

**TOWN OF WESTON**  
**ANNUAL TOWN BUDGET MEETING**  
**2017-2018**

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**April 19, 2017**



# TOWN OF WESTON BUDGET HISTORY

	<u>FY 16</u>	<u>FY 17</u>	<u>FY 17</u> (forecast)	<u>FY18</u>	<u>\$ CHANGE</u> <u>FY 17 to FY 18</u>	<u>% CHANGE</u> <u>FY 17 to FY 18</u>
<b>TOWN OPERATING BUDGET</b>	12,408,752	12,497,995	12,497,995	12,766,865	268,870	2.15%
<b>TOWN CAPITAL BUDGET</b>	765,500	687,100	687,100	513,500	(173,600)	-25.27%
<b>DEBT SERVICE - TOWN</b>	682,174	764,120	764,120	756,010	(8,110)	-1.06%
<b>TOTAL TOWN BUDGET</b>	13,856,426	13,949,215	13,949,215	14,036,375	87,160	0.62%
<b>BOE OPERATING BUDGET</b>	48,503,782	48,905,141	48,905,141	49,907,522	1,002,381	2.05%
<b>BOE CAPITAL BUDGET</b>	589,058	484,589	484,589	473,187	(11,402)	-2.35%
<b>DEBT SERVICE - BOE</b>	5,708,789	5,544,718	5,544,718	5,481,203	(63,515)	-1.15%
<b>TOTAL BOE BUDGET</b>	54,801,629	54,934,448	54,934,448	55,861,912	927,464	1.69%
<b>Less: Capital Reserve Offset</b>	(50,000)	0	0	(351,713)	(351,713)	#DIV/0!
<b>Special Funds Offset</b>	0	0	0	(28,287)	(28,287)	#DIV/0!
<b>TOTAL GROSS BUDGET</b>	68,608,055	68,883,663	68,883,663	69,518,287	634,624	0.92%
<b>LESS: REVENUES</b>	2,948,112	3,044,076	3,044,076	2,379,081	(664,995)	-21.85%
<b>TOTAL NET BUDGET</b>	65,659,943	65,839,587	65,839,587	67,139,206	1,299,619	1.97%
<b>GRAND LIST</b>	2,341,794,069	2,356,914,747	2,358,635,647	2,372,000,000	15,085,253	0.64%
<b>BUDGETED MILL RATE</b>	28.67	28.56	n/a	28.91	0.35	1.23%

Mill rate collection budgeted at 97.8%.  
Town Capital budget includes projects that are shared Town and BOE initiatives.



**WESTON  
BOARD OF FINANCE  
BUDGET**

**2017-2018**

**2017-2018  
Town of Weston  
Board of Finance Budget**

		FY2Actual 2015-2016 Actual	FY3Budget 2016-2017 Budget	FY3Projected 2016-2017 Projected	Current BOF 2017-2018 Budget
<b><u>100</u></b>	<b><u>Administration and Finance</u></b>				
101	Salaries & Wages	494,913	498,568	493,673	515,827
101a	Wage Contingency	0	100,000	18,500	40,000
102	Overtime	5,920	7,200	7,200	7,200
103	Part Time Salaries	49,366	61,313	62,876	67,622
200	Expenses	0	1,000	1,000	1,000
203	Contractual Services	4,020			
209	Secretarial Services	300	500	500	500
		<b>554,519</b>	<b>668,581</b>	<b>583,749</b>	<b>632,149</b>
<b><u>110</u></b>	<b><u>General Administration</u></b>				
113	Commission for the Arts	4,999	7,500	7,500	7,500
115	Memorial/Veterans Day	316	1,000	1,000	1,000
119	Community Grants	18,450	15,000	15,000	15,000
120	Health Insurance	2,045,883	2,230,000	2,103,600	2,180,000
121	Workers Compensation	204,211	215,000	239,000	238,000
122	Pension	844,657	815,000	825,000	765,000
123	FICA	443,850	444,700	440,000	455,800
124	Unemployment Comp.	0	9,000	6,000	6,500
126	OPEB Liability Account	75,000	25,400	25,400	0
128	Iva Moore Cottage Expenses	146			
201	Electricity	75,403	90,100	80,000	81,000
202	Repairs to Bldgs. & Equip.	52,017	52,000	52,000	52,000
203	Contractual Services	169,934	162,000	162,000	155,000
204	Print., Binding, & Advert.	1,283	3,000	3,000	3,000
205	Training & Prof. Develop.	2,672	4,150	4,150	4,150
206	Subscrip.Memberships	14,172	16,000	15,000	16,000
207	Postage	19,863	20,000	20,000	20,000
210	General Supply	49,107	51,000	51,000	51,000
212	Legal Notices	2,981	2,000	2,500	3,000
222	Insurance - Property Liability	213,318	193,000	193,000	195,000
234	Travel & Mileage Expense	584	350	350	500
269	Cable Television	12,148	8,000	8,000	9,000
306	Heating Oil and Gas	19,692	20,000	20,000	21,000
400	Equipment		0	0	0
622	Tree Warden	0	3,000	3,000	0
		<b>4,270,686</b>	<b>4,387,200</b>	<b>4,276,500</b>	<b>4,279,450</b>
<b><u>115</u></b>	<b><u>Information Systems</u></b>				
101	Salaries & Wages	25,253	0	0	0
103	Part Time Salaries	1,182	0	0	0
203	Contractual Services	122,672	114,004	114,004	115,049

**2017-2018  
Town of Weston  
Board of Finance Budget**

		FY2Actual 2015-2016 Actual	FY3Budget 2016-2017 Budget	FY3Projected 2016-2017 Projected	Current BOF 2017-2018 Budget
205	Training & Prof. Develop.	0	0	0	0
210	General Supply	407	0	0	0
260	Telecommunications Exp	62,082	62,000	64,000	66,000
400	Equipment	6,163	12,000	12,000	12,000
401	Technology Upgrade	0	3,325	3,325	3,325
		<b>217,759</b>	<b>191,329</b>	<b>193,329</b>	<b>196,374</b>
<b>120</b>	<b><u>Probate Court</u></b>				
200	Expenses	1,837	4,000	4,000	4,000
		<b>1,837</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>130</b>	<b><u>Elections/Registrars</u></b>				
101	Salaries & Wages	0	0	0	0
103	Part Time Salaries	32,449	33,608	37,000	39,784
204	Print., Binding, & Advert.	0	100	100	100
205	Training & Prof. Develop.	160	3,120	4,000	800
210	General Supply	3,042			
213	Canvass-Registrars	135	1,050	1,050	1,250
214	Primaries & Referenda	19,410	24,035	24,035	13,720
234	Travel & Mileage Expense				
		<b>55,196</b>	<b>61,913</b>	<b>66,185</b>	<b>55,654</b>
<b>141</b>	<b><u>Board of Finance</u></b>				
203	Contractual Services	53,300	53,500	53,500	54,250
209	Secretarial Services	400	3,000	3,000	3,000
		<b>53,700</b>	<b>56,500</b>	<b>56,500</b>	<b>57,250</b>
<b>143</b>	<b><u>Assessor</u></b>				
101	Salaries & Wages	94,288	94,338	96,461	98,873
103	Part Time Salaries	35,447	35,823	36,879	38,541
200	Expenses	0	50	50	50
203	Contractual Services	642	800	800	600
205	Training & Prof. Develop.	182	1,570	1,570	1,570
206	Subscrip.Memberships	250	590	590	590
234	Travel & Mileage Expense	0	120	120	120
		<b>130,809</b>	<b>133,291</b>	<b>136,470</b>	<b>140,344</b>
<b>144</b>	<b><u>Tax Collection</u></b>				
101	Salaries & Wages	106,444	101,728	104,017	106,828
200	Expenses	30	250	250	250
204	Print., Binding, & Advert.	0	1,446	1,446	1,880
205	Training & Prof. Develop.	1,960	1,851	1,851	1,626
212	Legal Notices	1,019	0	0	0
234	Travel & Mileage Expense	21	500	500	400

**2017-2018  
Town of Weston  
Board of Finance Budget**

		FY2Actual 2015-2016 Actual	FY3Budget 2016-2017 Budget	FY3Projected 2016-2017 Projected	Current BOF 2017-2018 Budget
400	Equipment	109,474	105,775	108,064	0 110,984
<b>150</b>	<b><u>Legal Counsel</u></b>				
104	Retainer Expense	95,138	97,500	97,500	97,500
105	Litigation Expense	76,946	158,000	105,000	150,000
		<b>172,084</b>	<b>255,500</b>	<b>202,500</b>	<b>247,500</b>
<b>160</b>	<b><u>Town Clerk</u></b>				
101	Salaries & Wages	131,878	131,995	135,215	139,336
203	Contractual Services	1,435	1,300	1,300	1,300
204	Print., Binding, & Advert.	2,042	2,220	2,220	2,220
205	Training & Prof. Develop.	565	700	700	1,100
206	Subscrip.Memberships	60	40	40	40
210	General Supply		0	0	0
217	Vital Statistics-Town Clerk	0	50	50	50
		<b>135,980</b>	<b>136,305</b>	<b>139,525</b>	<b>144,046</b>
<b>170</b>	<b><u>Land Use Department</u></b>				
101	Salaries & Wages	0			
103	Part Time Salaries	369,278	368,037	377,067	394,386
200	Expenses	8	0	0	0
203	Contractual Services	2,811	2,500	2,500	2,500
205	Training & Prof. Develop.	380	750	750	500
206	Subscrip.Memberships	333	250	250	300
209	Secretarial Services	3,100	4,400	4,400	5,600
212	Legal Notices	2,122	2,000	2,000	2,000
234	Travel & Mileage Expense	127	100	100	100
400	Equipment	870	0	0	0
		<b>379,029</b>	<b>378,037</b>	<b>387,067</b>	<b>405,386</b>
<b>220</b>	<b><u>Volunteer Fire Department</u></b>				
201	Electricity	16,037	16,358	16,358	16,685
205	Training & Prof. Develop.	165	165	165	165
206	Subscrip.Memberships	0	0	0	0
209	Secretarial Services	16,500	16,913	16,913	17,251
211	Office Supplies	1,180	1,180	1,180	1,180
218	Training	8,202	8,202	8,202	8,612
222	Insurance - Property Liability	24,490	23,200	23,200	23,200
242	Mid-Fairfield Hazmat Team	3,000	3,000	3,000	3,000
244	Medical Exams	13,251	13,251	13,251	13,649
246	Administrative Expenses	5,639	5,639	5,639	5,639
260	Telecommunications Exp	16,631	17,130	17,130	17,644

**2017-2018  
Town of Weston  
Board of Finance Budget**

		FY2Actual 2015-2016 <u>Actual</u>	FY3Budget 2016-2017 <u>Budget</u>	FY3Projected 2016-2017 <u>Projected</u>	Current BOF 2017-2018 <u>Budget</u>
301	Repairs to Vehicles & Equip	55,000	55,000	55,000	57,200
302	Motor Fuels	7,004	10,000	8,000	9,000
310	Fire Police	0	0	0	0
400	Equipment	60,578	61,274	61,274	62,806
		<b>227,677</b>	<b>231,312</b>	<b>229,312</b>	<b>236,031</b>
<b>240</b>	<b><u>Fire Marshal</u></b>				
102	Overtime	1,656	2,800	2,800	2,800
103	Part Time Salaries	50,628	50,721	51,862	53,509
203	Contractual Services	317	220	220	220
205	Training & Prof. Develop.	0	500	500	500
206	Subscrip.Memberships	1,305	2,005	2,005	2,005
210	General Supply	0	400	400	400
400	Equipment	3,000	3,000	3,000	3,000
		<b>56,906</b>	<b>59,646</b>	<b>60,787</b>	<b>62,434</b>
<b>250</b>	<b><u>Animal Control</u></b>				
101	Salaries & Wages	51,652	51,869	53,036	55,377
102	Overtime	0	2,000	2,000	1,000
103	Part Time Salaries	13,494	14,000	14,000	14,673
203	Contractual Services	726	1,200	1,200	1,000
205	Training & Prof. Develop.	0	1,000	1,000	2,000
210	General Supply	427	500	500	500
253	Dog Tags	0	0	0	0
254	License Fees (to Conn.)	7,182	6,500	6,500	6,500
301	Repairs to Vehicles & Equip	949	1,000	1,000	1,000
304	Uniform Allowance	467	500	500	500
306	Heating Oil and Gas	2,871	2,300	2,300	2,300
400	Equipment	400	600	600	1,500
401	Technology Upgrade				0
		<b>78,168</b>	<b>81,469</b>	<b>82,636</b>	<b>86,350</b>
<b>260</b>	<b><u>Communications Center</u></b>				
101	Salaries & Wages	322,840	301,593	325,078	337,188
102	Overtime	62,867	37,101	65,000	50,000
103	Part Time Salaries	13,569	23,501	23,501	23,501
203	Contractual Services	7,424	9,838	9,838	9,838
205	Training & Prof. Develop.	-114	1,575	1,575	1,423
206	Subscrip.Memberships	92	92	92	92
234	Travel & Mileage Expense	546	300	300	300
261	Repairs to Comm. Equip.	6,733	3,425	3,425	3,390
300	Materials & Supplies	513	1,100	1,100	1,070
304	Uniform Allowance	629	800	800	800

**2017-2018  
Town of Weston  
Board of Finance Budget**

		FY2Actual 2015-2016 Actual	FY3Budget 2016-2017 Budget	FY3Projected 2016-2017 Projected	Current BOF 2017-2018 Budget
400	Equipment	3,227	2,740	2,740	2,573
962	Revenue Offset	-138,000	-138,000	-138,000	-138,000
		<b>280,326</b>	<b>244,065</b>	<b>295,449</b>	<b>292,175</b>
<b><u>264</u></b>	<b><u>Emerg. Med. Commun. Serv.</u></b>				
208	Grants & Subsidies	13,116	13,333	13,333	13,669
		<b>13,116</b>	<b>13,333</b>	<b>13,333</b>	<b>13,669</b>
<b><u>266</u></b>	<b><u>Regional Paramedic</u></b>				
219	Proportional Assessment	136,987	136,987	136,987	136,987
		<b>136,987</b>	<b>136,987</b>	<b>136,987</b>	<b>136,987</b>
<b><u>280</u></b>	<b><u>Police Services</u></b>				
101	Salaries & Wages	1,664,917	1,552,185	1,562,000	1,623,355
102	Overtime	293,931	247,424	272,068	228,000
203	Contractual Services	65,853	54,840	54,840	54,840
205	Training & Prof. Develop.	5,130	12,500	12,500	12,500
206	Subscrip.Memberships	1,078	1,890	1,890	1,890
218	Training	14,291	15,000	15,000	14,000
224	Claims & Settlements				
227	Police Commission Exp.	2,987	2,500	2,500	2,500
229	Crime Prevention	0	800	800	800
234	Travel & Mileage Expense	1,635	0	0	0
300	Materials & Supplies	16,086	14,320	14,320	14,320
301	Repairs to Vehicles & Equip	21,576	20,000	20,000	20,000
302	Motor Fuels	16,393	22,000	18,000	20,000
304	Uniform Allowance	26,886	19,076	19,076	19,076
400	Equipment	7,716	10,574	10,574	10,561
509	Police Revenue Offsets	-20,000	-20,000	-20,000	-20,000
		<b>2,118,479</b>	<b>1,953,109</b>	<b>1,983,568</b>	<b>2,001,842</b>
<b><u>300</u></b>	<b><u>Public Works - Highway</u></b>				
101	Salaries & Wages	909,420	857,189	855,555	862,712
102	Overtime	8,959	10,000	10,000	10,000
103	Part Time Salaries	7,467	17,300	15,000	15,000
106	Snow Removal Overtime	69,966	77,500	77,500	87,000
201	Electricity	12,280	15,000	13,000	15,000
202	Repairs to Bldgs. & Equip.	2,822	5,000	5,000	5,000
203	Contractual Services	1,373	500	500	500
205	Training & Prof. Develop.	280	500	500	500
230	General Maintenance	165,542	135,000	135,000	100,000
231	Miscellaneous Equip. Oper.	69,988	65,000	65,000	65,000
301	Repairs to Vehicles & Equip	58,707	50,000	50,000	50,000

**2017-2018  
Town of Weston  
Board of Finance Budget**

		FY2Actual <b>2015-2016</b> <b>Actual</b>	FY3Budget <b>2016-2017</b> <b>Budget</b>	FY3Projected <b>2016-2017</b> <b>Projected</b>	Current BOF <b>2017-2018</b> <b>Budget</b>
302	Motor Fuels	31,795	35,000	28,000	30,000
303	Miscellaneous Fuels		0	0	
304	Uniform Allowance	5,502	4,000	4,000	4,000
306	Heating Oil and Gas	9,248	9,000	9,000	9,000
333	Storms, Snow & Ice Control	112,654	160,000	160,000	170,000
334a	Resurfacing Roads - Town	539,030	440,000	468,000	460,000
335	Road Striping	21,958	25,000	25,000	30,000
336	Bridge Maintenance				
337	General Drainage				125,000
400	Equipment	2,080	2,000	2,000	2,000
		<b>2,029,071</b>	<b>1,907,989</b>	<b>1,923,055</b>	<b>2,040,712</b>
<b>310</b>	<b><u>Tree Warden</u></b>				
203	Contractual Services				3,000
205	Training & Prof. Develop.				760
230	General Maintenance				35,000
234	Travel & Mileage Expense				3,000
					<b>41,760</b>
<b>410</b>	<b><u>Solid Waste Disposal</u></b>				
101	Salaries & Wages	133,858	126,894	126,894	126,894
102	Overtime	5,813	3,000	3,000	3,000
103	Part Time Salaries		0	0	0
201	Electricity	6,446	6,000	6,000	6,000
202	Repairs to Bldgs. & Equip.	12	2,000	2,000	2,000
203	Contractual Services	227,573	230,625	230,625	221,672
300	Materials & Supplies	1,727	2,000	2,000	2,000
301	Repairs to Vehicles & Equip	306	1,500	1,500	1,500
302	Motor Fuels	3,611	1,500	3,500	3,500
306	Heating Oil and Gas	7,479	14,000	12,000	12,000
501	Use of Solid Waste Receipts	-272,606	-298,006	-298,006	-296,113
		<b>114,219</b>	<b>89,513</b>	<b>89,513</b>	<b>82,453</b>
<b>510</b>	<b><u>Westport/Weston Health Dist.</u></b>				
208	Grants & Subsidies	209,483	211,700	211,700	215,590
		<b>209,483</b>	<b>211,700</b>	<b>211,700</b>	<b>215,590</b>
<b>530</b>	<b><u>Weston Water Utility</u></b>				
201	Electricity	4,060	2,860	2,860	2,860
202	Repairs to Bldgs. & Equip.	0	1,000	1,000	1,000
203	Contractual Services	29,080	27,600	27,600	28,200
260	Telecommunications Exp	456	1,100	1,100	1,100
300	Materials & Supplies	1,100	4,000	4,000	4,000

**2017-2018  
Town of Weston  
Board of Finance Budget**

		FY2Actual 2015-2016 Actual	FY3Budget 2016-2017 Budget	FY3Projected 2016-2017 Projected	Current BOF 2017-2018 Budget
306	Heating Oil and Gas	0	1,700	1,700	1,700
504	Use of System Receipts	-19,435	-19,500	-19,500	-19,500
		<b>15,261</b>	<b>18,760</b>	<b>18,760</b>	<b>19,360</b>
<b>550</b>	<b><u>School/Town Water Supply</u></b>				
201	Electricity	5,177	5,000	5,000	5,000
202	Repairs to Bldgs. & Equip.	0	1,500	1,500	1,500
203	Contractual Services	24,382	28,200	28,200	28,800
260	Telecommunications Exp	493	1,100	1,100	1,100
		<b>30,052</b>	<b>35,800</b>	<b>35,800</b>	<b>36,400</b>
<b>600</b>	<b><u>Human Services</u></b>				
103	Part Time Salaries	75,147	75,163	76,854	79,983
203	Contractual Services	0	0	0	0
205	Training & Prof. Develop.	363	500	500	500
210	General Supply	188			
234	Travel & Mileage Expense	698	1,000	1,000	1,000
630	Meals on Wheels	3,008	5,000	5,000	5,000
		<b>79,404</b>	<b>81,663</b>	<b>83,354</b>	<b>86,483</b>
<b>700</b>	<b><u>Youth Services</u></b>				
101	Salaries & Wages	0	0	0	0
102	Overtime		0	0	0
103	Part Time Salaries	102,790	104,646	65,000	110,004
200	Expenses	1,770	0	0	700
203	Contractual Services	165,581	124,918	124,918	136,156
205	Training & Prof. Develop.	474	650	650	400
206	Subscrip.Memberships	1,185	385	385	385
208	Grants & Subsidies	-8,885			
210	General Supply	0	700	700	
234	Travel & Mileage Expense	145			
506	Grants/Receipts (Donations)	-223,853	-189,356	-189,356	-186,832
		<b>39,207</b>	<b>41,943</b>	<b>2,297</b>	<b>60,813</b>
<b>750</b>	<b><u>Senior Services</u></b>				
101	Salaries & Wages	37,056	36,834	37,912	39,460
103	Part Time Salaries	65,262	69,280	71,451	83,094
200	Expenses	19,736	16,710	16,710	25,000
201	Electricity	6,542	6,635	6,635	6,635
203	Contractual Services	40,232	38,640	38,640	35,040
205	Training & Prof. Develop.	97	200	200	200
250	Dial-A-Ride Expenses	2,474	2,000	2,000	2,000
306	Heating Oil and Gas	10,601	10,000	10,000	10,000

**2017-2018  
Town of Weston  
Board of Finance Budget**

		FY2Actual <b>2015-2016</b> <b>Actual</b>	FY3Budget <b>2016-2017</b> <b>Budget</b>	FY3Projected <b>2016-2017</b> <b>Projected</b>	Current BOF <b>2017-2018</b> <b>Budget</b>
506	Grants/Receipts (Donations)	-41,077	-31,960	-31,960	-33,500
		<b>140,923</b>	<b>148,339</b>	<b>151,588</b>	<b>167,929</b>
<b>810</b>	<b><u>Public Library</u></b>				
101	Salaries & Wages	264,473	256,658	263,701	265,221
103	Part Time Salaries	50,609	50,836	51,824	64,044
200	Expenses	964	2,000	2,000	3,000
201	Electricity	18,682	20,000	20,000	20,000
202	Repairs to Bldgs. & Equip.	2,499	2,500	2,500	2,500
203	Contractual Services	42,366	43,244	43,244	45,663
205	Training & Prof. Develop.	241	520	520	520
206	Subscrip.Memberships	1,627	2,321	2,321	2,971
211	Office Supplies	2,422	2,500	2,500	2,700
234	Travel & Mileage Expense	485	520	520	520
306	Heating Oil and Gas	5,622	8,000	6,500	7,000
308	Books & Audio/Visual	54,089	55,500	55,500	60,500
400	Equipment	1,100	1,799	1,799	1,581
		<b>445,179</b>	<b>446,398</b>	<b>452,929</b>	<b>476,220</b>
<b>910</b>	<b><u>Recreation Department</u></b>				
101	Salaries & Wages	224,042	204,419	209,268	215,555
203	Contractual Services				
205	Training & Prof. Develop.	540	700	700	700
206	Subscrip.Memberships	363	250	250	350
210	General Supply	205	450	450	450
234	Travel & Mileage Expense		0	0	200
518	Recreation Enterprise Fund	-30,000	-30,000	-30,000	-30,000
		<b>195,150</b>	<b>175,819</b>	<b>180,668</b>	<b>187,255</b>
<b>912</b>	<b><u>Parks and Fields</u></b>				
101	Salaries & Wages	0	31,028	31,726	32,589
103	Part Time Salaries	26,635			
203	Contractual Services	30,368	37,340	37,340	38,350
234	Travel & Mileage Expense	58			
300	Materials & Supplies	2,277	3,000	3,000	3,000
315	Town Park Maintenance	75,616	87,345	87,345	87,950
962	Revenue Offset				
		<b>134,954</b>	<b>158,713</b>	<b>159,411</b>	<b>161,889</b>
<b>913</b>	<b><u>Middle School Pool</u></b>				
101	Salaries & Wages	33,805	56,954	59,485	63,066
103	Part Time Salaries	1,925	21,000	21,000	21,000
200	Expenses				

**2017-2018  
Town of Weston  
Board of Finance Budget**

	<b>FY2Actual 2015-2016 Actual</b>	<b>FY3Budget 2016-2017 Budget</b>	<b>FY3Projected 2016-2017 Projected</b>	<b>Current BOF 2017-2018 Budget</b>
201	Electricity			
202	Repairs to Bldgs. & Equip.	2,963	2,150	2,150
203	Contractual Services	5,603	19,030	19,500
205	Training & Prof. Develop.		1,010	1,010
234	Travel & Mileage Expense	388	600	600
300	Materials & Supplies	10,103	15,600	15,600
306	Heating Oil and Gas	22,045	27,000	28,000
400	Equipment	3,117	3,000	2,700
518	Recreation Enterprise Fund			
962	Revenue Offset	0	-63,338	-66,250
		<b>79,949</b>	<b>83,006</b>	<b>87,376</b>
<b>Board of Finance Budget</b>		<b>12,505,584</b>	<b>12,497,995</b>	<b>12,350,573</b>
			<b>12,766,865</b>	

# Capital budget items - Total: \$986,687

<u>Item</u>	<u>Amount</u>
Town Vehicle Sinking fund	150,000
Library Roof Replacement	50,000
Town Building Repairs	50,000
Parks and Rec Bisceglie Infield 3	10,000
Library Renovations	20,000
Fire Dept Base Radio System	120,000 (2 <sup>nd</sup> of 3 installments)
Assessor Revaluation	90,000 (1 <sup>st</sup> of 2 installments)
P&Z 10 Year Plan of Development	35,000
BOE Oil Tank Replacement	51,500
BOE Air Conditioning Systems	280,000
BOE Repair Knee Walls WIS	15,000
BOE Enhance 9-1-1 System	30,000
BOE Security Initiatives	44,187
Parks and Rec/BOE MS Pool Filtration	21,000
Town/BOE Turf Replacement Fund	20,000
Less: Capital Reserve and Special Funds Offset	<u>(380,000)</u>
<b>Net Capital Budget Amount</b>	<b>\$606,687</b>

## DEBT SERVICE 2017-18

	PRINCIPAL	INTEREST	TOTAL	SCHOOL PORTION	TOWN PORTION
ISSUE OF 2010 (schools, library boiler)	425,000	142,500	567,500	554,500	13,000
SCHOOLS	415,000	139,500	554,500		
TOWN	10,000	3,000	13,000		
REFUNDING ISSUE OF 2010	4,355,000	1,251,375	5,606,375	4,863,365	743,010
SCHOOLS	3,785,000	1,078,365	4,863,365		
TOWN	570,000	173,010	743,010		
REFUNDING ISSUE OF 2012 (ORIGINAL ISSUE OF 2007 - Schools)	-	63,338	63,338	63,338	-
TOTALS	4,780,000	1,457,213	6,237,213	5,481,203	756,010

TOWN REVENUE SUMMARY

**Revenue**

	ACTUAL <u>2015-16</u>	BUDGET <u>2016-17</u>	ESTIMATED <u>2016-17</u>	BUDGET <u>2017-18</u>	VARIANCE <u>17-18/16-17</u>
Tax Collection - Gross	\$ 67,500,000	\$ 67,320,641	\$ 67,320,641	\$ 68,579,373	\$ 1,258,732
Less: Town Elderly Tax Relief (Abatements)	(\$437,940)	(\$520,000)	(\$443,271)	(\$450,000)	\$ 70,000
Less: Town Elderly Tax Relief (Deferrals)	(\$50,319)	(\$99,000)	(\$41,734)	(\$99,000)	\$ -
Less: Town Elderly Tax Relief (Freeze)	(\$1,957)	(\$6,000)	(\$1,650)	(\$6,000)	\$ -
Less: Tax Abatement for Fire/EMS Volunteers	(\$75,111)	(\$80,000)	(\$61,750)	(\$80,000)	\$ -
Less: Uncollected Taxes	(\$772,013)	(\$776,054)	(\$776,054)	(\$805,167)	\$ (29,113)
Tax Collection - Net	<u>\$66,162,660</u>	<u>\$65,839,587</u>	<u>\$65,996,182</u>	<u>\$67,139,206</u>	<u>\$179,644</u>
State Aid - Education	\$845,528	\$845,528	\$263,431	\$0	\$ (845,528)
State Aid - Highway	\$251,516	\$125,997	\$251,516	\$125,997	\$ -
State Aid - Capital Improvement Grants	\$131,000	\$66,051	\$0	\$0	\$ (66,051)
State Aid - Municipal Revenue Sharing	\$0	\$0	\$211,384	\$211,384	\$ 211,384
State Aid - Other	\$16,800	\$16,800	\$10,000	\$10,000	\$ (6,800)
State Tax Relief - Elderly	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$21,000</u>	<u>\$20,000</u>	<u>\$ -</u>
Subtotal	<u>\$1,264,844</u>	<u>\$1,074,376</u>	<u>\$757,331</u>	<u>\$367,381</u>	<u>(\$706,995)</u>
Selectmen's Budget					
Telecommunications Personal Prop. Tax	\$28,049	\$25,000	\$25,000	\$25,000	\$ -
Tax Collection - Delinquent/Interest & Lien Fees	\$554,372	\$735,000	\$1,000,000	\$750,000	\$ 15,000
Supplemental Auto Tax	incl above	\$200,000	\$500,000	\$250,000	\$ 50,000
Interest on Investments	\$372,233	\$250,000	\$100,000	\$250,000	\$ -
Building Inspection Fees	\$205,422	\$220,000	\$200,000	\$200,000	\$ (20,000)
Town Clerk Fees	\$424,519	\$450,000	\$500,000	\$450,000	\$ -
Animal Control Licenses and Fees	\$11,844	\$10,000	\$10,000	\$10,000	\$ -
Police Report Fees & Fines	\$4,694	\$4,000	\$4,000	\$4,000	\$ -
Police Special Duty Admin Fee	\$9,781	\$11,000	\$12,000	\$11,000	\$ -
ZBA Hearing Fees	\$1,998	\$1,000	\$1,000	\$1,000	\$ -
Planning & Zoning Commission Fees	\$19,777	\$23,000	\$20,000	\$20,000	\$ (3,000)
Conservation Commission Fees	\$18,811	\$15,000	\$15,000	\$15,000	\$ -
Selectman's Office Fees	\$1,091	\$1,000	\$1,000	\$1,000	\$ -
Assessor's Copier Receipts	\$484	\$700	\$500	\$700	\$ -
Public Library Receipts	\$260	\$0	\$0	\$0	\$ -
Booster Barn Loan Repayment	\$12,540	\$19,000	\$23,000	\$19,000	\$ -
Miscellaneous Town & BOE Receipts	<u>\$63,033</u>	<u>\$5,000</u>	<u>\$10,000</u>	<u>\$5,000</u>	<u>\$ -</u>
Subtotal	<u>\$1,728,908</u>	<u>\$1,969,700</u>	<u>\$2,421,500</u>	<u>\$2,011,700</u>	<u>\$42,000</u>
Transfer In From General Fund Balance	\$0	\$0	\$0	\$0	\$0
Revenue - Subtotal	\$2,993,752	\$3,044,076	\$3,178,831	\$2,379,081	\$107,964
<b>TOTAL REVENUE</b>	<u><u>\$69,156,412</u></u>	<u><u>\$68,883,663</u></u>	<u><u>\$69,175,013</u></u>	<u><u>\$69,518,287</u></u>	<u><u>\$287,608</u></u>



**WESTON  
BOARD OF EDUCATION  
BUDGET**

**2017-2018**

## **BUDGET RECOMMENDATION EXECUTIVE SUMMARY**

### **INTRODUCTION**

On behalf of the Weston Public Schools Administration, I am pleased to submit the Recommended FY 2018 Operating Budget for review and adoption by the Weston Board of Education. The recommended budget reflects several months of careful work by Central Office and School administrators to develop a financial plan for the 2017-18 Academic Year that simultaneously advances educational excellence and fiscal responsibility.

The total recommended FY 2018 Operating Budget is \$49,907,522, which represents a 2.50 percent increase over the FY 2017 Board of Education reconciled Operating Budget or a 2.05% increase over the Board of Education Budget approved at Referendum. As this Executive Summary will make clear, the proposed increases in the budget are driven primarily by contractual and insurance obligations (\$1,062,764 and \$452,811, respectively), and have been offset by major reductions (\$877,724). A modest level of new investments (\$393,989) has been strategically selected to ensure the Weston Public Schools continue to be one of the premier school systems in Connecticut and the nation.

By nearly any measure, Weston is an uncommon school district—in terms of student success, teaching excellence, robust academic and co-curricular offerings, and dedication to the physical, social and emotional well-being of our students. We operate on a pristine, unified four-school campus, ensuring a cohesive learning environment from PreK through 12<sup>th</sup> grade. Weston students, from their earliest days through graduation, are challenged and cared for by our faculty and administrators. Current and prospective families can be assured that Weston believes “connections” are essential to student success—we insist that all students are known well by many adults.

Excellence and compassion are at the heart of my professional beliefs, values and priorities. Intellectual rigor--using one’s mind well to solve complex problems--is of the utmost importance to me. At the same time, compassion is paramount; our excellent students will be the keys to a civil, just, caring nation and world. My goal is to guide Weston to even greater heights in its stated mission of “empowering each student to achieve success and contribute to our global society...and to serve as part of a caring and supportive community.”

I am pleased that the Recommended FY 2018 Operating Budget ensures that the signature qualities of the district will be continued and a select set of strategic opportunities will be pursued.

### **STRATEGIC & GOAL DRIVEN**

Framed by Weston’s Strategic Goals, the FY 2018 Operating Budget will accelerate the district as a place known for intellectual rigor and caring. Four goals are paramount:

1. Developing Global Citizens
2. Providing a Healthy Learning Environment
3. Supporting Digital Learning
4. Gauging Student Progress with Multiple Measures

These four goals weave throughout the FY 2018 Operating Budget and have guided the administration to prioritize work to be maintained and the targeted investments in new arenas.

### **EFFICIENT BUDGET & TARGETED INVESTMENTS**

In terms of maintaining excellence, the proposed budget ensures that:

- **Academic and co-curricular programs** continue with the same robust offerings;
- **Social, emotional and physical well-being** is bolstered by adequate staffing and support systems;
- **Competitive class-sizes and adult: student ratios** enable vital educational connections between professionals and students,
- The **campus and facilities** remain as attributes compared to other towns and districts.

Even while emphasizing fiscal efficiency, the administration has identified five featured areas for targeted investments.

**Digital Learning & Technology** is the featured investment, with a new multi-year financial and implementation plan designed to systematize previous and future work to blend digital resources in teaching and learning. The plan is developing to have five major elements:

1. Extending Direct Access to Digital Devices, with common devices for the elementary and middle schools, and a hybrid Bring Your Own Device (BYOD) model for the high school –
  - a. Common Devices: Weston Intermediate School is in the midst of implementing 1:1 access to digital resources (Chromebooks). With the proposed plan, Weston Middle School will begin a three-year implementation plan for 1:1 access in FY 2018 (with devices for all three grades purchased and distributed in FY 2018), and Hurlbutt Elementary School would begin 1:1 access in FY 2019 (expanding from current three iPads per classroom).
  - b. Hybrid BYOD: As of FY 2019, at Weston High School, certain subjects would provide common devices for students (such as science), while the vast majority of students would work with a personal (BYOD) unit.
2. Providing Comprehensive Staff Support—Teachers and school administrators would be supported with the conversion to 1:1 and all other digital learning and technology matters by a web of support.
  - a. Library Media Specialists – Provide support with Learning Commons, 1:1 Initiative, Makerspace, and Technology Tool Integration into instruction. This role would be districtwide (every school).
  - b. Curriculum Instructional Leaders (CIL)—Provide support with curriculum development, professional development, Technology Tool Selection and coaching. This role would be districtwide (every school).

- c. Computer Teacher—Provide skill instruction and works collaboratively with the classroom teachers and the school’s Learning Commons. This role would be split between Hurlbutt and WIS.
  - d. IT Support—Repair and replace hardware, install and update software, and manage Helpdesk. This role would be districtwide.
3. Implementing Learning Management System— Implementation of a Learning Management System (LMS) that will allow for better communication with parents and students, reduce the burden of updating a website for many teachers as well as provide the district with a platform for future growth in infusing this learning platform in curriculum and instruction.
  4. Continuing Refresh Cycle for Technology- Ongoing support of our current infrastructure, devices and systems that are used by students and staff. This includes updates to our wireless network, network servers, and the ongoing replacement cycle for classroom tools including staff laptops and interactive projectors.
  5. Changing Acquisition of Technology—In FY 2018, we will begin a fundamental shift in how we pay for technology. In order to reduce long-term budget fluctuations, we will shift from leasing technology (over four years with loans from a private bank) to annual purchasing with cash. The transition will occur over three years:
    - a. In FY 2018, new instructional technology will be purchased with cash, while interest payments will continue from previous leases. A base budget for technology purchases of \$224,074 (cash only) will be established with remaining technology (infrastructure and instructional refresh) leased, but for only three years in order to extinguish this new lease and any extant leases by FY 2020, with interest payments continuing.
    - b. In FY 2019, the expiring lease payment (\$91,896) within the operating budget will be eliminated and those funds will be moved to equipment to establish a long-term base budget of \$435,000 for technology purchases (cash).
    - c. In FY 2020, cash purchases will continue, with elimination of interest payments to banks by end of fiscal year.
    - d. In FY 2021, all technology budget items will be for cash purchases (not interest payments) and all lease payments will end resulting in a base budget reduction.

**Professional Learning & Growth** is a second featured investment. Funding requested district-wide and for each school specifically would support curriculum and professional development in several core areas. In many ways, the funded work addresses the competencies and capacities we have flagged as essential to Developing Global Citizens—Critical and Creative Thinking, Effective Communications, Literacy and Numeracy. Priority is given to literacy (reading and writing instruction, with Teachers College assistance) and the use of data and information by teachers and school administrators to gauge student progress. In addition, science curriculum revisions and professional development are underway to align Weston with the new Next Generation Science Standards (summer work by teachers will be required). Another budget element would support a Tri-State Consortium Site Visit to review our writing program. Dovetailing with Digital Learning is requested funding to provide professional

development for teachers and school administrators with the 1:1 Initiative and implementation of the Learning Management System.

**Healthy Learning Environment** is a third featured investment. Direct work on this strategic goal would be supported by funding for professional development with the Emotional Intelligence Initiative. FY 2018 would be the second year of providing teachers and administrators training in Emotional Intelligence through Yale University. This year (FY 2017), the focus has been on training staff at WIS and WMS, as well as planning for District implementation. The focus for FY 2018 be on training staff at HES and WHS. We also would begin implementation with students at WIS and WMS. The roll-out plan is summarized in the following table.

Healthy Learning Environment Emotional Intelligence Implementation Schedule 2016-2019				
Year	Development Phase		Implementation Phase	
	Schools	Activity	Schools	Activity
2016-17	WIS, WMS	Train school-based teams and faculties		Roll out to students
2017-18	HES, WHS		WIS, WMS	
2018-19			HES, WHS	

Healthy Learning Environment also is addressed in the proposed budget by a recommended increase in scheduling flexibility for WHS juniors and seniors. The flexibility would be obtained by reducing their credit requirements in Physical Education (PE). In a plan supported by WHS administrators and teachers, and now under review by the Board of Education for ultimate approval, the new requirements would reduce PE credits from 1.4 to 1.0, eliminating one quarter of class time during the junior and senior years. We currently are over the state requirement for PE, allowing us to make this reduction. The change would provide juniors and seniors valuable choice and flexibility in their schedule, ideally fostering a mitigation of stress in a high school phase that is especially intense for our students. The new approach would encourage students to avail themselves of the weight room and dance/exercise room, so that exercise as a life-habit for stress management would be encouraged. For the budget, this change would provide a saving of 0.5 FTE.

**Special Education** is a fourth featured investment. Comprising 20 percent of the proposed FY 2018 Operating Budget, Special Education (SPED) is a high priority for the essential services provided to students and for immediate and long-term budget implications. At 20 percent, SPED's share of the budget in Weston is just below the DRG A average (21 percent), with districts ranging from 16 percent (Ridgefield) to 25 percent (Wilton).

Building on FY 2017, the new budget will continue support for Effective School Solutions (ESS), which early in its first year of implementation shows promise as a good means to address complicated student needs within district in a relatively cost-effective fashion. The proposed budget also would add an additional Board Certified Behavioral Analyst (BCBA), allowing us to reduce contracted services and enhance behavioral services within the Weston Public Schools. A final major change captured by the FY 2018 budget would be centralized school-based SPED clerical support in order to improve quality control and efficiency. This change would save in staffing costs.

All in all, SPED in the FY 2018 budget is an investment priority with net savings of \$409,361 (excluding health insurance) or \$458,990 inclusive of health insurance. The BCBA adjustment would net \$66,794 in savings (excluding health insurance) or \$47,258 inclusive of health insurance, and the clerical shift would net an additional \$15,690 (excluding health insurance) or \$25,721 inclusive of health insurance. Nearly three-quarters (\$302,766) of the net savings is due to students aging out (or graduating) from the services we provide. As is standard in SPED, this significant saving could be reduced based on currently unknown student needs being identified during the coming year.

**Strengthening Elementary Administrative Support for Schools** is the final featured investment. The proposed FY 2018 Operating Budget calls for increasing the Assistant Principal position at Hurlbutt Elementary School from its current 0.6 FTE to 1.0 FTE. This increase is predicated on three facts.

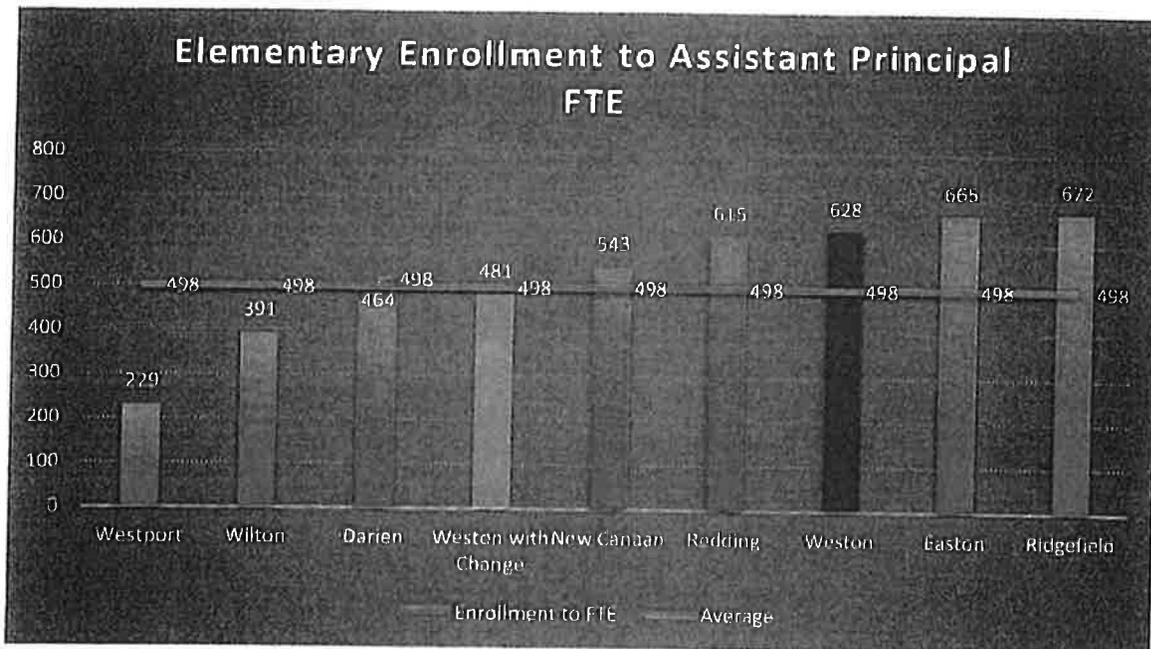
First, the position was reduced when it was anticipated that Hurlbutt enrollment would be decreasing markedly. Instead, Pre-K through 2, enrollment is projected to increase to 459 in FY 2018.

Second, and most important, assistant principals play an essential role in instructional leadership, school climate and operations & management in our schools. Specific responsibilities for assistant principals are delineated in the following table. In particular, note that several responsibilities address State mandated tasks, such as teacher evaluations, administration of PPTs (as part of SPED), bullying and behavioral investigations, and Safe School Climate oversight.

Instructional Leadership	School Climate	Operations & Management
<ul style="list-style-type: none"> <li>•Supervises and evaluates certified and non certified staff</li> <li>•Conducts Teacher Evaluations*</li> <li>•Conducts classroom walkthroughs</li> <li>•Serves as an administrator for PPT's*</li> </ul>	<ul style="list-style-type: none"> <li>•Manages student discipline</li> <li>•Conducts Bullying Investigations*</li> <li>•Serves as Safe Climate Specialists*</li> <li>•Serves at Title IX Coordinator</li> <li>•Handles school related transportation issues (arrival, dismissal, behavior)</li> </ul>	<ul style="list-style-type: none"> <li>•Creates school master schedules and duty roster</li> <li>•Facilltates safety and security meetings and drills</li> <li>•Serves as Tools for School Liaison</li> <li>•Handles facility related requests and coordinates with Facilities Department.</li> <li>•Serves as administrator in charge when principal is out of the building.</li> <li>•Manages lunch and recess</li> </ul>

\*Represents State Mandates

Third, schools with Hurlbutt's enrollment in DRG A districts all have a 1.0 FTE assistant principal. No elementary school in DRG A with more than 370 students has less than a 1.0 FTE assistant principal. As depicted in the following table, with just a 0.6 FTE assistant principal at Hurlbutt, Weston has the third highest enrollment to assistant principal FTE ratio in DRG A, with a 1:628 ratio compared to the average of 1:498 students. If Weston increases the Hurlbutt Assistant Principal to 1.0 FTE, we would drop to a 1:481 ratio, a position approximate to the DRG A average. Simply put, our competitors with like-size elementary schools recognize that a full-time assistant principal is required to ensure that the range of duties essential to robust, high service programs are delivered. The addition to the budget would be \$55,374, but through other reductions the net effect will be negligible.



**COST CENTER HIGHLIGHTS**

As in past years, the proposed FY 2018 Operating Budget is organized into major cost centers, with each introduced by a narrative. The five featured investments cross-cut these cost centers and narratives, but there are additional proposed expenditures to highlight for the schools and athletic department.

Hurlbutt Elementary School—The increased enrollment of 15 students, and the commitment to current class size guidelines, resulted in the addition of two teachers in August 2016. The impact on the budget was significant, with a large increase when comparing FY 2017 to FY 2018 (budget to budget) in staff expenses. The other highlight is in the Capital Budget, where major funding is recommended for air conditioning East House and South House.

Weston Intermediate School—Added math interventions and support are planned, requiring a 0.1 FTE increase totaling \$11,398. Facility improvement also is a priority with funding proposed in the Capital Budget to address the “Knee Walls.”

**Weston Middle School**—The 1:1 Initiative is the largest investment element for the Middle School; indeed, the Middle School will be the focus of much of the 1:1 implementation work district-wide in FY 2018. Facility improvements included in the proposed Capital Budget would address the cove base and ceiling tiles in most hallways.

**Weston High School**—Based on student enrollment changes and course interests, the proposed FY 2018 Budget includes 0.90 FTE increases in Social Studies, World Languages and Technology Education, which are offset by 1.05 FTE reductions in Math, Science and PE. The other budget feature is a reallocation of existing staff throughout the district to strengthen the main office and clerical support.

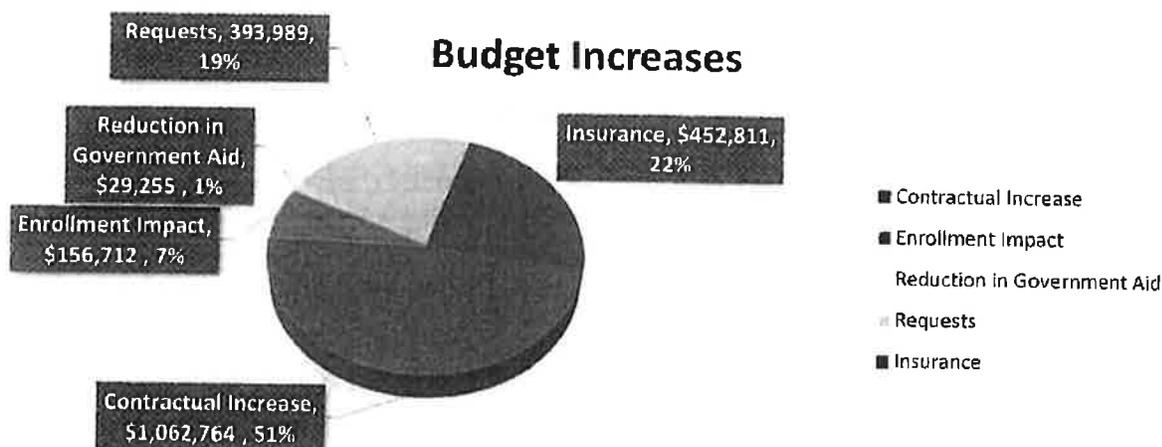
**Athletics**— The Weston High School Interscholastic Athletics Program is an integral part of the school’s total educational program. Interscholastic competition provides students with the opportunity to grow physically, mentally and emotionally as individuals; but also as members of their school and community. The FY 2018 Budget would continue to strengthen athletics by providing additional coaching to enhance instruction and safety of athletes. Assistant Varsity Coaches would be added to Girls Basketball and Volleyball (We have been attempting to add two assistant varsity coaches per year on a multi-year plan.) The Administrative Assistant position would be increased to 12 months to help manage and grow facility rental revenue. This transfer of responsibilities and change in billing structure will not only offset the FTE increase but also result in a budgetary reduction.

**TOUGH DECISIONS: BUDGET INCREASES & REDUCTIONS**

The proposed FY 2018 Operating Budget will secure the excellence of the Weston Public Schools. It is a prudent budget incorporating a series of tough choices, modest increases and significant reductions. A summary of the increases and reductions will help frame the entire budget review and discussion. As explained below, we increased the budget by \$2,095,531, but against reductions of \$877,274.

**Budget Increases**

The largest drivers of the budget increase are contractual and insurance obligations (71 percent). Programmatic requests are the third factor (21 percent), followed by enrollment impact (7 percent) and a reduction in government aid (1 percent). The following figure makes the point clearly.



Weston as a town is generous to its schools, helping with each tax dollar to build a school system that deserves its regional and national recognition. We developed the budget knowing full well that we had to be attentive to the typical annual increases approved by the Board of Education and Town leaders. On average, Weston has the next to lowest five-year average in DRG A for annual budget increases: 1.52 percent versus a DRG A average of 2.52 percent (3 year average of 2.24%).

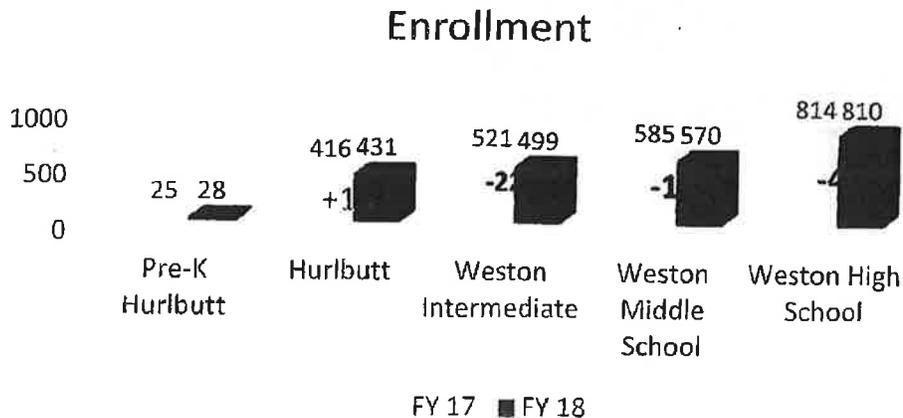
District	Average Budget Increase Last 5 Years
Darien	4.23%
New Canaan	3.36%
Westport	2.81%
Ridgefield	2.68%
<b>DRG A Average</b>	
Wilton	2.32%
Weston	1.52%
Easton-Redding-Region 9	0.73%

Insurance Impact

Without insurance, the percentage increase in the budget would be 1.81 percent. We have to provide insurance and it is a real aspect of our budgeting and financial management process. Nevertheless, its negative impact on our efforts to keep annual increases at a typically small level must be recognized.

Enrollment Impact

The good news for Weston Public Schools is that enrollment is not declining at the precipitous rate projected several years ago. Indeed, NESDEC (November 2016) is projecting for FY 2018 that enrollment overall will decline by only 1.1 percent district-wide, but with increases at Hurlbutt of 15 students and essentially flat enrollment at the High School.

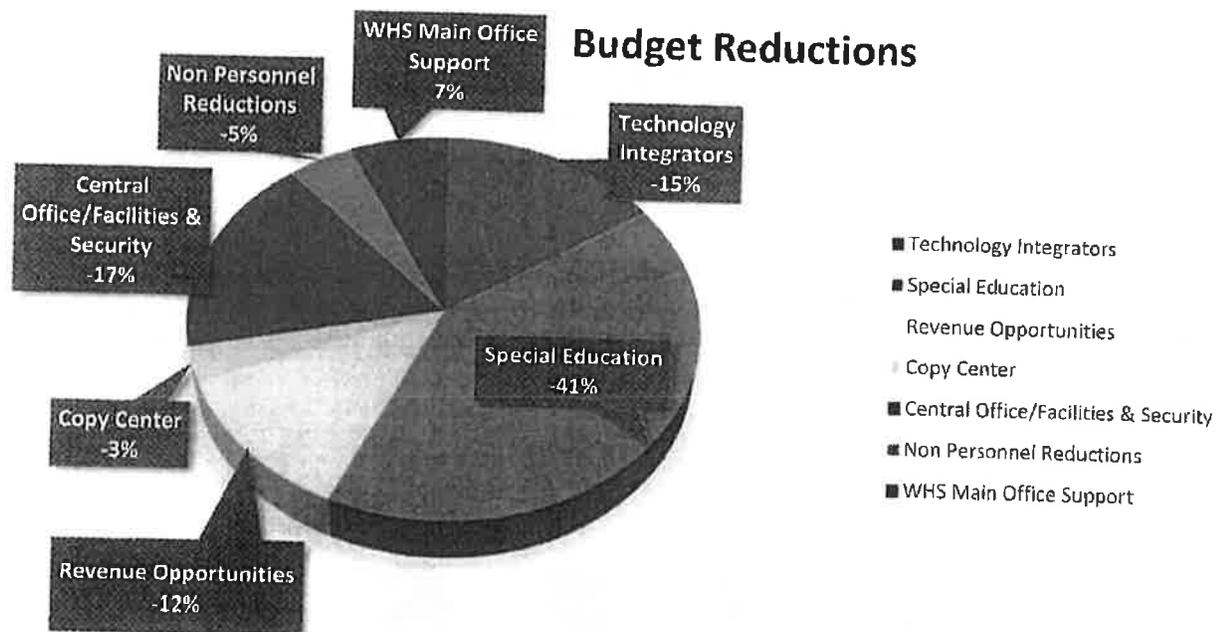


Several aspects of the enrollment projection factor into the proposed 2.50 percent FY 2018 increase, especially at Hurlbutt. The largest effect is a \$156,712 increase FY 2017 to FY 2018 (budget to budget) because of three sets of staff additions required by larger than anticipated enrollment this school year. We had to add two classroom teachers (\$118,881), a Kindergarten Para Educator (\$29,375), and Team Leaders (\$8,456), which had been reduced in the FY 2017 budget due to anticipated enrollment decline. The 12.48 percent increase for Hurlbutt is substantially due to these factors. In addition health insurance related to enrollment increases account for an additional \$58,606 of added expenditures.

Combining the Enrollment Impact with the Insurance Impact, the effect on FY 2018 increase is significant. If these two effects had not occurred, the FY 2018 increase would be 1.44 percent, quite close to our five-year average budget increase average of 1.52 percent.

**Budget Decreases**

After extensive program and budget reviews, we concluded that the current contractual and insurance obligations make it extremely difficult to develop an educationally sound budget with a growth figure close to past averages. Nevertheless, we were able to identify reductions, which cut an initial estimated growth rate from over 4.0 percent to the proposed 2.50 percent. The reductions totaled \$877,724, including most notably:



While these cuts are across the board, touching on personnel, programs, materials and facilities, we have protected student:teacher ratios and the front-line learning settings. Any additional cuts would directly and negatively affect these ratios and staff who are ensuring that our schools are educationally excellent.

**Personnel Reductions**

During the budget review process, we carefully reviewed all staffing positions throughout the district. In an effort to find efficiencies, be more cost effective and re-allocate staff to provide support where needed, we are making a series of staffing changes, which will result in a net reduction of 1.81 FTE and savings (excluding insurance) of \$83,702 and insurance savings of \$138,330.

Certified Staffing Changes

The following table lists in detail each of the adjustments to certified staffing. The largest single reduction is the elimination of the Technology Integrators. Professional and technical support for teachers and administrators with digital learning and technology remains a top priority. As outlined above in the featured investment section, training and support now will be provided through the coordinated work of Library Media Specialists, Curriculum Instructional Leaders, a K-5 Computer Teacher and the IT Team.

	Reduced		Increased		Net Change	Impact
	FTE	\$ Reduction	FTE	\$ Increase	\$ Change	
Technology Integrators	-1.5	\$(151,513)	0.0	\$0	\$(151,513)	Library Learning Commons to become a focal point of Technology Integration
Assistant Principal HES	0.0	\$0	0.4	\$55,374	\$55,374	Increase Assistant Principal to 1.0 FTE to provide full administrative coverage to HES. Reduction previously taken with assumption 2 <sup>nd</sup> grade was moving to WIS and enrollment in HES would continue to decline. Recommendation is to no longer move 2 <sup>nd</sup> grade to WIS and enrollment is now projected to increase by 15 students.
BCBA	0.0	\$0	1.0	\$83,206	\$83,206	Reduce reliance on contracted behavioral services and provide those with a WPS employee
WIS Certified Teachers	0.0	\$0	0.1	\$11,563	\$11,563	Provide additional Math Support to Students
WHS Certified Teachers	-1.05	\$(76,380)	0.70	\$54,854	\$(21,526)	Reductions: Math, Science and PE. Increases: Social Studies, World Languages, Technology Education
<b>Total</b>	<b>-2.55</b>	<b>\$(227,893)</b>	<b>2.2</b>	<b>\$204,997</b>	<b>\$(22,896)</b>	

\*Chart excludes health insurance impact

Non Certified Staffing Changes

The following table lists in detail each of the adjustments to non-certified staffing. This is the largest set of personnel adjustments, both in terms of FTE reductions and cost savings. While any personnel reductions are made with reluctance, these changes will have minimal to no impact on the classroom and will allow for improved efficiency and effectiveness in our administrative operations.

	Reduced		Increased		Net Change	Impact
	FTE	\$ Reduction	FTE	\$ Increase	\$ Change	
Staff Accountant	-1.00	\$(63,653)	0.00	\$0	\$(63,653)	Elimination of Staff Accountant. Fixed Service accounting will be handled by a Chartwell's employee with cash reconciliations and financial reporting shifted to existing employees within the Business Office.
Special Education Administrative Assistants	-1.30	\$(69,036)	0.93	\$53,346	\$(15,690)	Centralized Focus on PPT Appointments and Record Retention
Para Educator Kindergarten	0.0	\$0	1.0	\$29,375	\$29,375	Due to increased enrollment in Kindergarten to retain a para for every two classes, an additional kindergarten para educator is needed.
Copy Center Specialists	-1.33	\$(75,893)	0.83	\$46,024	\$(29,869)	Reduce mail delivery to 1 time per day, staff copy center with 1 person with additional coverage hours available during peak times during the year.
Administrative Assistants WHS	-0.46	\$(21,479)	1.70	\$110,071	\$88,592	Shift 0.7 FTE Copy Center Clerk to WHS Main Office. Shift 1.0 FTE Staff Accountant from Business Office to WHS as a Business Bookkeeper to handle Student Activities Accounting as well as Main Office Business related affairs.
Special Educator Para Educators	-2.0	\$(78,400)	0.0	\$0	\$(78,400)	Reduction based on number of students
Administrative Assistant-Athletics	0.0	\$0	0.17	\$8,839	\$8,839	Increase hours of athletics administrative assistant and transfer facility rentals to this position. This increase will be paid for through facility rental revenue and create no net increase to the operating budget.
<b>Total</b>	<b>-4.09</b>	<b>\$(308,461)</b>	<b>4.63</b>	<b>\$247,655</b>	<b>\$(60,806)</b>	

\*Chart excludes health insurance impact

### Revenue Opportunities

An added step in building the proposed FY 2018 budget was to identify new revenue opportunities. The reasoning is that we might locate internal funding sources to help offset the budget gap. We found three such revenue sources, producing a total of \$118,661.

First, we will change the facility rental billing structure and accounting. By slightly increasing the FTE for the Athletic Director's Administrative Assistant and billing actual costs of renting our facilities, we will be able to expense the added FTE and generate an additional \$8,661 in revenue. There is a possibility for future revenue growth in this area as we focus on our actual cost to rent our facilities and look for additional income opportunities.

Second, we will strategically increase the number of Open Choice Students. We currently enroll two students per grade. We now recognize that we can add five Open Choice Students to Kindergarten, without having to add K-5 staff. The State provides Weston \$3,000 per Open Choice Student. By adding three students, we would increase revenue by \$9,000 over the FY 2017 Budget, resulting in total revenue of \$75,000.

Third, we will request the Weston Board of Finance to allow the Board of Education to retain all Non-Resident Student Tuition. The average tuition generated since FY 2013 has been \$33,641. The BOE absorbs all non-personnel costs associated with attending students, such as books, materials, supplies and equipment. Non-Resident Tuition could be a new revenue source to help reduce the need for more tax dollars. We project a \$35,000 revenue offset to the FY 2018 Budget if the BOE is allowed to retain Non-Resident Student Tuition.

### Summary by Object and Cost Center

The following tables list the totals in FY 2017 and FY 2018 and the resulting budget to budget delta by Object Category and Cost Center. The complete Budget Book provides the detail for each Object

Category and Cost Center. The primary observation with the summary tables is that there is wide fluctuation across objects and cost centers in terms of the budget to budget delta.

Category	Fiscal Year 2017	Fiscal Year 2018	% Increase
Salaries & Wages	\$30,768,762	\$31,551,837	2.55%
Benefits	\$8,840,388	\$9,338,109	5.63%
Professional Technical Services	\$1,365,721	\$1,244,622	-8.87%
Property Services	\$2,017,657	\$1,984,259	-1.66%
Other Services	\$4,017,133	\$3,748,698	-6.68%
Supplies & Materials	\$2,505,289	\$2,598,952	3.74%
Equipment	\$25,730	\$242,874	844%
Other Objects	\$95,633	\$101,083	5.70%
Revenue	\$(946,597)	\$(902,911)	-4.62%
<b>Total</b>	<b>\$48,689,715</b>	<b>\$49,907,522</b>	<b>2.50%</b>

	FY 17	FY 18	\$ Increase	% Increase
Hurlbutt	\$3,051,082	\$3,429,994	\$378,912	12.42%
Weston Intermediate	\$3,979,472	\$3,896,202	\$(83,269)	-2.09%
Weston Middle School	\$4,767,550	\$4,856,492	\$88,941	1.87%
Weston High School	\$6,343,632	\$6,577,370	\$233,737	3.68%
Athletics	\$792,872	\$812,887	\$20,015	2.52%
Special Education	\$7,345,696	\$7,097,437	\$(248,259)	-3.38%
Pupil Services	\$2,609,715	\$2,725,995	\$116,280	4.46%
Curriculum	\$1,195,154	\$1,210,357	\$15,203	1.27%
Technology	\$1,732,351	\$1,855,931	\$123,580	7.13%
District Administration	\$1,163,523	\$1,182,962	\$19,439	1.67%
Facilities	\$4,281,960	\$4,428,271	\$146,311	3.42%
Security	\$471,891	\$476,975	\$5,084	1.08%
Copy Center	\$212,124	\$198,574	\$(13,550)	-6.39%
Transportation	\$1,660,542	\$1,671,281	\$10,739	0.65%
District Wide	\$9,082,151	\$9,486,794	\$404,643	4.46%
<b>Total</b>	<b>\$48,689,715</b>	<b>\$49,907,522</b>	<b>\$1,217,807</b>	<b>2.50%</b>

## CONCLUSION

The Recommended FY 2018 Operating Budget has been carefully crafted in a collaborative process to advance the Weston Public Schools as a district known regionally and nationally for intellectual rigor and compassion. Budget increases have been mitigated by budget reductions, based on tough decisions to keep the rate of annual growth as low as possible, despite the vast majority of the budget being driven by contractual and insurance obligations.

The proposed budget is framed by four Strategic Goals: Developing Global Citizens; Providing a Healthy Learning Environment; Supporting Digital Learning; and, Gauging Student Progress with Multiple Measures.

While efficient, the budget ensures that Weston's academic and co-curricular programs remain robust; social, emotional and physical well-being is bolstered; competitive class-sizes and adult: student ratios continue; and the campus and facilities are maintained as uncommon attributes.

Targeted investments are focused in a series of high leverage areas: Digital Learning & Technology; Professional Learning & Growth; Healthy Learning Environments; Special Education; and Strengthening Elementary Administrative Support for Schools.

The proposed Operating Budget will ultimately make a difference for every student in the Weston Public Schools.

**Capital Budget Note**

This Executive Summary by design has focused on the Proposed FY 2018 Operating Budget. At the close of the Budget Book is a presentation of the Proposed FY 2018 Capital Budget, which is dealt with in a decision process separate from the Operating Budget. The FY 2018 Capital Budget recommendations give first priority to air conditioning in Hurlbutt Elementary School, along with a set of smaller, yet important, campus and facility improvements. The total FY 2018 Capital Budget recommendation approximates the total Capital Budget approved in FY 2017 prior to Educational Cost Sharing (ECS) reductions.

**WESTON PUBLIC SCHOOLS OPERATING BUDGET**  
*Weston Public Schools, Weston, CT*

Object Series	Summary of Object	2014-2015 Expended	2015-2016 Expended	2016-2017 Budget	2017-2018 Request	Difference (\$) to Budget	Increase/Decrease (%) from Budget
	<b>Salaries &amp; Wages (1000s)</b>						
	Certified Staff	\$ 22,023,149	\$ 22,876,770	\$ 23,546,413	\$ 24,034,917	\$ 488,504	2.07%
	Non Certified Staff	\$ 5,963,718	\$ 5,824,034	\$ 5,996,409	\$ 6,258,455	\$ 262,047	4.37%
	Overtime	\$ 244,416	\$ 185,711	\$ 150,250	\$ 155,750	\$ 5,500	3.66%
	Certified Stipends	\$ 773,390	\$ 753,799	\$ 786,154	\$ 827,657	\$ 41,503	5.28%
	Non Certified Stipends	\$ 200,997	\$ 206,746	\$ 229,941	\$ 253,493	\$ 23,552	10.24%
	Turnover Savings	\$ -	\$ -	\$ (337,340)	\$ (178,860)	\$ 158,480	-46.98%
	Salary Differential	\$ -	\$ -	\$ 396,935	\$ 200,425	\$ (196,510)	-49.51%
	<b>Total Salary &amp; Wages</b>	<b>\$ 29,205,670</b>	<b>\$ 29,847,060</b>	<b>\$ 30,768,762</b>	<b>\$ 31,551,837</b>	<b>\$ 783,075</b>	<b>2.55%</b>
	<b>Benefits (2000's)</b>						
	2000 Health Insurance	\$ 6,837,247	\$ 6,991,965	\$ 6,349,035	\$ 6,801,846	\$ 452,811	7.13%
	2001 Social Security	\$ 494,897	\$ 518,747	\$ 532,753	\$ 547,021	\$ 14,268	2.68%
	2002 Medicare	\$ 403,700	\$ 416,596	\$ 443,104	\$ 454,317	\$ 11,213	2.53%
	2003 Workers Compensation	\$ 213,591	\$ 216,020	\$ 221,420	\$ 230,275	\$ 8,855	4.00%
	Unemployment						
	2004 Compensation	\$ 36,484	\$ 33,910	\$ 69,160	\$ 46,332	\$ (22,828)	-33.01%
	2005 Early Retirement Incentive	\$ 4,758	\$ 4,759	\$ 138,527	\$ 138,527	\$ -	0.00%
	2007 Pension Contributions	\$ 852,931	\$ 838,962	\$ 856,610	\$ 888,163	\$ 31,553	3.68%
	2010 Tuition Reimbursement	\$ 64,994	\$ 65,000	\$ 75,000	\$ 75,000	\$ -	0.00%
	2011 Life Insurance	\$ 91,386	\$ 88,687	\$ 91,150	\$ 92,700	\$ 1,550	1.70%

**WESTON PUBLIC SCHOOLS OPERATING BUDGET**  
*Weston Public Schools, Weston, CT*

Object Series	Summary of Object	2014-2015 Expended	2015-2016 Expended	2016-2017 Budget	2017-2018 Request	Difference (\$) to Budget	Increase/Decrease (%) from Budget
2012	Disability Insurance	\$ 13,077	\$ 17,582	\$ 18,629	\$ 18,928	\$ 299	1.61%
2014	Sick Bank	\$ 30,513	\$ 91,025	\$ 45,000	\$ 45,000	\$ -	0.00%
2015	GASB 43/45	\$ 250,000	\$ 209,000	\$ -	\$ -	\$ -	0.00%
	<b>Total Benefits</b>	<b>\$ 9,293,578</b>	<b>\$ 9,492,253</b>	<b>\$ 8,840,388</b>	<b>\$ 9,338,109</b>	<b>\$ 497,721</b>	<b>5.63%</b>
	<b>Professional &amp; Technical Services (3000s)</b>						
	Contracted Services						
3210	Educational	\$ 837,345	\$ 780,194	\$ 577,570	\$ 427,570	\$ (150,000)	-25.97%
3220/32							
21	Consulting Services	\$ 164,336	\$ 147,967	\$ 166,200	\$ 170,600	\$ 4,400	2.65%
3235	Testing	\$ 70,880	\$ 67,491	\$ 89,600	\$ 84,600	\$ (5,000)	-5.58%
3239	Other Pupil Services	\$ 184,523	\$ 133,489	\$ 205,240	\$ 205,240	\$ -	0.00%
3303	Management Services	\$ 5,711	\$ 24,012	\$ 24,000	\$ 24,000	\$ -	0.00%
3304	License Fees-Facilities	\$ 5,550	\$ 2,891	\$ 2,800	\$ 3,500	\$ 700	25.00%
3306	Legal Fees	\$ 80,811	\$ 61,130	\$ 97,500	\$ 90,000	\$ (7,500)	-7.69%
3308	Police/Fire	\$ 79,955	\$ 85,406	\$ 86,292	\$ 90,059	\$ 3,767	4.37%
	Professional Technical						
3309	Services	\$ 92,979	\$ 117,923	\$ 70,089	\$ 101,614	\$ 31,525	44.98%
3310	Sports Officials	\$ 39,832	\$ 42,244	\$ 46,430	\$ 47,439	\$ 1,009	2.17%
	<b>Total Professional &amp; Technical Services</b>	<b>\$ 1,561,921</b>	<b>\$ 1,462,746</b>	<b>\$ 1,365,721</b>	<b>\$ 1,244,622</b>	<b>\$ (121,099)</b>	<b>-8.87%</b>
	<b>Property Services (4000s)</b>						
4200	Cleaning Services	\$ 581,670	\$ 582,681	\$ 591,097	\$ 597,008	\$ 5,911	1.00%
4202	Rubbish Removal	\$ 71,975	\$ 53,814	\$ 75,965	\$ 78,245	\$ 2,280	3.00%

**WESTON PUBLIC SCHOOLS OPERATING BUDGET**  
*Weston Public Schools, Weston, CT*

<b>Object Series</b>	<b>Summary of Object</b>	<b>2014-2015 Expended</b>	<b>2015-2016 Expended</b>	<b>2016-2017 Budget</b>	<b>2017-2018 Request</b>	<b>Difference (\$) to Budget</b>	<b>Increase/Decrease (%) from Budget</b>
4203	Mop & Mat Service	\$ 5,000	\$ 4,192	\$ 5,150	\$ 5,250	\$ 100	1.94%
4204	Exterminator	\$ 8,000	\$ 7,388	\$ 8,000	\$ 8,000	\$ -	0.00%
4302	Equipment Repairs	\$ 139,608	\$ 177,944	\$ 145,778	\$ 153,913	\$ 8,135	5.58%
4400	Equipment Rental	\$ 548,763	\$ 503,357	\$ 565,105	\$ 517,008	\$ (48,097)	-8.51%
4401	Rental of Facilities	\$ 18,175	\$ 18,327	\$ 19,575	\$ 20,575	\$ 1,000	5.11%
4500	Repair Allowance	\$ 123,614	\$ 131,518	\$ 132,000	\$ 132,000	\$ -	0.00%
4510	Asbestos Abatement	\$ 3,921	\$ 8,827	\$ 5,000	\$ 5,000	\$ -	0.00%
4511	Elevator Contract	\$ 14,793	\$ 12,056	\$ 14,154	\$ 14,350	\$ 196	1.38%
4512	Emergency Lights	\$ 3,757	\$ 11,570	\$ 11,570	\$ 11,570	\$ -	0.00%
4513	Generator Contract	\$ 10,098	\$ 9,891	\$ 10,689	\$ 10,850	\$ 161	1.51%
4514	Fire Alarm System	\$ 30,340	\$ 30,119	\$ 34,608	\$ 30,000	\$ (4,608)	-13.31%
4515	Fire Protection System	\$ 4,371	\$ 4,645	\$ 8,926	\$ 9,025	\$ 99	1.11%
4516	UST Testing	\$ 13,270	\$ -	\$ 7,206	\$ 7,206	\$ -	0.00%
4517	Sprinkler System	\$ 3,556	\$ 4,787	\$ 4,858	\$ 4,858	\$ -	0.00%
	<b>Sewer System Plant</b>						
4518	Maintenance	\$ 136,960	\$ 120,236	\$ 127,455	\$ 130,280	\$ 2,825	2.22%
4530	Parks & Recreation	\$ 53,002	\$ 67,404	\$ 56,138	\$ 63,806	\$ 7,668	13.66%
4531	Drain System	\$ 760	\$ 6,045	\$ 5,575	\$ 5,575	\$ -	0.00%
4533	Glass Replacement	\$ 2,745	\$ 5,695	\$ 3,000	\$ 5,000	\$ 2,000	66.67%
4534	Roof Repair	\$ 4,964	\$ 14,852	\$ 6,000	\$ 6,500	\$ 500	8.33%
4535	Window Treatments	\$ -	\$ 6,055	\$ 3,000	\$ 3,000	\$ -	0.00%
4536	Air Filter HVAC System	\$ 2,688	\$ -	\$ 4,500	\$ 4,500	\$ -	0.00%
4538	Chiller Contract	\$ 1,552	\$ 33,677	\$ 12,000	\$ 12,000	\$ -	0.00%
4539	Energy Management System	\$ 18,960	\$ 19,624	\$ 19,625	\$ 20,000	\$ 375	1.91%
4540	Athletic Facilities Repairs	\$ 3,076	\$ 6,254	\$ 6,000	\$ 8,000	\$ 2,000	33.33%

**WESTON PUBLIC SCHOOLS OPERATING BUDGET**  
*Weston Public Schools, Weston, CT*

Object Series	Summary of Object	2014-2015 Expended	2015-2016 Expended	2016-2017 Budget	2017-2018 Request	Difference (\$) to Budget	Increase/Decrease (%) from Budget
4542	Contracted Services	\$ -	\$ 9,696	\$ 20,000	\$ 22,850	\$ 2,850	14.25%
4543	Paving	\$ 5,300	\$ 21,500	\$ 6,500	\$ 6,500	\$ -	0.00%
4600	Special Projects	\$ -	\$ 205,686	\$ 41,442	\$ 24,500	\$ (16,942)	-40.88%
4602	Tree Service	\$ 9,017	\$ 7,994	\$ 11,000	\$ 11,000	\$ -	0.00%
4603	Exterior Lighting	\$ 1,300	\$ -	\$ 2,800	\$ 2,800	\$ -	0.00%
4604	Snow Plowing	\$ -	\$ 199	\$ 12,500	\$ 12,500	\$ -	0.00%
4605	Signage	\$ 3,855	\$ 1,363	\$ 2,500	\$ 2,500	\$ -	0.00%
4606	Sprinkler Repairs	\$ 2,371	\$ 2,512	\$ 3,000	\$ 3,000	\$ -	0.00%
4607	Storm Draining	\$ -	\$ -	\$ 2,000	\$ -	\$ (2,000)	-100.00%
4608	Trucking Services	\$ 126	\$ -	\$ 2,000	\$ -	\$ (2,000)	-100.00%
4610	Playground Repairs	\$ 599	\$ 2,500	\$ 2,200	\$ 5,000	\$ 2,800	127.27%
4701	Security System Monitoring	\$ 20,759	\$ 23,907	\$ 20,641	\$ 20,940	\$ 299	1.45%
4702	Locks/Keys	\$ 7,170	\$ 14,023	\$ 6,000	\$ 8,500	\$ 2,500	41.67%
4705	United Alarm	\$ 855	\$ 753	\$ 600	\$ 650	\$ 50	8.33%
4900	Other Property Services	\$ 3,200	\$ -	\$ 1,500	\$ -	\$ (1,500)	-100.00%
	<b>Total Property Services</b>	<b>\$ 1,860,169</b>	<b>\$ 2,131,092</b>	<b>\$ 2,017,657</b>	<b>\$ 1,984,259</b>	<b>\$ (33,398)</b>	<b>-1.66%</b>
	<b>Other Services (5000s)</b>						
5100	Regular Transportation	\$ 1,170,832	\$ 1,194,733	\$ 1,234,575	\$ 1,265,064	\$ 30,489	2.47%
5101	SPED Transportation	\$ 38,343	\$ 45,098	\$ 46,551	\$ 46,714	\$ 163	0.35%
5104	Athletic Transportation	\$ 81,232	\$ 81,157	\$ 82,044	\$ 84,853	\$ 2,809	3.42%
	Extra Curricular						
5105	Transportation	\$ 8,915	\$ 10,250	\$ 12,500	\$ 12,278	\$ (222)	-1.78%

**WESTON PUBLIC SCHOOLS OPERATING BUDGET**  
*Weston Public Schools, Weston, CT*

Object Series	Summary of Object	2014-2015 Expended	2015-2016 Expended	2016-2017 Budget	2017-2018 Request	Difference (\$) to Budget	Increase/Decrease (%) from Budget
5200	General Liability Insurance	\$ 87,644	\$ 94,649	\$ 87,597	\$ 91,100	\$ 3,503	4.00%
5202	Athletic Insurance	\$ 19,916	\$ 29,939	\$ 29,939	\$ 29,939	\$ -	0.00%
5205	Property Insurance	\$ 106,641	\$ 110,864	\$ 114,098	\$ 118,727	\$ 4,629	4.06%
5300	Communications	\$ 133,370	\$ 177,566	\$ 146,830	\$ 170,220	\$ 23,390	15.93%
5400	Postage	\$ 16,333	\$ 14,169	\$ 21,786	\$ 24,986	\$ 3,200	14.69%
5500	Advertising	\$ 4,203	\$ 4,679	\$ 7,000	\$ 8,000	\$ 1,000	14.29%
5501	Printing	\$ 18,095	\$ 19,509	\$ 23,355	\$ 22,762	\$ (593)	-2.54%
5600	Tuition	\$ 2,084,033	\$ 2,314,087	\$ 1,828,075	\$ 1,478,764	\$ (349,311)	-19.11%
5605	Tuition-ESS	\$ -	\$ -	\$ 270,000	\$ 275,400	\$ 5,400	2.00%
5800,58							
02-5880	Travel & Conference	\$ 50,439	\$ 73,282	\$ 62,648	\$ 65,150	\$ 2,502	3.99%
5801	Mileage Reimbursement	\$ 24,444	\$ 22,334	\$ 25,850	\$ 32,355	\$ 6,505	25.16%
5900	Other Purchased Services	\$ 15,895	\$ 10,863	\$ 24,285	\$ 22,385	\$ (1,900)	-7.82%
	<b>Total Other Services</b>	<b>\$ 3,860,335</b>	<b>\$ 4,203,176</b>	<b>\$ 4,017,133</b>	<b>\$ 3,748,698</b>	<b>\$ (268,435)</b>	<b>-6.68%</b>
	<b>Supplies &amp; Materials (6000's)</b>						
6110	Materials	\$ 446,737	\$ 446,750	\$ 459,445	\$ 461,153	\$ 1,708	0.37%
6120	Office Materials	\$ 29,771	\$ 33,150	\$ 36,879	\$ 37,463	\$ 584	1.58%
6130	Maintenance Materials	\$ 190,576	\$ 128,805	\$ 177,144	\$ 177,144	\$ -	0.00%
6131	Custodial Materials	\$ 65,791	\$ 86,676	\$ 75,450	\$ 77,000	\$ 1,550	2.05%
6132	Security Materials	\$ 6,015	\$ 17,909	\$ 5,500	\$ 10,000	\$ 4,500	81.82%
6140	Software	\$ 276,549	\$ 314,490	\$ 336,605	\$ 361,812	\$ 25,207	7.49%
6270	Diesel Fuel	\$ 139,571	\$ 102,716	\$ 110,940	\$ 86,350	\$ (24,590)	-22.17%
6410	Books	\$ 201,382	\$ 174,574	\$ 153,554	\$ 169,682	\$ 16,128	10.50%

**WESTON PUBLIC SCHOOLS OPERATING BUDGET**  
*Weston Public Schools, Weston, CT*

Object Series	Summary of Object	2014-2015 Expended	2015-2016 Expended	2016-2017 Budget	2017-2018 Request	Difference (\$) to Budget	Increase/Decrease (%) from Budget
6510	Heating Oil	\$ 520,062	\$ 406,049	\$ 386,349	\$ 396,130	\$ 9,781	2.53%
6520	Electricity	\$ 705,974	\$ 698,871	\$ 759,922	\$ 818,717	\$ 58,795	7.74%
6530	Propane gas	\$ 3,413	\$ 3,431	\$ 3,500	\$ 3,500	\$ -	0.00%
	<b>Total Supplies &amp; Materials</b>	<b>\$ 2,585,841</b>	<b>\$ 2,413,420</b>	<b>\$ 2,505,289</b>	<b>\$ 2,598,952</b>	<b>\$ 93,663</b>	<b>3.74%</b>
	<b>Equipment (7000's)</b>						
7300	Equipment	\$ 72,970	\$ 17,037	\$ 25,730	\$ 242,874	\$ 217,144	843.93%
	<b>Total Equipment</b>	<b>\$ 72,970</b>	<b>\$ 17,037</b>	<b>\$ 25,730</b>	<b>\$ 242,874</b>	<b>\$ 217,144</b>	<b>843.93%</b>
	<b>Other Objects (8000's)</b>						
8100	Memberships	\$ 92,424	\$ 81,390	\$ 94,738	\$ 95,688	\$ 950	1.00%
8900	Other Objects	\$ 31,787	\$ 32,745	\$ 895	\$ 5,395	\$ 4,500	502.79%
	<b>Total Other Objects</b>	<b>\$ 124,211</b>	<b>\$ 114,135</b>	<b>\$ 95,633</b>	<b>\$ 101,083</b>	<b>\$ 5,450</b>	<b>5.70%</b>
	<b>Revenues (9000's)</b>						
9200	Technology Revenue	\$ -	\$ (45,000)	\$ (58,439)	\$ (61,556)	\$ (3,117)	5.33%
9201	Participation Fees, Athletics	\$ (65,530)	\$ (82,255)	\$ (64,282)	\$ (65,918)	\$ (1,636)	2.55%
9202	Gate Receipts, Athletics	\$ (19,454)	\$ (13,051)	\$ (14,500)	\$ (14,000)	\$ 500	-3.45%
9205	Excess Cost SPED	\$ (937,797)	\$ (863,251)	\$ (683,087)	\$ (558,087)	\$ 125,000	-18.30%
9206	Pre School Tuition SPED	\$ (86,800)	\$ (78,370)	\$ (82,500)	\$ (82,500)	\$ -	0.00%
9207	Regular Ed. Tuition	\$ (34,447)	\$ (36,611)	\$ -	\$ (35,000)	\$ (35,000)	100.00%
	<i>Revenue from Town for</i>						
9208	Fields	\$ (30,362)	\$ (29,806)	\$ (37,340)	\$ (38,350)	\$ (1,010)	2.70%
9209	Parking Fees	\$ (28,400)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ -	0.00%
9212	Facility Rental Fee	\$ -	\$ -	\$ -	\$ (17,500)	\$ (17,500)	100.00%

**WESTON PUBLIC SCHOOLS OPERATING BUDGET**  
*Weston Public Schools, Weston, CT*

Object Series	Summary of Object	2014-2015 Expended	2015-2016 Expended	2016-2017 Budget	2017-2018 Request	Difference (\$) to Budget	Increase/Decrease (%) from Budget
9990	<i>Unallocated</i>	\$ -	\$ -	\$ 23,551	\$ -	\$ (23,551)	-100.00%
	<b>Total Revenue</b>	\$ (1,202,790)	\$ (1,178,344)	\$ (946,597)	\$ (902,911)	\$ 43,686	-4.62%
	<b>Total:</b>	\$ 47,361,906	\$ 48,502,576	\$ 48,689,715	\$ 49,907,522	\$ 1,217,807	2.50%
	<b>FY 2017 ECS Reduction</b>	\$ -	\$ -	\$ 215,426	\$ -	\$ (215,426)	-100.00%
	<b>Adjusted Operating Budget</b>	\$ 47,361,906	\$ 48,502,576	\$ 48,905,141	\$ 49,907,522	\$ 1,002,381	2.05%



March 30, 2017

TO: Board of Finance, Board of Selectman

FROM: William McKersie, Ph.D., Superintendent of Schools, Ellen Uzenoff, Board of Education Chairperson

CC: Board of Education, Jonathan Luiz, Town Administrator, Richard Rudl Director of Finance & Operations

SUBJECT: Board Approved FY 2018 Replacement Capital Budget

**Special Meeting of the Board of Education 3-31-2017**

At a Special Meeting on March 31, 2017, the Board of Education adopted a recommended modification to the previously approved FY 2018 capital budget. Adopted unanimously, the motion of the Board of Education reads:

*Motion: Moved that the Weston Board of Education replaces its previously approved FY 18 Capital Budget of \$482,600 (with the specific projects contained therein) with a capital budget for FY 18 in the aggregate amount of \$420,687 (with the capital and security infrastructure projects recommended by the Superintendent in his March 30, 2017 memorandum to the Board of Education) (the "Revised FY 18 Capital Budget Request"). Furthermore, the Board of Education authorizes the Chairperson of the Board of Education and the Superintendent to issue a letter to the Weston Board of Finance and the Weston Board of Selectman notifying them of this action and requesting that the \$380,000 in undesignated capital funds, from closed Town and Board of Education projects, previously requested by the Board of Education on February 3, 2017, for security infrastructure projects, be applied instead to the Revised FY 18 Capital Budget Request. The Board of Education notes that this will result in a request for new funds of only \$40,687. Motion by Ms. Harvey, second by Ms. Spaulding, all in favor. (7-0)*

**Board Approved Replacement Capital Budget FY 2018**

At the end of last fiscal year, the Board of Education and Town of Weston closed out existing capital accounts for projects that were completed under budget. This allowed for \$380,000 to fall to the Town's undesignated capital fund balance. The Board of Education had voted earlier this year (February 2, 2017) to request a special appropriation to use the \$380,000 balance for Security Infrastructure. Now, as a way to maximize the use of Town of Weston resources and respond to concerns about possible state reductions, the Board of Education approved using the \$380,000 of existing funds to be applied to a mix of Capital and Security Infrastructure items, resulting in a revised Capital Budget covering the following:

- |  |                  |
|--|------------------|
| 1. Air Conditioning and Electrical Upgrade of South House and East House at Hurlbutt | \$280,000        |
| 2. 9-1-1 Enable (Emergency Gateway Appliance)  | \$30,000         |
| 3. Engineering Study for Repair of Knee Walls at WIS                                 | \$15,000         |
| 4. Security Infrastructure*  | \$44,187         |
| 5. Removal and Replacement of Oil Tank at Hurlbutt**                                 | \$51,500         |
| <b>Total Capital Budget</b>  | <b>\$420,687</b> |

*\*See explanation below of Security Infrastructure Budget.*

*\*\*Hurlbutt Oil Tank must be removed since it is at the end of its useful life. Failure to remove the oil tank could result in a fine of up to \$10,000 per day. An additional \$8,500 from the sinking fund would be used for the removal.*

The request of \$420,687 would require additional capital funds above the existing \$380,000 in the undesignated capital fund balance of \$40,687. **The \$40,687 would represent the only new tax burden on the residents of Weston for Board of Education capital projects in FY 2018. This would result in a reduction to the Board of Education’s capital budget request for FY 2018 in the amount of \$441,913.** We would require approval from the Board of Selectman and the Board of Finance for the use of the existing \$380,000 of undesignated capital funds. The amount of \$40,687 would require approval at referendum as this would represent the only new money requested for capital projects.

The Board of Education also requests the Chevy Suburban replacement vehicle for Special Education transportation remain in the Town’s Vehicle Sinking Fund for FY 18.

Capital Projects that will be deferred based on this plan:

1. Exterior Cameras District Wide	\$312,872
2. Refinishing the Gym Floor at Weston High School:	\$35,000
3. Replace Cove Base and Ceiling Tiles at Weston Middle School:	\$27,000
4. Energy Management Upgrade at Weston Middle School:	\$15,000
5. HVAC Controls for G-Wing at Weston Middle School:	\$20,600
<b>Total</b>	<b>\$410,472</b>

A 10 Year Master Plan Facility Study is being conducted by Silver Petrucelli and Milone and MacBroom. After this study is completed, we will begin to prioritize the deferred projects and the other items noted in the original FY 2018 Capital Budget as Tier 2 and Tier 3 (future year) priorities.

**Update on Security Infrastructure Budget FY 2018**

For the purpose of update, we want the Board of Finance to be aware of the Board of Education’s plans for Security Infrastructure spending in FY 2018. We have available \$99,675 for Security Infrastructure Projects in an existing Security Capital Account. We also have been notified by the State of Connecticut that we have been awarded a grant reimbursement for Security Projects in the amount of \$120,719. While we have not received the funding, we have received signed notification of the grant. This leaves available \$220,394 for security infrastructure investments, which added to the \$44,187 noted above in the Capital Budget (Item #4), would allow for a Security Infrastructure Budget of \$264,581 in FY 2018 covering the following:

1. Interior Cameras District Wide	\$152,945
2. Mass Notification	\$111,347
<b>Total:</b>	<b>\$264,292</b>

We would be moving forward on a portion of our master security infrastructure enhancement plan, with remaining items in future years to include:

1. Exterior Camera’s District Wide	\$312,872
2. Hybrid PBX Phone System (Planned for FY 20)	\$225,785
3. Fencing at Hurlbutt	\$30,000
<b>Total Remaining Security Projects:</b>	<b>\$568,657</b>

**Conclusion**

We look forward to the deliberations and vote of the Board of Finance on April 3, 2017 regarding the Board of Education’s Operating Budget and the Replacement Capital Budget FY 2018. We believe the two budgets optimize the needs of the Weston Public Schools and the judicious application of Town of Weston financial resources.

**WESTON PUBLIC SCHOOLS CAPITAL BUDGET**  
*Weston Public Schools, Weston, CT*

Tier 1*
<b>FY 2018</b>
\$ 280,000
\$ 15,000
\$ 51,500
\$ -
\$ 44,187
\$ 30,000
<b>\$ 420,687</b>

**Rank**

- |   | <u>Description of Project</u>   |
|---|---|
| 1 | Air Conditioning for South House and East House Classrooms and Electrical Upgrade |
| 2 | Repair Knee Walls at Weston Intermediate School with engineering study**          |
| 3 | Removal & Replacement of Oil Tank at Hurlbutt Elementary***                       |
| 4 | Chevy Suburban (S2) Special Education Vehicle*                                    |
| 5 | Security Infrastructure Enhancements  |
| 6 | 9-1-1- Enable (Emergency Gateway Appliance) enhances 9-1-1 call handling          |

\*Chevy Suburban (S2) Special Education Vehicle is paid for out of the Town Vehicle Sinking Fund  
 \*\*Engineering Study funds are in addition to the \$11,885 currently available in the capital account to review the Knee Walls.  
 \*\*\*\$33,150 taken from Sinking Fund

**Description of Projects**

**1 Air Conditioning for South House and East House Classrooms and Electrical Upgrade**

**South House**

The South House contains 8 classrooms that require air conditioning. The indoor units will be ductless high wall cassettes located within the space mounted on an interior wall. New wireless remote controllers (thermostats) will be supplied for each unit.

**East House**

East House contains 13 classrooms that require air conditioning. Due to differences in room construction, room size, ceiling height and other factors, we propose installing ductless split air conditioning systems with capacities to match the loads of each room type. The indoor units will be ductless high wall cassettes located within the space on an interior wall. The specific wall upon which the cassette will be mounted will vary based upon room type as not all rooms in the East House have a similar interior layout. The indoor cassettes will be mounted in such a way as to limit the amount of refrigerant piping and electrical work that will be needed. New wireless remote controllers (thermostats) will be supplied for each unit.

**2 Repair Knee Walls at Weston Intermediate School with engineering study**

Provide structural engineering services for the reconstruction of the existing roof parapet walls at the south ends of the gym and cafeteria. The intent of the project will be to eliminate the south parapet walls thereby eliminating the snow and ice catch and to reconstruct the remaining damaged south walls to meet current building code requirements. This will include structural engineering calculations and design of the framing for the wall, preparation of structural engineering construction drawings for bidding, preparation and release of bid documents, pre-bid site meetings with contractors and final review of bids with recommendations for award.

**3 Removal & Replacement of Oil Tank at Haributt Elementary**

If funded this will replace the heating fuel oil storage tank at the South House with a capacity of 6,000 gallons of # 2 heating oil. These tank must be replaced by code no later than 2018.

**4 Chevy Suburban (S2) Special Education Vehicle**

This funding will replace an existing vehicle with more than 140,000 miles and extensive repair costs of over \$16,000 in the last three years to keep it roadworthy for student transportation.

**5 Security Infrastructure Enhancements**

The district is requesting \$44,187 in security enhancements to go along with a security grant we have been awarded of \$120,719 plus an existing \$99,675 to improve district wide security infrastructure items including camera's.

**6 9-1-1- Enable (Emergency Gateway Appliance) enhances 9-1-1-1 call handling**

911 Enable is a gateway appliance that would be installed as part of our Weston network that would enhance our 9-1-1 communications. This device is designed to work with Voice Over Internet Protocol (VOIP) systems and provided an additional option for unified messaging that goes beyond the services offered by the VOIP provider. This would help us ensure accurate 9-1-1 information is communicated in an emergency as well as provide additional features that are appropriate to a campus environment, which is what Weston has by having all schools located in such close proximity.

