address student needs
 - Hold constant or reduce non contractual expenditures
 - **Add \$600,000 for Out of District Tuition**
 - Remove rental for New Lebanon School Kindergarten program (BANC)

2019-2020 Operating Budget: Reduction Impacts

- ❖ Significantly reduced level of support provided to teachers
 - professional learning
 - curriculum development
- ❖ No \$ to fund innovation
- ❖ No \$ to fund unanticipated costs
- ❖ Anticipate minimal \$ returned to Town at year end
- ❖ Further reductions now or continued spending at FY20 levels would:
 - Slow strategic plan implementation
 - Hinder future growth

2019-20 Operating & Capital Budgets: Summary

- ❖ Student Outcomes Improving
- ❖ Increasing Enrollment
- ❖ Increasing Student Need
- ❖ Pro Forma w/Contracts = > 3% increase
- ❖ With Efficiencies/Reductions = 1.95% increase
- ❖ Conservative Budget
- ❖ Meets BET Guidelines

2019-2020 Operating Budget: Overview

Reductions and Efficiencies:

(\$2,000,000)

Proposed 2019-2020 Operating Budget:

\$163,364,193

Increase over the 2018-2019 Operating Budget:

1.95% or \$3,130,360

AGENDA

Operating

- Strategic Plan
- Enrollment
- Budget Drivers and Offsets
- Special Education Out-of-District Tuition
- Staffing/Labor Contracts
- Efficiencies (current and future)
- Other Topics

Capital

- Digital learning
- Master Plan
- Capital Management
- Fields
- State reimbursements



OPERATING



Strategic Plan

Mission



ACADEMIC

Educating all students to the highest levels of academic achievement



PERSONAL

Enabling our students to reach and expand their potential



INTERPERSONAL

Preparing our students to become productive, responsible, ethical, creative and compassionate members of society

Vision of the Graduate

In addition to acquiring a core body of knowledge, all students will develop their individual capacities to:



ACADEMIC

- *Pose and pursue substantive questions
- *Critically interpret, evaluate, and synthesize information
- *Explore, define, and solve complex problems
- *Generate innovative, creative ideas and products



PERSONAL

- *Be responsible for their own mental and physical health
- *Conduct themselves in an ethical and responsible manner
- *Recognize and respect other cultural contexts and points of view
- *Pursue their unique interests, passions and curiosities
- *Respond to failures and successes with reflection and resilience



INTERPERSONAL

- *Communicate effectively for a given purpose
- *Advocate for ideas, causes, and actions
- *Collaborate with others to produce a unified work and/or heightened understanding
- *Contribute to community through dialogue, service, and/or leadership

Strategic Goals



ACADEMIC

Ensuring each student achieves optimal growth within the core academic disciplines based on multiple variables



PERSONAL

Ensuring each student develops the capacity to be responsible for their own physical and mental health



INTERPERSONAL

Ensuring each student demonstrates growth in personal development and civic responsibility

GPS STUDENTS



❖ **Are well-prepared for Kindergarten**

- 17% attend GPS Preschool Program
- 98% have preschool experience



❖ **Are richly diverse**

- 87 Countries; 50 Languages

❖ **Value learning**

- 90+% believe it is important to do well in their classes

❖ **Are connected**

- 85% of surveyed students are in GHS extracurriculars

❖ **Are prepared for college**

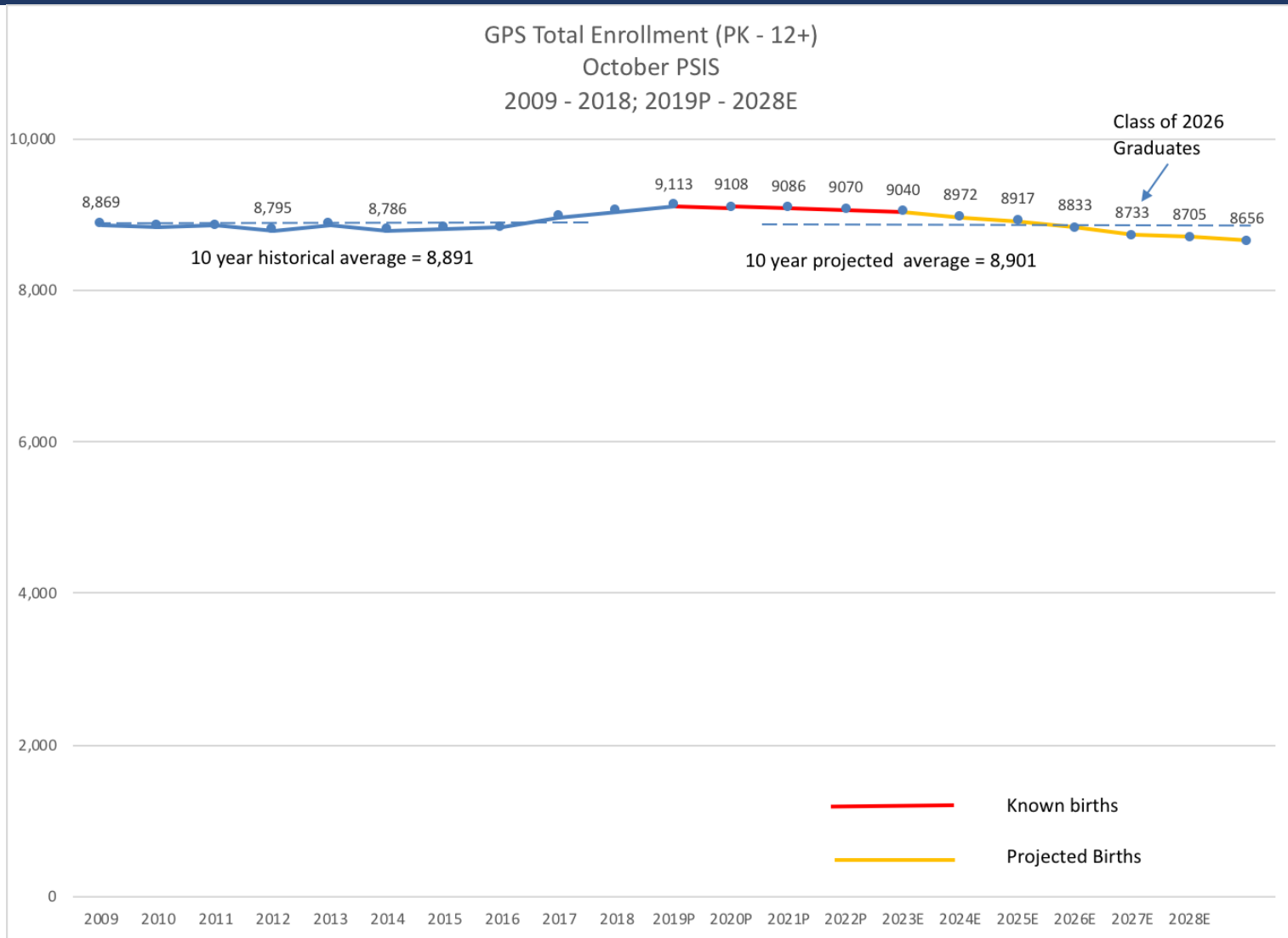
- 95% accepted (Class of 2018); 94% persistence (Class of 2015)





Enrollment

STUDENT ENROLLMENT: History & Forecast



STUDENT ENROLLMENT: 2019-2020 Projections

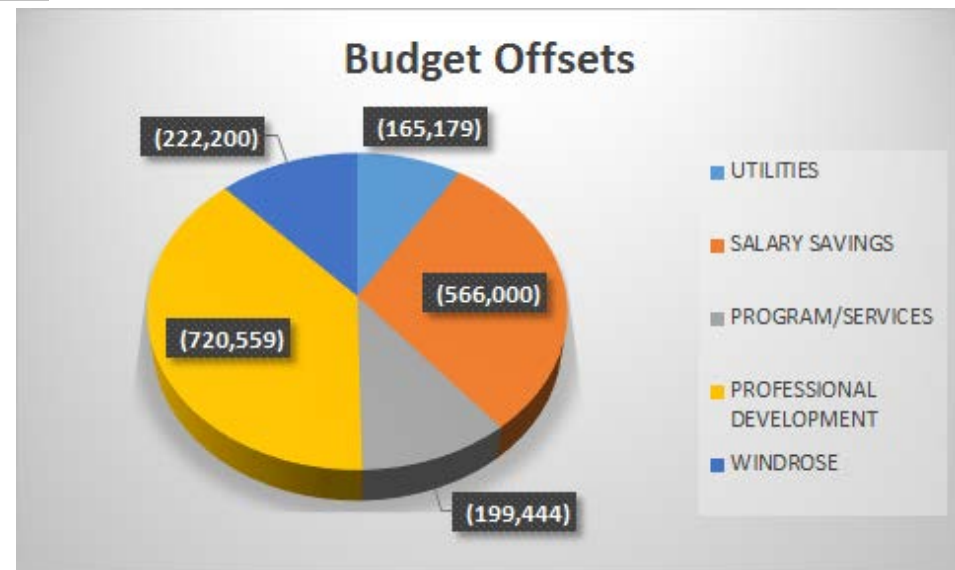
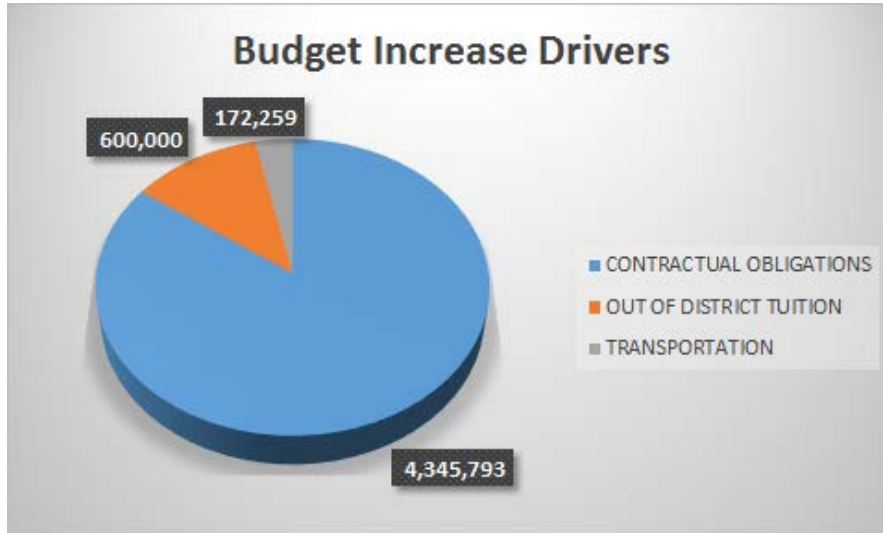
2019-2020 Enrollment Projections

	2018-2019 Projections	2018-2019 Actuals	2019-2020 Projections	Delta Proj. to Proj.
Pre-K	159	167	164	5
G K-5	4092	4056	4012	<80>
G 6-8	2072	2067	2091	19
G 9-12	2743	2795	2841	98



Budget Drivers & Offsets

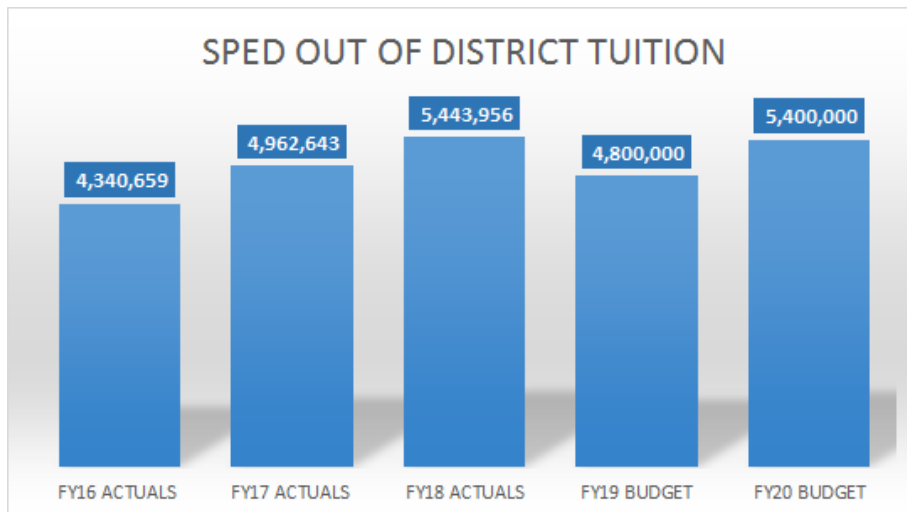
2019-2020 Operating Budget: Increase Drivers & Offsets





Special Education Out-of-District Tuition

2019-2020 Operating Budget: Increase Driver



% of students outplaced by CT district

	2016	2017	2018
District Name	Private/ Other %	Private/ Other %	Private/ Other %
Glastonbury	2.8%	3.4%	2.0%
Griswold	2.5%	*	2.4%
Greenwich	2.2%	2.0%	2.9%
Bridgeport	3.4%	3.0%	3.1%
New Canaan	3.7%	4.3%	3.6%
Monroe	4.8%	4.0%	3.8%
Fairfield	3.7%	3.6%	4.1%
Trumbull	4.4%	4.7%	4.3%
Westport	3.3%	3.6%	4.4%
Ridgefield	3.5%	3.2%	4.6%
Darien	4.3%	4.2%	4.6%
Norwalk	7.3%	6.5%	5.1%
Wilton	5.8%	5.5%	5.7%
Stamford	5.0%	6.3%	5.8%
Stratford	7.3%	7.1%	7.0%
West Hartford	8.1%	7.6%	7.8%



Salary/Labor Contracts

2019-2020 Operating Budget: Increase Driver

GEA Total Arbitrated Cost of Contract		
Year 1	Year 2	Year 3
2.80%	2.73%	3.60%



Employee Class	FTE %	2019-2020 Contract Status
GEA	63%	Contract finalized at 3.6%
LIUNA - BOE	14%	Under negotiation
GMEA	8%	Under negotiation
TEAMSTERS	7%	Under negotiation
GOSA	4%	Contract finalized at 2.6%

2019-2020 Operating Budget: Staffing Summary

2019-2020 Certified and Non-Certified Staffing Change Summary

	2018-19 Budget	2019-20 Budget	Delta
Certified	925.1	921.9	-3.2
Non-Certified	437.7	434.5	-3.2
Total	1,362.8	1,356.4	-6.4



2019-2020 Operating Budget: Staffing Change

❖ For Enrollment: Net -1.2 FTE

- +1.8* FTE in Grades 6-12 (projected +117 students)
- -3.0 FTE in Grades K-5 (projected -80 students)

❖ For Efficiency: Net -5.2 FTE

- -1.0 FTE Non-Represented - Restructuring Information Technology
- -1.0 FTE GEA Restructuring Program Coordinators (PC)
- -1.0 FTE GMEA Restructuring Account Clerks
- -1.0 FTE GMEA Restructuring Admin. Asst. for PCs
- -0.7 FTE LIUNA Elimination of position for off site program
- -0.5 FTE UPSEU Restructuring nursing/private schools

*based on increasing long-standing staffing ratios for secondary



Efficiencies

2019-2020 Operating Budget: Efficiencies

Efficiency	Staffing Impact	Financial Impact
Adjusted Secondary School Staffing Model	- 4.7 FTE	-\$423K
Created staffing efficiencies (net of efficiencies and projected enrollment)	- 1.7 FTE	-\$143K
Reduced Curriculum, Instruction and Professional Development	0	-\$701K
Reduced Greenwich High School Textbooks	0	-\$110K
Reduced Digital Subscriptions	0	-\$106K
Reduced Math Digital Resources	0	-\$5K
Eliminated instructional supplies for possible additional Elementary Sections	0	-\$45K
Reduced Pupil Personnel Services Professional Development	0	-\$20K
Eliminated off-site rental for high school's Windrose and Community Connections programs	0	-\$222K
Reduced utilities based on a forecasting model	0	-\$165K
Eliminated additional programmatic and departmental supplies and services	0	-\$39K

2019-2020 Operating Budget: Future efficiencies

❖ Program Inventory and Outcomes

Goal - To gain a deeper understanding of the impact of our investments (human and financial) in order to inform budget development and operational plans.

Workplan

- Snapshot per program
- Dashboard or “Balcony” view
- Use these tools to inform planning for FY21 and beyond



Other Topics

2019-2020 Operating Budget: Other Topics

❖ Mandates

- Offsets identified in budget when needed
- Program Inventory and Outcomes

❖ Grants

- Federal/State/Local ~ 3.4M
- ~70% funds salaries and ~30% funds supporting instructional materials

❖ School Lunch Fund and Status of RFP



CAPITAL

2019-2020 Capital Budget: Overview

❖ 2019-2020 Capital Budget: \$26,012,281

- Major Projects, \$9.1M
 - Cardinal Field Improvements, \$8.4M
 - Design Study for Renovation/Expansion of Three Elementary Schools, \$564K
 - Design Study for Greenwich High School Entryway, \$75K
- Annual Infrastructure/Improvements: \$13.8M
- Technology: \$3.1M

❖ Development Considerations:

- Master Plan (Safety, Security, Accessibility, Maintenance)
- Work in progress
- Workload capacity



Digital Learning

2019-2020 Capital Budget: Technology

Technology Improvements, \$3.059M	Amount
Computer Network Infrastructure	\$259K
Digital Learning (represents 10% reduction due to elimination of consulting services)	\$1.4M
Phone System Upgrade	\$1.4M



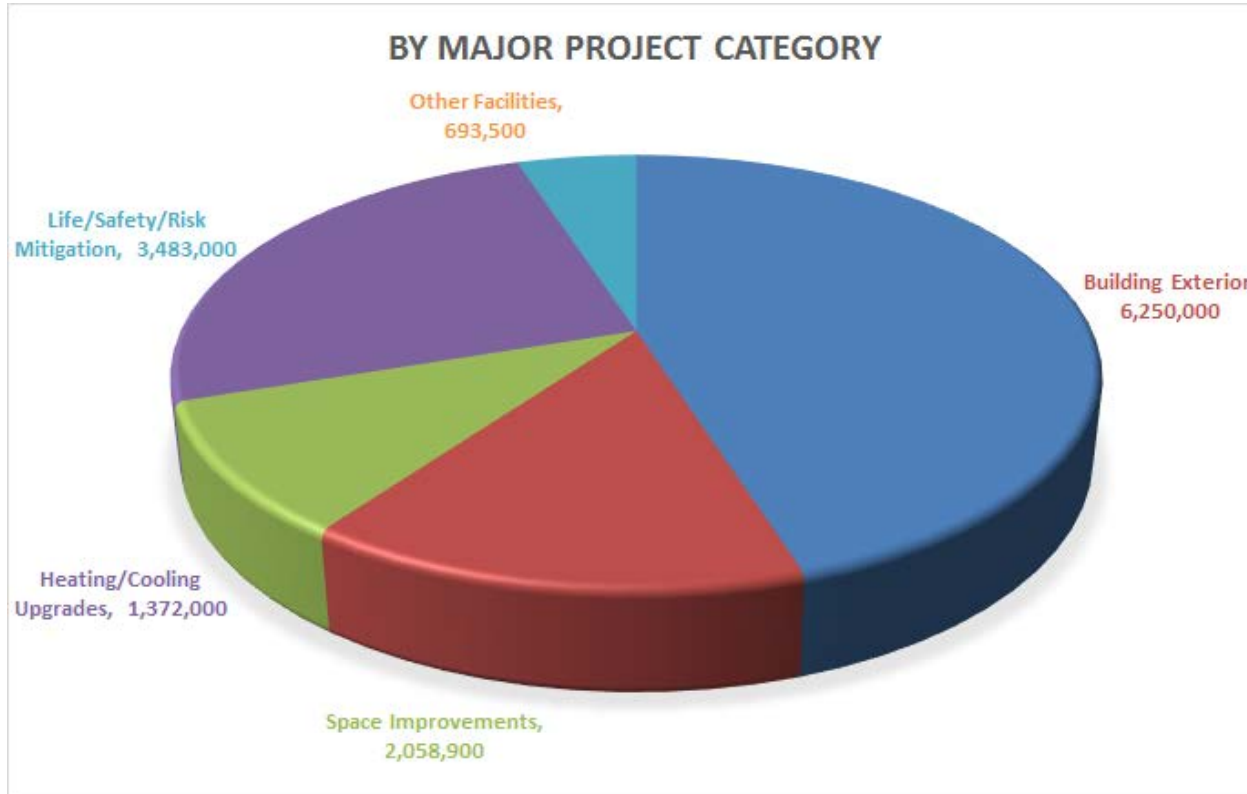
Master Plan

2019-2020 Capital Budget: Facilities Master Plan

- ❖ 2017-2018 Facilities Master Plan Study and Development
- ❖ May/June 2018: Master Plan Prioritization Process
 - Based on capacity, security, accessibility, air quality/HVAC, etc.
 - BOE Adopted Prioritization June 14, 2018
- ❖ Summer 2018: Review recommended projects and schedule in 15 year schedule
- ❖ Late Summer 2018: Input from school administrators, visual inspections and site tours, facility help desk tickets, reviewed previously developed 15 year capital plans

2019-2020 Capital Budget: Annual Infrastructure

Annual Infrastructure/Facility Improvements (\$13.8M)



Of the 13.8M...

55%

3 large projects: EMS Curtain Wall (Building Exterior), GHS Locker Room Upgrades (Space Improvements) and GHS Cooling Tower (Heating/Cooling Upgrades).

25%

district programs like abatement, oil tank removals, and life/safety upgrades

20%

projects for a specific location

GREENWICH PUBLIC SCHOOLS



Capital Management

2019-2020 Capital Budget: Management

❖ Project Manager

- Offers transitional or succession planning and continuity
- Provides year round support for design work and planning

❖ Capital Project Process Review

- Reviewing 12 projects, policies, etc.
- Will provide findings and recommendations for improved controls

❖ Open Appropriations (1 year review)

- Closed 27 projects and returned \$90K
- Available balances (excl. FY19) have been reduced by 82%, largely due to the new New Lebanon construction phase
- Available balances (excl. BC and FY19 projects) = \$4.6M
 - Of the \$4.6M, \$1.7M is for WMS Soil Remediation
 - Of the \$4.6M, \$674K from the CMS Structural project will be returned



Fields

2019-2020 Capital Budget: Fields

❖ WMS Soil Remediation

- Timeline unknown
 - Obtaining concurrence from regulatory agencies requires additional testing
 - Remedial Plan will need to be developed which includes a public input period
 - Design, bid and construction
- Cost range for financial statement purposes

❖ GHS Fields 6 & 7

- Feb 1: Submission of administrative review regulatory documents
- June 17: Goal to begin construction

❖ CMS Field Improvements

- Communications
- Feasibility work will continue this year
- Possible inclusion in FY21 capital plan



State Reimbursements

2019-2020 Capital Budget: State Reimbursements

❖ Hamilton Avenue School

- Next steps: Building Committee turns building over to BOE, Hire consultant to prepare state reimbursement, File final reimbursement.
- Currently seeking guidance from Town Counsel - committee has not been active in many years
- Estimated outstanding amount: \$175K

❖ Greenwich High School MISA

- Next steps: Building Committee turns building over to BOE, consultant will file state reimbursement
- Estimated outstanding amount: \$786K

❖ Glenville School

- Next steps: Hire consultant to prep final reimbursement, Building Committee turns building over to BOE, consultant files state reimbursement
- Estimated outstanding amount: \$231K