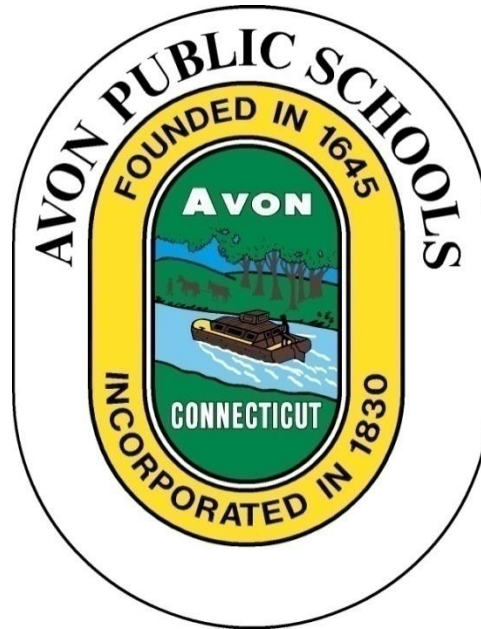


Avon Public Schools Superintendent's Proposed Budget 2016-2017



November 17, 2015

Mission Statement

Our mission is to inspire in each student a joy and passion for learning and a commitment to excellence, personal integrity, and social responsibility.

Statement of Beliefs

We educate students intellectually, socially, emotionally, and physically to acquire knowledge and skills, to develop creativity and character, and to pursue their interests, realize their potential, and meet the challenges in a constantly changing world.

We believe that

- A high quality education is fundamental to create a life with purpose, meaning, and happiness.
- Educated people of good character are essential to democracy.
- Public education is a responsibility shared by students, parents, school personnel, and community members.
- Trust and respect are prerequisites for sustaining and improving safe and successful schools.
- Critical thinking, intellectual curiosity, and innovation are essential.
- All people have value and should be treated with dignity and respect.

Goals of Budget Request

1. Continue our mission as stated in District Strategic Plan.
2. Meet contractual obligations without adversely impacting programs. Negotiated settlements with four bargaining units.
3. Create or strengthen programs to maintain our in-district students.
4. Create additional learning opportunities for all students.

Goals of Budget Request

5. Provide meaningful Professional Development opportunities for all staff.
6. Continue to organize the technology support structure to support all levels of the organization.
7. Adjust staffing to address rising K-4 class sizes due to student enrollment that did not decline to the projected levels.
8. Continue with nationally recognized, curriculum revision process.

Goals of Budget Request

9. Eliminate dependence on rental revenue received from district Food Services department.
10. Pursue and secure alternative revenue sources to offset operating expenses.
11. Advance discussions regarding shared services with Avon Town offices.
12. Continue to operate in a fiscally responsible manner while advocating for the educational needs of all students.

Budget Development Approach

Three-Pronged

1. **Reductions** made from proposed requests = **\$488,823.84**
2. **Re-appropriation** of existing funding to achieve Strategic Actions of District Strategic Plan = **\$34,245.00**
3. **Requests** to continue to advance Strategic Actions of District Strategic Plan = **\$348,756.53**

2016-2017 Superintendent's Proposed Budget Summary

2015-2016 Adopted Gross Budget	\$ 52,797,999	(A)
Non-tax Revenues	<u>-2,966,052</u>	(B)
Proposed Budget	\$ 49,831,947	(C)
2016-2017 Gross Budget Request	\$ 54,852,864	(D)
Projected Non-tax Revenues	<u>-2,895,336</u>	(E)
Net Budget Request*	\$ 51,957,528	(F)
Difference in Dollars 2016-2017	\$ 2,125,581	(F-C)
Difference in Percent 2016-2017	4.27%*	(F/C)*

***Used to determine tax rate**

Drivers of Total Proposed Budget

<u>Category</u>	<u>Budget</u>	<u>Percent</u>
Salaries and Benefits	\$ 44,211,792	80.6%
Transportation (Includes Sp.Ed.)	\$2,678,700	4.88%
Utilities	\$1,200,345	2.19%
Contracted Services	\$2,064,530	3.76%
SPED and Magnet Tuitions	\$3,080,342	5.62%
Supplies and Equipment	\$1,528,620	2.79%
All Other	\$88,535	.16%
Total Gross Budget Request	\$54,852,864	3.89%
Non-tax Revenue	<u>-\$2,895,336</u>	
Total Net Budget Request	\$51,957,528	4.27%

Total Proposed Budget Increase Impacting Mill Rate = 4.27%

Non-Local Property Tax Revenue

<u>General Fund Revenues</u>	<u>2015/2016 Expected</u>	<u>2016/2017 Projected</u>	<u>Variance</u>
AHS Parking Fees	\$35,250.00	\$35,250.00	\$0.00
Athletic Gate Receipts	\$17,218.36	\$20,000.00	\$2,781.64
Athletic Pay to Play Receipts-AHS	\$160,757.31	\$162,000.00	\$1,242.69
Athletic Pay to Play Receipts-AMS	\$21,840.00	\$21,840.00	\$0.00
Early Beginnings Grant	\$45,000.00	\$45,000.00	\$0.00
Employee Dental Contributions	\$109,344.74	\$109,344.74	\$0.00
Employee Life Ins Contributions	\$20,747.06	\$14,030.97	(\$6,716.09)
Nutrition Services Indirect Costs	\$57,405.19	\$30,000.00	(\$27,405.19)
Open Choice Attendance	\$750,000.00	\$750,000.00	\$0.00
Pre-K Program Tuition	\$30,000.00	\$38,620.00	\$8,620.00
Special Education Excess Cost	\$1,181,621.00	\$1,190,000.00	\$8,379.00
Special Education Tuition Reim.	\$497,831.00	\$475,000.00	(\$22,831.00)
TEAM Program	<u>\$4,250.00</u>	<u>\$4,250.00</u>	\$0.00
Total General Fund Revenues	\$2,931,264.66	\$2,895,335.71	(\$35,928.95)

Grant Revenue

<u>Grant Description</u>	<u>2015/2016 Expected</u>	<u>2016/2017 Projected</u>	<u>Variance</u>
Adult Education Cooperative	\$1,987	\$2,010	\$23.00
Assessment Reduction Grant	\$0	\$0	\$0.00
Carl Perkins	\$24,114	\$24,114	\$0.00
IDEA 611-Part B	\$563,494	\$523,000	(\$40,494.00)
IDEA 619 - Preschool	\$17,211	\$15,537	(\$1,674.00)
Open Choice Support	\$0	\$0	\$0.00
Open Choice Capital Grant	\$0	\$0	\$0.00
SHEFF Settlement	\$217,125	\$201,550	(\$15,575.00)
Title I Improving Basic Programs	\$218,000	\$120,000	(\$98,000.00)
Title II Part A Teachers	\$33,466	\$32,000	(\$1,466.00)
Title III	\$8,000	\$7,175	(\$825.00)
Total Grants	\$1,083,397	\$925,386	(\$158,011.00)

Open Choice Attendance Revenue Allocations

Open Choice Attendance Projected Revenue

\$750,000.00

- (01.3.1100.111) RBS Kindergarten Teachers (\$115,000.00)
- (01.3.1111.111) RBS World Language Teachers (\$115,000.00)
- (01.6.1100.111) PGS Kindergarten Teachers (\$115,000.00)
- (01.6.1111.111) PGS World Language Teachers (\$115,000.00)
- (01.8.1220.111) Pre-K Teachers (\$60,000.00)
- (01.8.1196.560) Tuition/Magnet Schools (\$230,000.00)

Early Beginnings Grant Projected Revenue

\$45,000.00

- (01.8.1220.111) Pre-K Teachers (\$45,000.00)

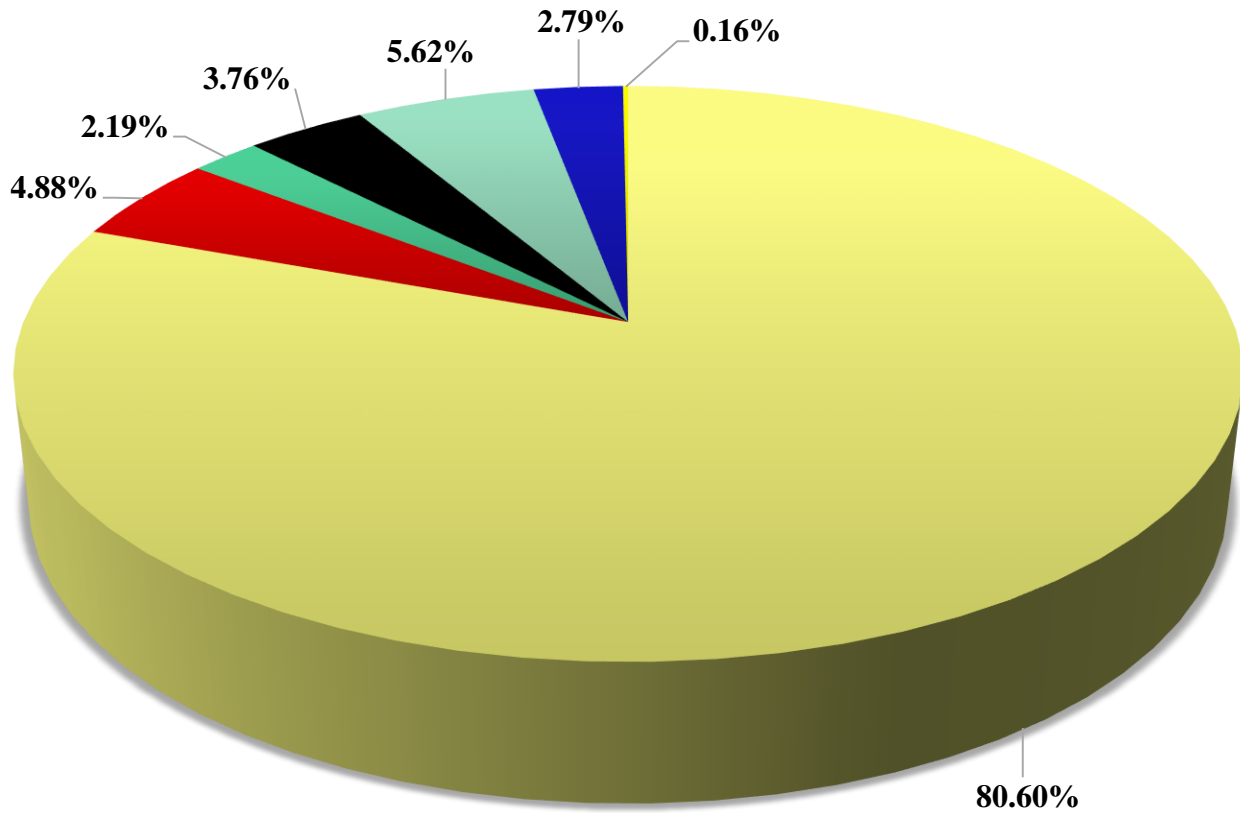
What Accounts for Requested Funding Increase of \$2,054,864?

<u>Category</u>	<u>Increase</u>
Salaries	\$1,184,226.11
Benefits	\$702,614.56
Utilities	\$(176,854.98)
Contracted Services	\$27,509.31
Tuition	\$446,989.67
Supplies & Equipment	\$(150,751.30)
All Other	<u>\$21,130.90</u>
<u>Total Gross Budget Increase</u>	<u>\$2,054,864.27</u>

\$51,957,528 (2016-2017 Gross – Revenue) - **\$49,831,947** (2014-2015 Gross – Revenue) = **\$2,125,581**

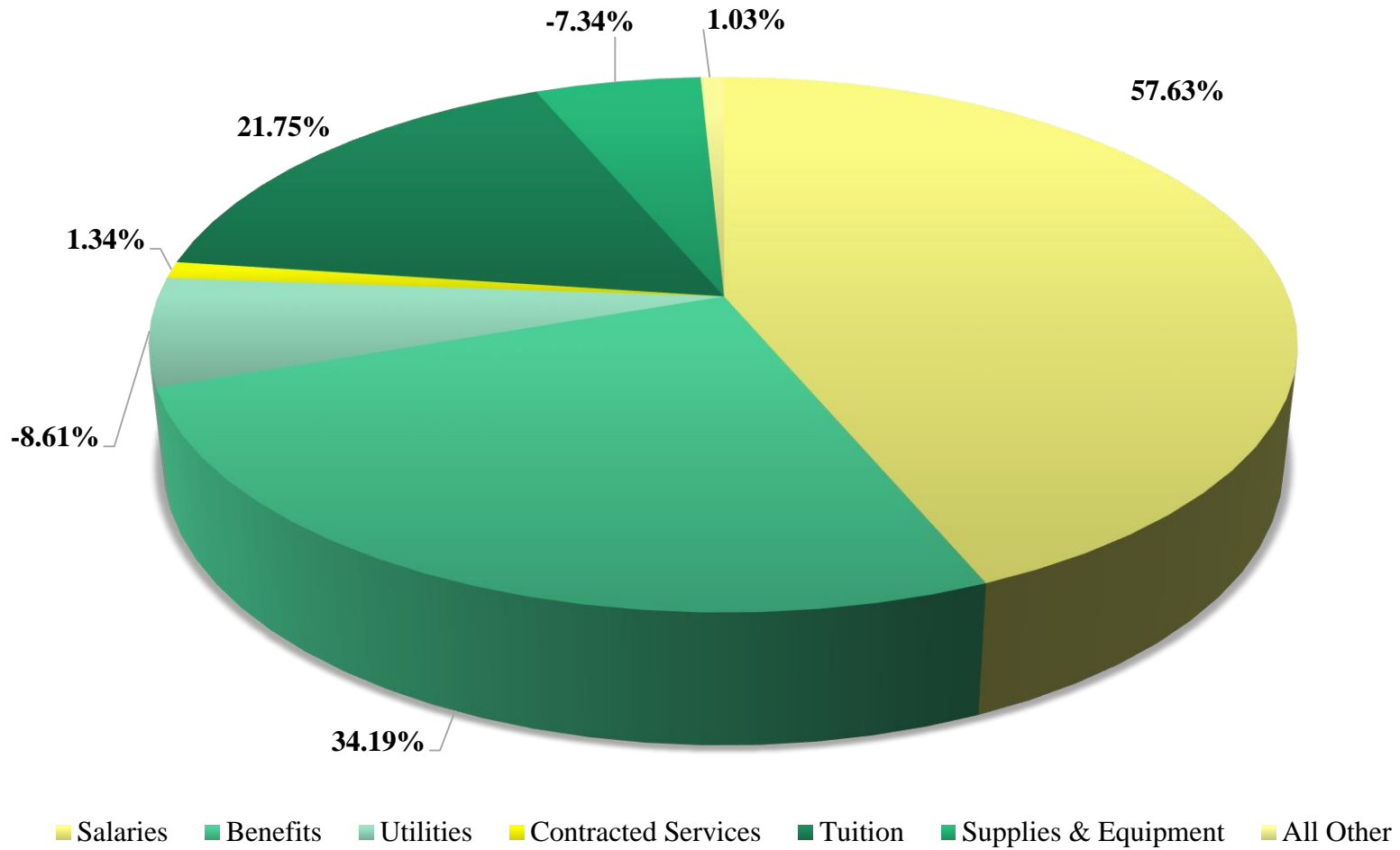
Total Proposed Budget Increase Impacting Mill Rate = 4.27%

Drivers of Total Proposed Budget



- Salaries and Benefits
- Transportation
- Utilities
- Contracted Services
- SPED and Magnet Tuitions
- Supplies and Equipment
- All Other

Percentage of Increase By Object of Total Proposed Budget



Staffing

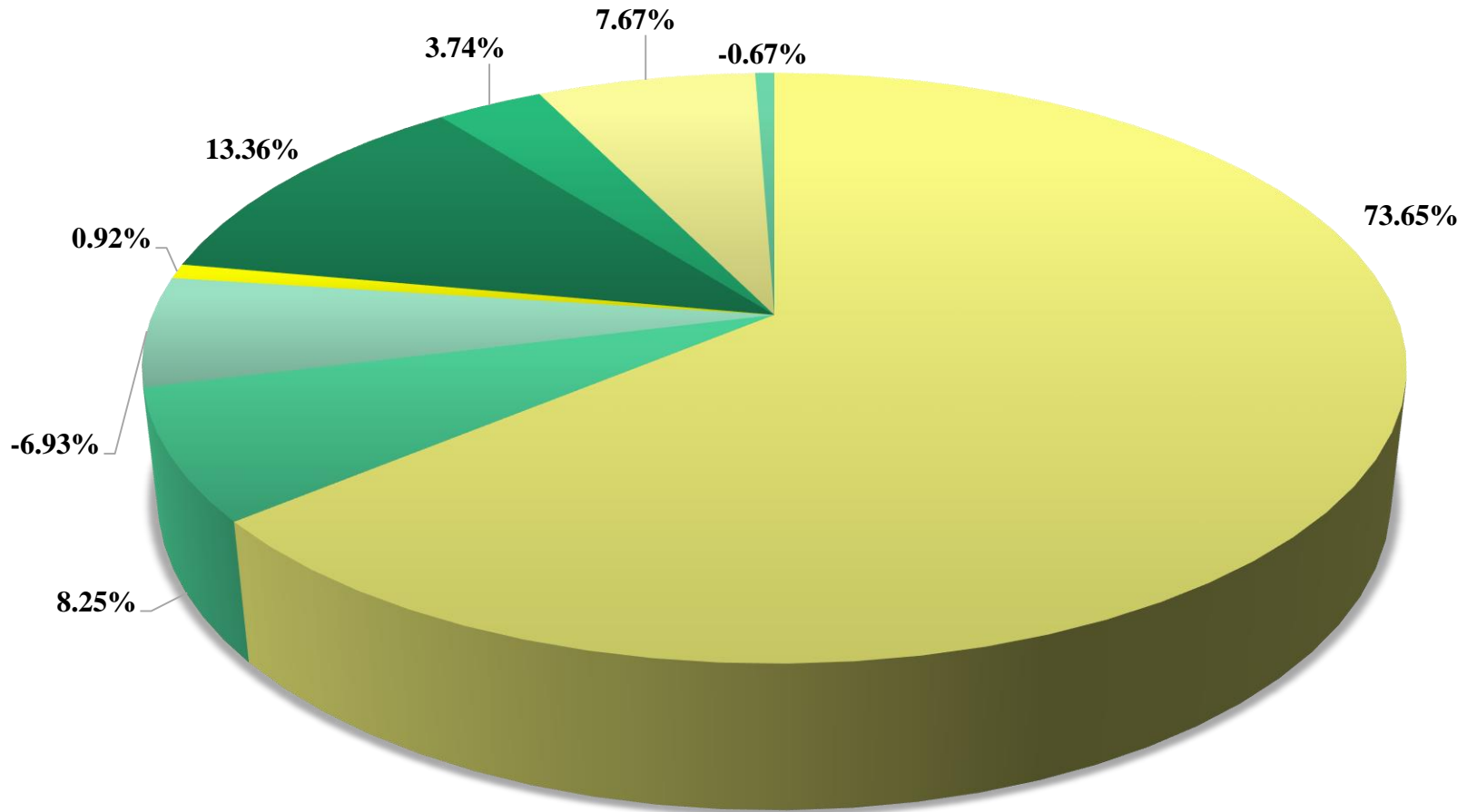
	<u>2015-2016</u>	<u>2016-2017</u>	<u>Difference</u>	
Certified:	297.30*	298.30	1.0	(+5.0 FTE unbudgeted from 15-16)
Non-certified:	183.21**	188.21	5.0	(+1.0 FTE unbudgeted from 15-16)

Notes:

* Added 5.0 FTE unbudgeted certified staff in August 2015 due to enrollment

** Added 1.0 FTE unbudgeted, non-certified staff in November, 2015 due to student need

Percentage of Salary Increase by Employee Type



- Teachers
- Nurses
- Tutors / Teaching Assistants
- Administrators
- Custodians
- Non-Affiliated
- Paraeducators
- Secretaries

Budget Details

- **97.1%** (\$53,235,708) of proposed budget going to non-discretionary expenses (salaries, benefits, transportation, tuitions, utilities and contracted services)
- **80.6%** (\$44,211,792) of the total proposed budget is associated with meeting salary and benefit obligations to staff
- **Factors** impacting proposed budget include:
 1. contract settlements with four labor Associations
 2. move to HSA (increase in year one, savings in future years offset cost)
 3. transportation contract (year 3 increase – year 1 & 2 were same)
 4. less enrollment decrease than projected

Budget Details

- Significant efforts to reduce out of district tuitions and transportation costs associated with meeting the needs of disabled learners
- Continue to respond to state mandates
 1. evaluation system for all certified staff
 2. next generation of technology based, state-wide standardized assessment for students
 3. professional development and education reform legislation
 4. curriculum revision necessary to align with new state & national standards
- Current expenditures are a direct result of implementing significant cost avoidance strategies

2016-2017 Impact of the Gross Increase

October 1, 2014 Grand List	\$2,578,884,230
2015 Mill Rate	\$28.80 per 1000
2015 Estimated Tax Levy	\$74,271,866
Gross Budget Increase	\$ 2,054,864 (3.89%)
Equivalent New Mill Rate	\$29.60 per 1000
Average Residential Market Value	\$411,803
Assessment at 70%	\$316,772
2015 Estimated Annual Taxes	\$9,123
2016 Estimated Annual Taxes	\$9,376
Increase in Average Taxes	\$ 253 / annually

2016-2017 Impact of the Net Increase

October 1, 2014 Grand List	\$2,578,884,230
2015 Mill Rate	\$28.80 per 1000
2015 Estimated Tax Levy	\$74,271,866

Net Budget Increase (determines tax rate) \$ 2,125,581 (4.27%)

Equivalent New Mill Rate \$29.60 per 1000

Average Residential Market Value \$411,803

Assessment at 70% \$316,772

2015 Estimated Annual Taxes \$9,123

2016 Estimated Annual Taxes \$9,376

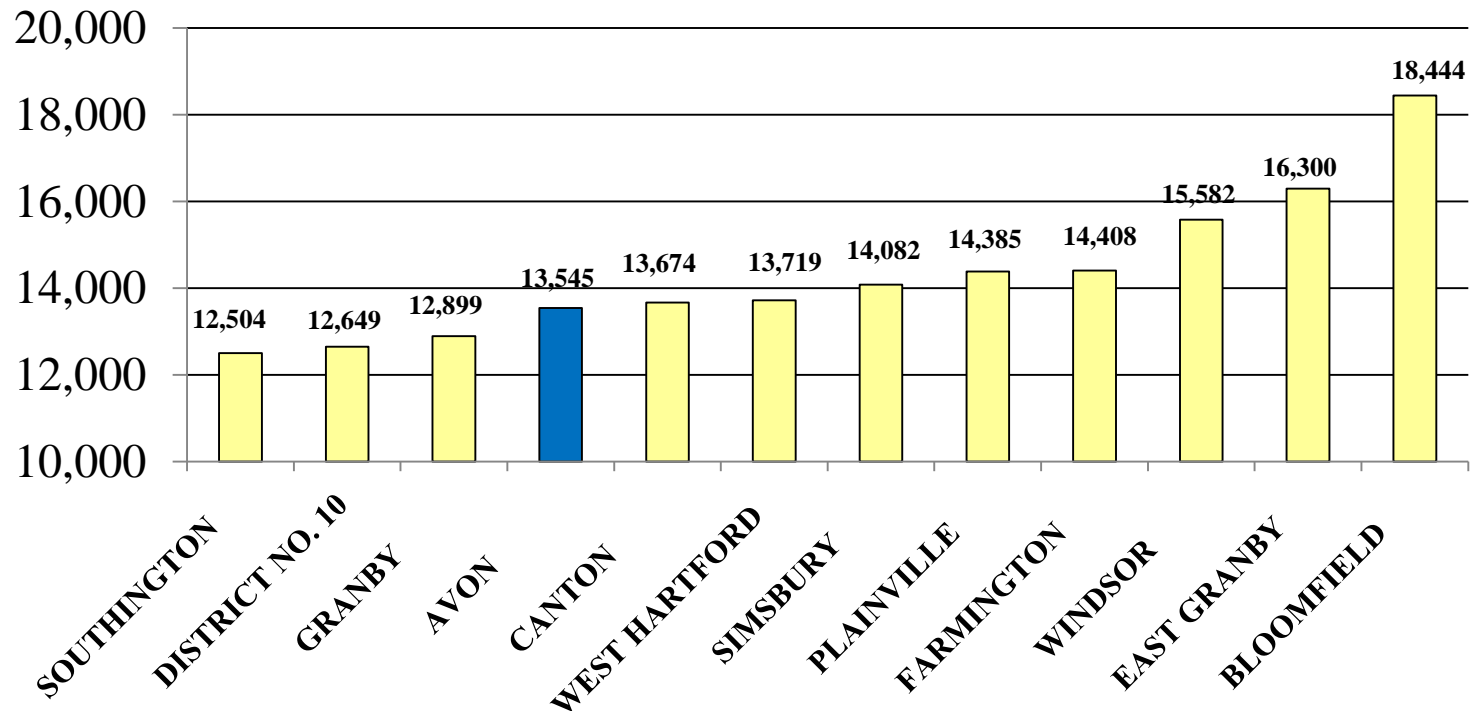
Increase in Average Taxes \$ 253 / annually

Net Current Expenditures Per Pupil

2014-2015

Excludes Transportation and Debt Service

2012-2013 Data



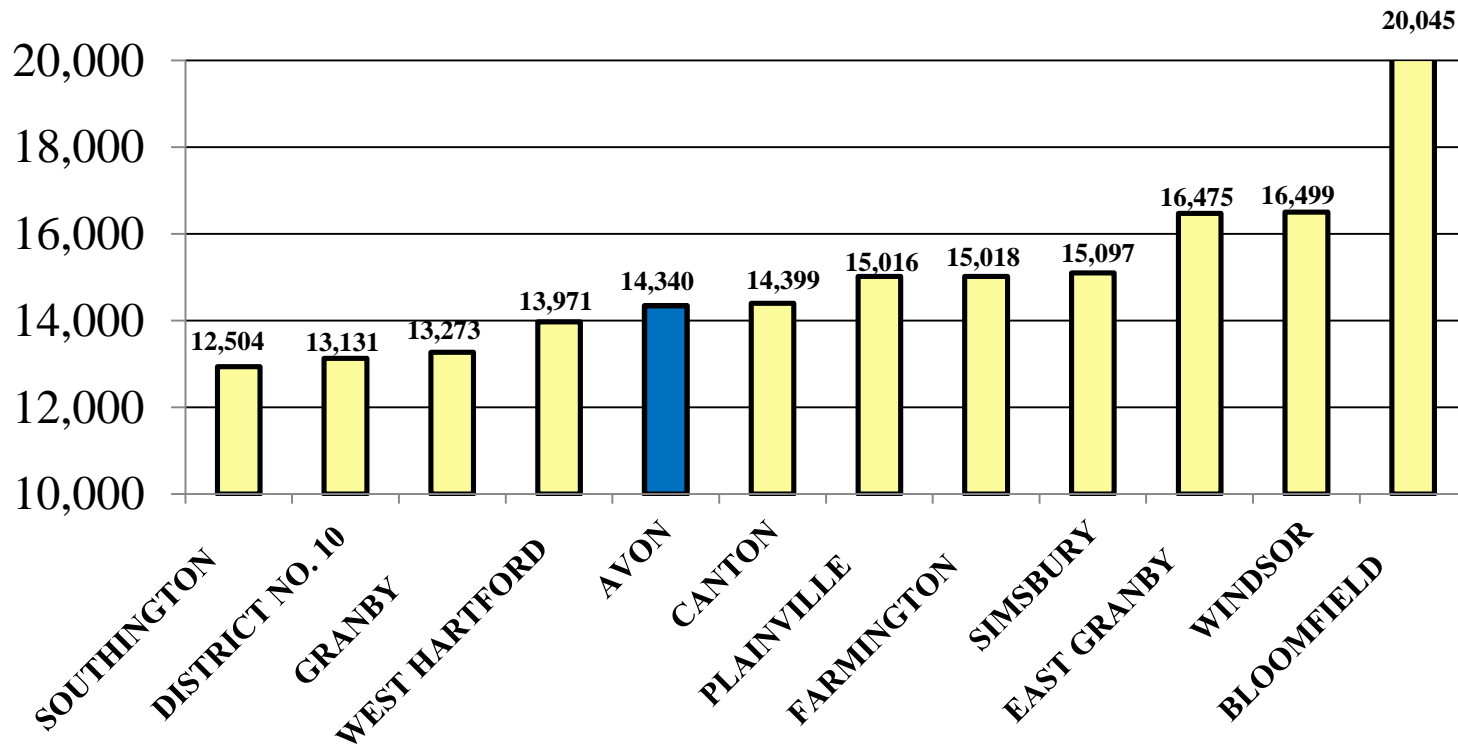
Data Source: Connecticut State Department of Education

Net Current Expenditures Per Pupil

2015-2016

Excludes Transportation and Debt Service

2013-2014 Data

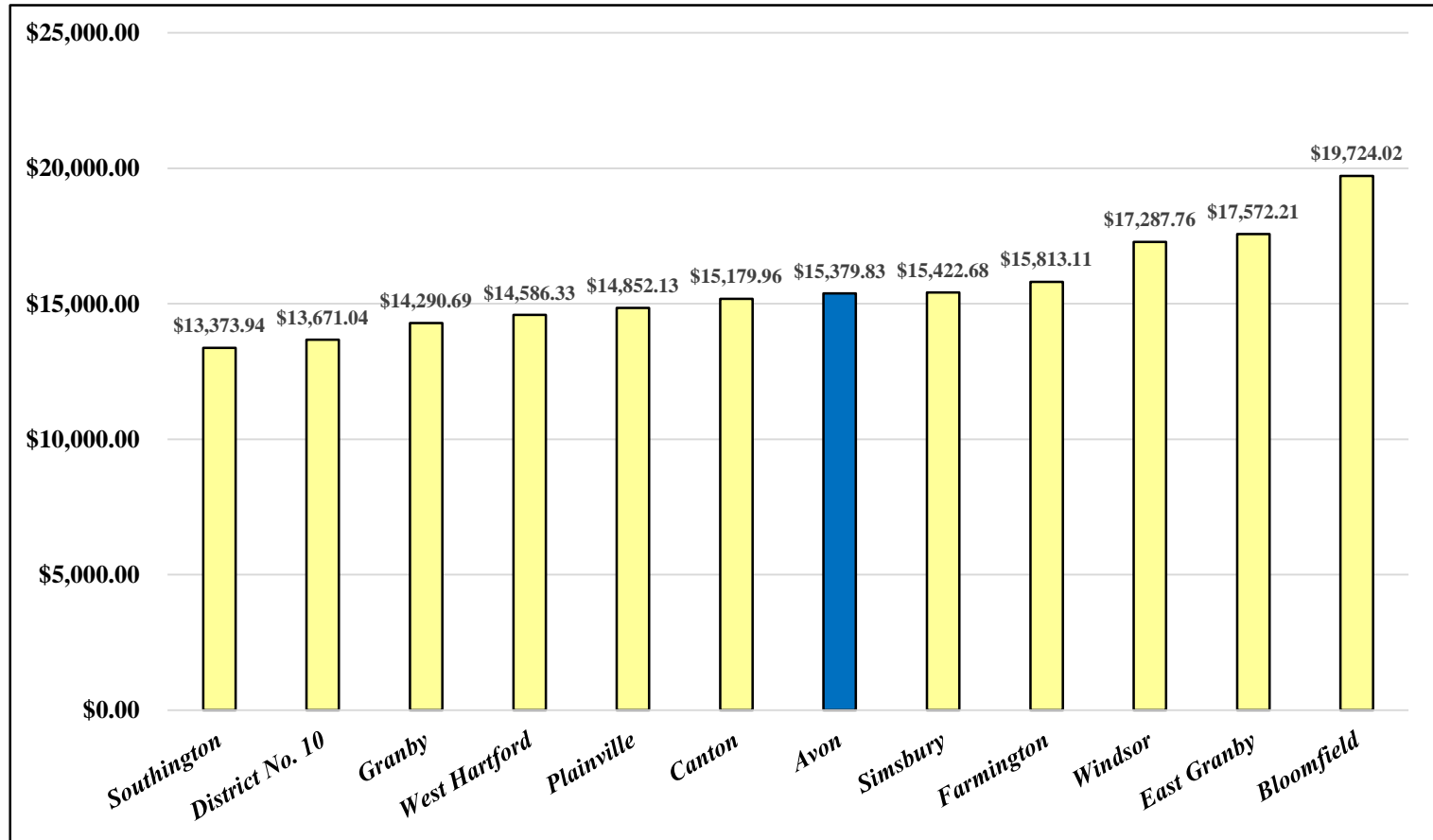


Data Source: Connecticut State Department of Education

Net Current Expenditures Per Pupil

2016-2017

Excludes Transportation and Debt Service
2014-2015 Data



Data Source: Connecticut State Department of Education

PROJECTED 2010-2016 ENROLLMENT AND CLASS SIZE SUMMARY

* Average class size for high school is calculated by using the enrollment and sections from four (4) required courses - English, Math, Science and Social Studies.

** Proposed Budget includes teaching assistants in grades K-3

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Grade	Average	Average	Average	Average	Average	Average	Average
K	17.64	17.40	17.40	19.00	18.29	21.68	18.00**
1	21.91	19.18	19.30	21.00	21.00	20.90	17.70**
2	21.92	21.42	20.33	19.30	21.90	22.50	19.26**
3	22.25	21.83	21.17	20.33	21.50	21.10	20.52
4	21.69	23.50	21.25	21.17	23.08	21.40	21.10
5	22.00	22.00	21.54	19.62	23.00	22.75	21.40
6	22.00	21.93	20.85	21.54	23.00	23.17	22.75
7	23.67	24.08	21.07	18.07	22.92	22.33	23.17
8	25.08	23.67	19.73	26.17	22.75	23.08	22.33
9-12	23.95	23.66	19.04	19.38	18.60	18.98	17.60*

Enrollment Summary **2015 - 2016 to 2016 - 2017**

2015-2016 Approved Board of Education Budget

Superintendent of Schools Projected Enrollment = 3,268

Projected decrease = 110

Actual decrease = 40

2016-2017 Superintendent's Proposed Budget

Actual Enrollment as of November 12, 2015 = 3,275

Superintendent of Schools Projected Enrollment = 3,215

Projected decrease = 59

What Does This Budget Achieve?

Description

Location

Continues acquisition of additional technology equipment	All Schools
Continues school culture / climate professional development	All Schools
Secures textbooks for revised curricula	All Schools
Provides 1.0 FTE additional support for Internship Program	AHS
Increases non-certified district technology staff to 12 months	All Schools
Outsources district lawn mowing and landscaping	All Schools
Maintains support for curriculum revision process	All Schools
Continues enrichment model for grades 1 through 6	RBS, PGS, TBS
Provides professional development opportunities for all staff	All Schools
Maintains sufficient funding to meet student mental health needs	All Schools
Maintains athletic, non-athletic, co-curricular program offerings	AMS, AHS
Maintains additional teaching assistants in grades K-2	RBS, PGS
Provides additional teaching assistants at grade 3	RBS, PGS
Provides additional support for increased number of ELL students	All Schools
Provides 1.0 FTE permanent substitute custodian	All Schools
Maintains all existing programs and services for students	All Schools

We are also committed to

- Maintaining clear communication and transparent processes
- Providing rigorous, comprehensive, and innovative programming
- Meeting the needs of all students within local, state, and national requirements
- Continuously improving through systematically assessing actions and outcomes via use of third party reviews
- Using all resources efficiently and effectively to the greatest advantage of all students. Continue incremental approach to achieving efficiencies and additions
- Working collaboratively and cooperatively with all local boards and Town officials

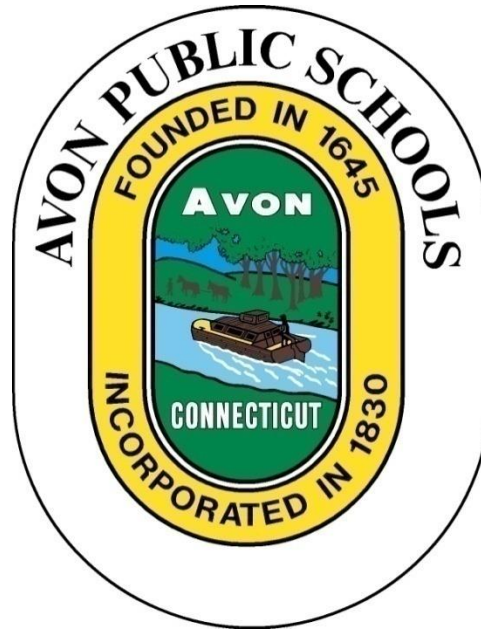
*Questions regarding the 2016-2017
Superintendent's Proposed Budget
may be sent to*

20162017budget@avon.k12.ct.us

*All budget materials are available on
the school district website at*

www.avon.k12.ct.us

Avon Public Schools Superintendent's Proposed Budget 2016-2017



November 17, 2015