

**BOARD OF FINANCE  
PUBLIC HEARING ON  
BOARD OF EDUCATION FY23 BUDGET  
March 23, 2022  
7:00 P.M.  
MIDDLEBROOK SCHOOL AUDITORIUM**

**PRESENT**

**Board of Finance:** Michael Kaelin, Stewart Koenigsberg, Sandra Arkell, Matthew Raimondi, Richard Santosky, Chris Stroup

**Board of Education:** Debbie Low, Nicola Davis, Ruth DeLuca, Jennifer Lalor, Pam Ely, Mandi Schmauch, Superintendent of Schools-Dr. Kevin Smith

**ALSO PRESENT:** Dawn Norton (Wilton and BoE CFO) and members of the public

Board of Finance Chairman Michael Kaelin called the Public Hearing to order at 7:00 p.m.

Mr. Kaelin introduced the Board of Finance. He noted that there will be two short presentations by the Board of Finance and by the Board of Education.

Mr. Kaelin began reviewing the attached BOF presentation which reviews the FY2023 budget for the BOE and the BOS and reviewed the role of the BOF in the process. He noted that the BOF has issued a survey to give the taxpayers an opportunity to submit their views on taxing and spending within the town as a means to communicate their views on the budget and the taxing in the town and encouraged all to take the survey.

Before the conclusion of Mr. Kaelin's review, he noted that the BOF will begin budget deliberations on April 4-5, 2022. The Annual Town Meeting is on May 3, 2022 with an adjourned vote taking place on May 7, 2022. Mr. Kaelin concluded his comments at approximately 7:09 p.m., at which time he introduced Debbie Low, Board of Education Chair.

Ms. Low introduced the members of the Board of Education and began reviewing the attached BoE presentation. She noted that Wilton Schools is a big draw for those looking to move into Wilton and thanked superintendent Smith and his staff for their expertise and care in building the proposed budget with special thanks to MaryAnn Salvato (BoE Business Office) and Lucille DeNovio (Administrative Asst to the Superintendent) for their efforts. Ms. Low then began reviewing the attached BoE presentation.

She noted that the budget that had been set and approved by the BOE at a 3.36% increase over the FY2022 budget and submitted to the BOF had changed, noting that Dr. Smith had reduced the capital operating request after learning that some of the necessary renovations for Middlebrook School and Wilton High School could be bonded. The change would drop the increase from 3.26% down to 3.02%.

After Ms. Low's presentation Mr. Kaelin then opened the floor to public comment at approximately 7:36pm. He encouraged citizens to express their views on the budget in whatever way possible (via email to

[boardoffinance@wiltonct.org](mailto:boardoffinance@wiltonct.org) or via the online survey). Six citizens spoke and expressed their views on the BOE budget:

Deborah McFadden of Westport Road  
Olga Zargos Traub of Wicks End Lane  
Steve Hudspeth of Glenn Hill Rd  
Tammy Thorton of Pimpewaug Rd  
Michelle Haggerty of Huckleberry Hill Rd  
Michael Salit of Bristol Place

Mr. Kaelin thanked all in attendance at the meeting.

There being no further comments, the hearing adjourned at 8:02 p.m.

Respectfully submitted,

Jacqueline Rochester  
(from video recording)

Att: Board of Finance presentation  
Board of Education presentation

# BOARD OF FINANCE

## FY 23 BUDGET PRESENTATION

- FY23 Budget Highlights
- Role of BOF in Town Budget
- BOF Budget Approval Process for FY23

# FY 23 BUDGET HIGHLIGHTS

- BOE budget request increased by \$2,766,849 to \$87,571,064 (3.26% increase)
- BOS budget request increased by \$457,878 to \$33,943,364 (1.37% increase)
- Debt Service is down \$198,814 (2.16% decrease)
- Tax Relief for Elderly/Disabled remains at \$1,230,750
- Other Revenues increased by \$154,152 (2.83% increase)

# FY 23 BUDGET HIGHLIGHTS

## (CONTINUED)

- Total Funds Required increased by \$3,056,172 to \$131,845,034 (2.37% increase)
- Net Taxable Grand List (Collectable) increased by \$62,178,642 to \$4,357,995,281 (1.45% increase)
- Mill Rate increased by 0.5416 to 28.4101 (1.94% increase)
- FY23 General Fund balance is set at 10.0% of Town Operating Budget

# THE ROLE OF THE BOARD OF FINANCE IN THE TOWN BUDGET

- The BOF is required to hold hearings on both the BOE and BOS budget requests
- The BOF considers the following when developing the Mill Rate:
  1. The views of the Town's citizens
  2. The financial resources of the Town
  3. The extent to which, in the Board of Finance's collective judgment, the Board of Education and Board of Selectmen can find savings within their respective budget requests
  4. The appropriateness of revenue, debt service and General Fund balance amounts

# BOARD OF FINANCE FY23 BUDGET APPROVAL PROCESS

April 4 and 5	Board of Finance Meetings to Discuss & Recommend FY23 Budget
May 3	Annual Town Meeting 7:00 PM Clune Center at the High School
May 7	Continued voting at the Clune Center from 8:00 AM to 6:00 PM



# WILTON PUBLIC SCHOOLS PROPOSED 2022-23 BUDGET

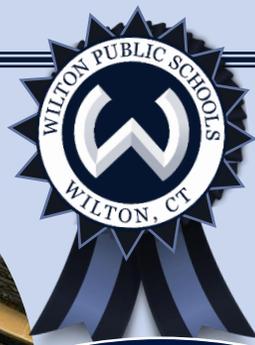
*Presented March 23, 2022 – Board of Finance Public Hearing*

*Superintendent*

**Kevin J. Smith, Ph.D.**

*Board of Education*

**Deborah Low, Ruth DeLuca, Jen Lalor, Mandi Schmauch, Nicola Davies, Pam Ely**



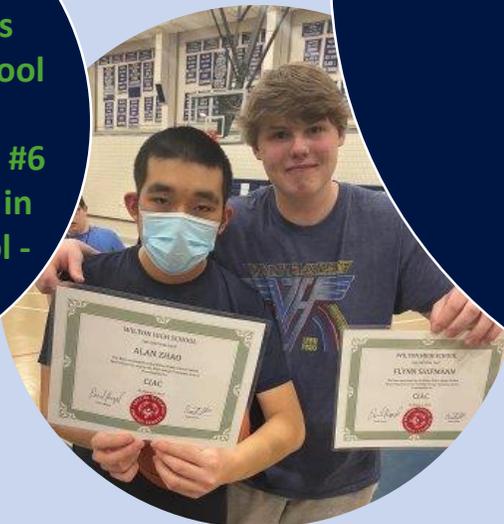
**2021  
WHS Athletics  
Michaels Cup  
Award**



**US News and World Report  
High School rankings 2021  
#6 in Connecticut  
high schools  
Overall "score" 97.5**



**Wilton Public Schools  
#138 out of 10,772 school  
districts in America  
Wilton Public Schools - #6  
of 117 school districts in  
CT Wilton High School -  
#5 in CT**



# Wilton Public Schools

**Quality education for our students**

**Cited most often as the reason  
for moving to Wilton**

**Source of community pride**

**Impressive state  
and national  
rankings**



**3<sup>rd</sup> consecutive year  
NAMM Foundation  
Best Community for  
Music Education**



**HOW WE GOT HERE**

**EXCELLENCE**

**HOW WE MOVE FORWARD**

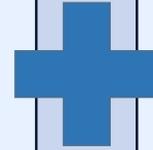


# 2022-23 Board of Education Budget Proposal

## GENERAL OPERATING

**\$87,112,862**

+ \$2,308,647 a +2.72% year to year increase



## CAPITAL OPERATING

**\$253,200**

~~**\$458,202**~~

+0.30% +0.54% increase

## TOTAL BOE BUDGET PROPOSAL

**\$87,366,060**

~~**\$87,571,064**~~

**+\$2,561,847 +3.02% year to year increase**

~~**+\$2,766,849 +3.26% year to year increase**~~

Presented by  
Superintendent  
Kevin Smith  
January, 2022  
at 3.71%  
increase

Budget review and discussion, workshops – revisions and updated insurance information

Unanimously approved by  
BOE February, 2022  
**3.26% Increase**



# Wilton Excellence: A Shared Vision



## PORTRAIT OF THE GRADUATE

Defines the desired attributes for our graduating seniors

**Shared vision** - developed collaboratively with teachers, administrators, students, parents, and community members

**Work begun** – school and community awareness, exploration of community partnerships, student demonstration statements





## Wilton Excellence: Continually improving, rigorous, comprehensive programs

### K – 5

- Language Arts
- Mathematics
- Science
- Social
- Art
- Music
- Library/Media
- PE
- World Language

**Full range of co-curricular clubs and competitive athletic programs**

### Current improvement goals

- **Improve overall math achievement**
- **Continue focus on COVID-impacts: unfinished learning**

### Grades 6 – 12

- Language Arts
- Mathematics – Grade 6 to AP Calculus
- Science – Physical, Biological, Environmental
- Social Studies
- World Languages – Spanish, French, German, Latin, Greek, American Sign
- Technology Education
- Engineering,
- Computer Science
- Business
- Family and Consumer Science
- PE and Health
- Visual Arts
- Theater Arts
- Music
- *AP courses and UCONN College credit*

## 2022-23 BUDGET IMPACT

- **WHS NEW COURSES – Funds for curriculum development; text and materials**
  - Marine Biology
  - American Sign Language III
  - African American and Latino Studies
  - Intro to Exercise Science and Sports Medicine
- **MATH IMPROVEMENT**
  - **NEW WHS MATH COURSES**
    - Algebra I – Geometry Accelerated
    - Geometry – Algebra II Accelerated
  - Add +1.0 FTE Math specialist at MB

Add 0.3 WHS Reading – moved out of grant  
*Utilize COVID-related grant funding*  
1.0 FTE CM Math Interventionist Yr. 2  
0.45 FTE M-D Interventionist Yr. 2



# Wilton Excellence: Expert faculty and quality training

## TEACHER HIGHLIGHTS

- 15 years or more experience: 35%
- Master's Degree = 48%
- 6th year degree = 42%
- Doctorate = 5%
- Approximately 600 applications for 30 positions
- Former WHS valedictorian
- Fulbright Scholar
- Professional musician - performed at Sochi Olympics
- State Foreign Language Teacher of the Year (Rhode Island)
- Published authors
- University of Chicago Outstanding Educator Award winners
- Presenters selected to present at national conferences

## TRAINING HIGHLIGHT: Instructional coaches

- Leverage teacher skills
- Real-time, real students
- One on one – targeted
- Timely and responsive - district strategic priorities brought to scale
  - Increased reliance on data and assessments
  - Individualized student support
  - Best instructional practices
  - Pandemic tools: Zoom, Schoology,
  - Remote and hybrid instruction
  - Pandemic follow-up – accelerated learning - impressive growth demonstrated by test scores
  - Consistency in implementation

**2022-23  
BUDGET IMPACT**

**Contractual Increases  
Health Benefit Increases**



# Wilton Excellence: Reasonable class sizes and staffing ratios

Grade	2021-22	2022-23
K	18.0	18.9
1	18.9	19.2
2	20.9	21.2
3	20.1	19.9
4	19.2	21.0
5	20.9	21.1

- To support COVID-related learning gaps, class sizes kept at the lower end of the planning range at the elementary level
- **Certified staffing ratios:** counselors, psychologists, social workers, instructional coaches, interventionists, reading specialists, administrators, special education, LLC ... within DRG A (similar towns) range.

## 2022-23 BUDGET IMPACT

- Add +1.0 FTE classroom teacher at Miller-Driscoll budget to budget
- Reduce -2.0 FTE classroom teachers at Cider Mill *based on enrollment*
- Reduce -0.40 FTE at WHS *based on enrollment*

*Utilize COVID-related grant funds  
+2.0 FTE Miller-Driscoll classroom teachers Yr.2*



## Wilton Excellence: Attention to social, emotional and mental health needs

- Counselors, psychologists, social workers at all the schools
- Programs to build self-awareness and strategies to support mental health (example – the RULER program)
- Age-appropriate mental health screening at all the schools
- Continuing emphasis on welcoming, positive, inclusive, safe school climate
- Youth mental health needs have increased – COVID-related impacts

### 2022-23 BUDGET IMPACT

- Add +0.8 FTE Social worker at MB
- New WHS course: Wellness Seminar

#### *Utilize grant funds for 2022-23*

*+0.5 FTE WHS Social worker  
(COVID-related grant Yr. 2)*

*+1.5 FTE Social worker  
(Children and Family Services contract)*



# Wilton Excellence: Effective support for students with special needs

- PreK to age 22 students – 575 students
- Prevalence rate – 16%
- Each student’s services are defined annually in an Individualized Educational Plan (IEP), a contract between the school and families
- Services include a range of supports, therapies, programs
- Student needs vary in complexity and intensity:
  - Collaborative Centers– at each school to support most complex needs
  - Individual paraprofessional support – provided to students with the most complex needs
- In-district programs – desirable for students and families and avoid more costly out-placements
  - Pre-School program (ages 3 – 5)
  - Genesis Alternative Program - secondary level
  - Community Steps - (ages 18 – 22)
- Out-placements - for students whose needs cannot be adequately served by current district programs

## 2022-23 BUDGET IMPACT

- Add +3.75 FTE paraprofessionals per IEPs
- Add +1.0 FTE Community Steps (job coach paraprofessional) - program enrollment
- (Transfer +1.0 FTE teacher from WHS to Genesis)

*Revenue - Tuition from pre-school and Genesis*  
*Cost-avoidance: In-district programs avoid more costly outplacements & allow students to return from out-placements*

*Important note: In-district programs require staff, staff “head count” goes up*



## Wilton Excellence: Ready access, digital learning environment

- Robust, secure infrastructure and devices
  - Quality, reliability, availability, security, support
- Comprehensive and updated set of digital resources
- Curriculum: digital literacy, safety, and citizenship
- Curriculum: Transdisciplinary units; Grade 5 global classroom pilot
- Curriculum: Digital Learning/STEM curriculum review; outlining career pathways
- Teacher training
- Libraries transforming to Library Learning Commons
- Maker-spaces and innovation studios
- Pandemic = Zoom and Schoology – tools that will continue
- Community partnerships
- State and national recognition: Best library program in the state; Administrator of the Year; ISTE and CASL Conference presenters; 10 awards for Video Production; nationally published articles

### 2022-23 BUDGET IMPACT

- Technology items moved from lease model to operating budget – approximately \$437,000
- Digital resources – increased tools and licensing fees



## Wilton Excellence: Well-maintained buildings and athletic facilities; engaging learning spaces

- Miller-Driscoll – renovated & added Pre-School, 2017
  - *Completed over multiple phases; yielded more than 157,000 square feet of new and updated space.*
- Cider Mill – interior upgrade in 2019
- Middlebrook needed interior upgrades - new ceiling tile, lighting upgrade, univentilator upgrade, painting, asbestos removal, replace carpet with tile
- WHS needed interior upgrades - new ceiling tile, lighting upgrade, painting, replace carpet with tile, field house restrooms and field house floor
- Elevator replacements - 3
- Total early estimate: \$5.2M – under review for cost efficiencies, project phasing, AND BONDING

### 2022-23 BUDGET IMPACT

#### Capital Operating Request

- ~~\$458,202~~–\$253,200 projects at MB and WHS - study sub-floor at MB and replace WHS lobby elevator

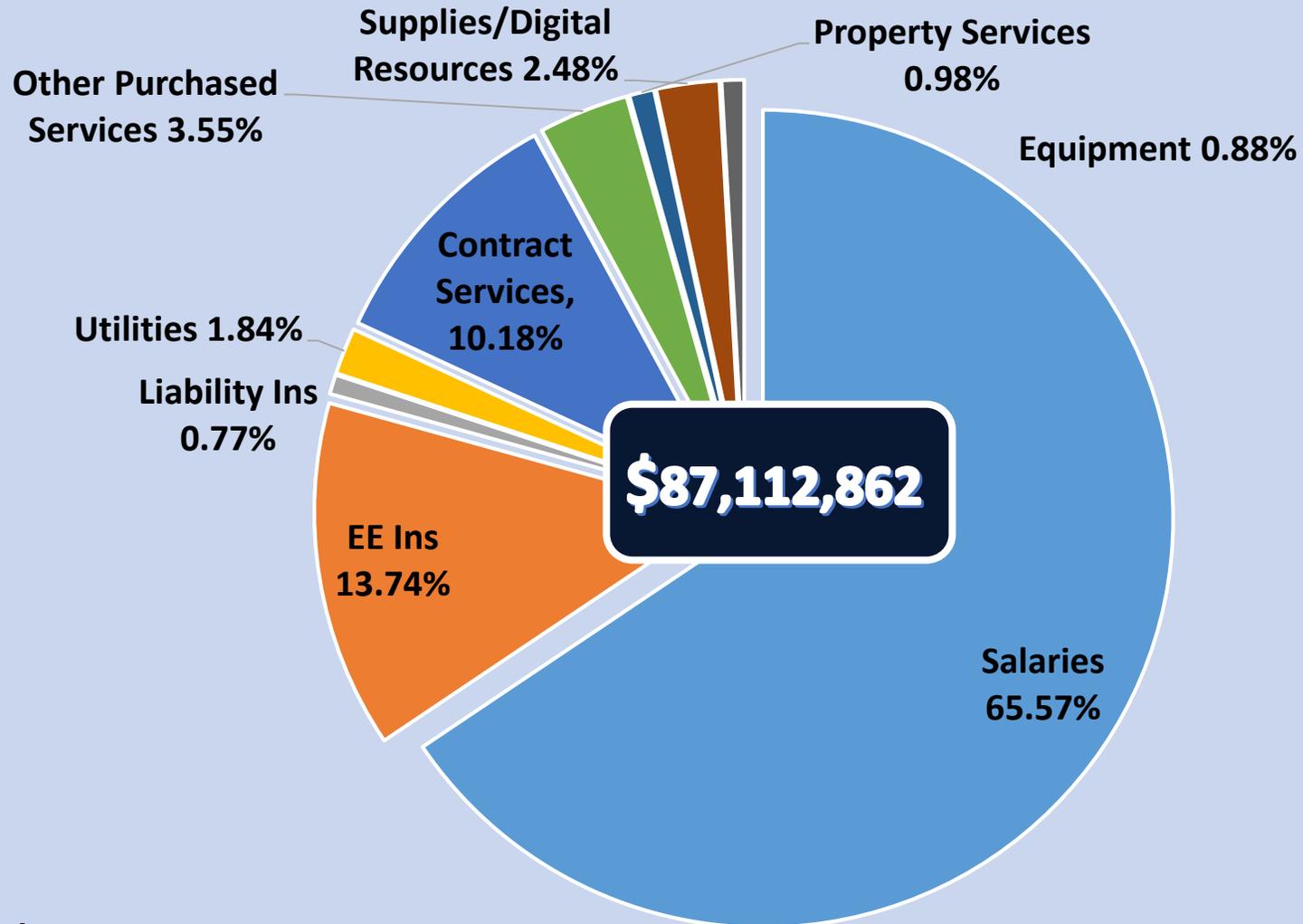
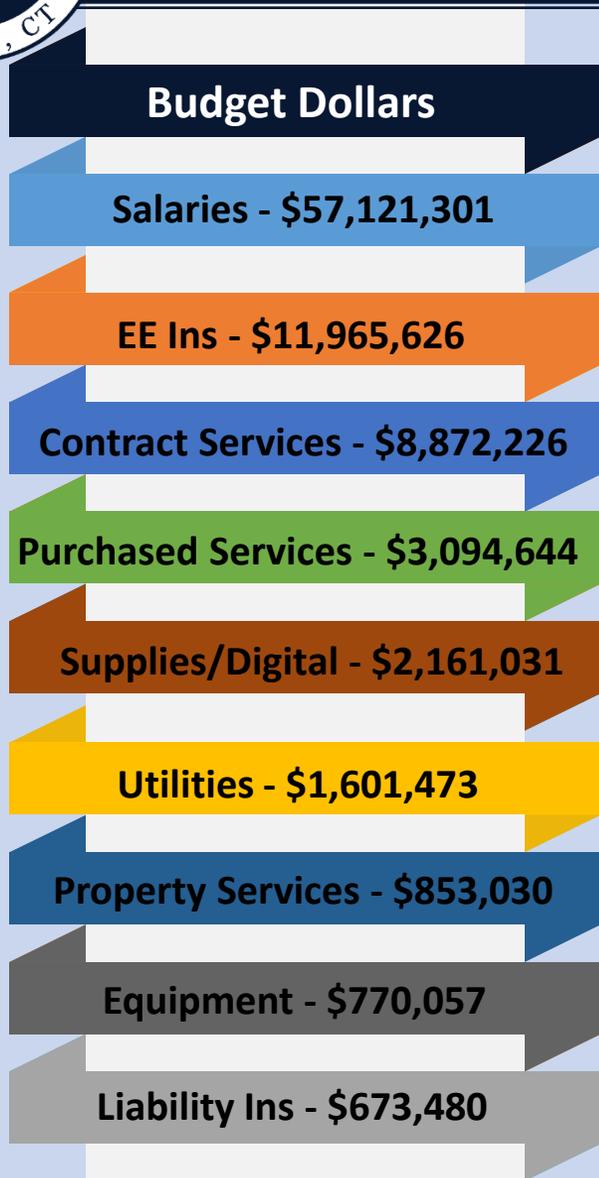
*\$49,000 grant from Wilton Education Foundation for maker spaces at the schools*

*\$130,000 Private donations for WHS Fitness Center*

*Tradition of booster clubs and private donations to support upgrades to athletic facilities*



# Budget Components for Operating Budget



**\$69,086,927 or 79.31%** of the total budget is in salaries and benefits  
(graph does not include capital operating)



# Budget Components

	Salaries	Insurance & Benefits	Contracted Services	Other Purchased Services	Supplies & Digital Resources	Utilities	Property Services	Equipment
2022 Budget	\$55,773,798	\$12,413,774	\$8,980,405	\$3,089,826	\$2,021,109	\$1,480,627	\$807,191	\$237,485
2023 Request	\$57,121,301	\$12,639,100	\$8,872,226	\$3,094,644	\$2,161,031	\$1,601,473	\$853,030	\$770,057
Difference	\$1,347,503	\$225,326	-\$108,179	\$4,818	\$139,922	\$120,846	\$45,839	\$532,572
YOY % Increase	2.42%	1.82%	-1.20%	0.16%	6.92%	8.16%	5.68%	224.2%

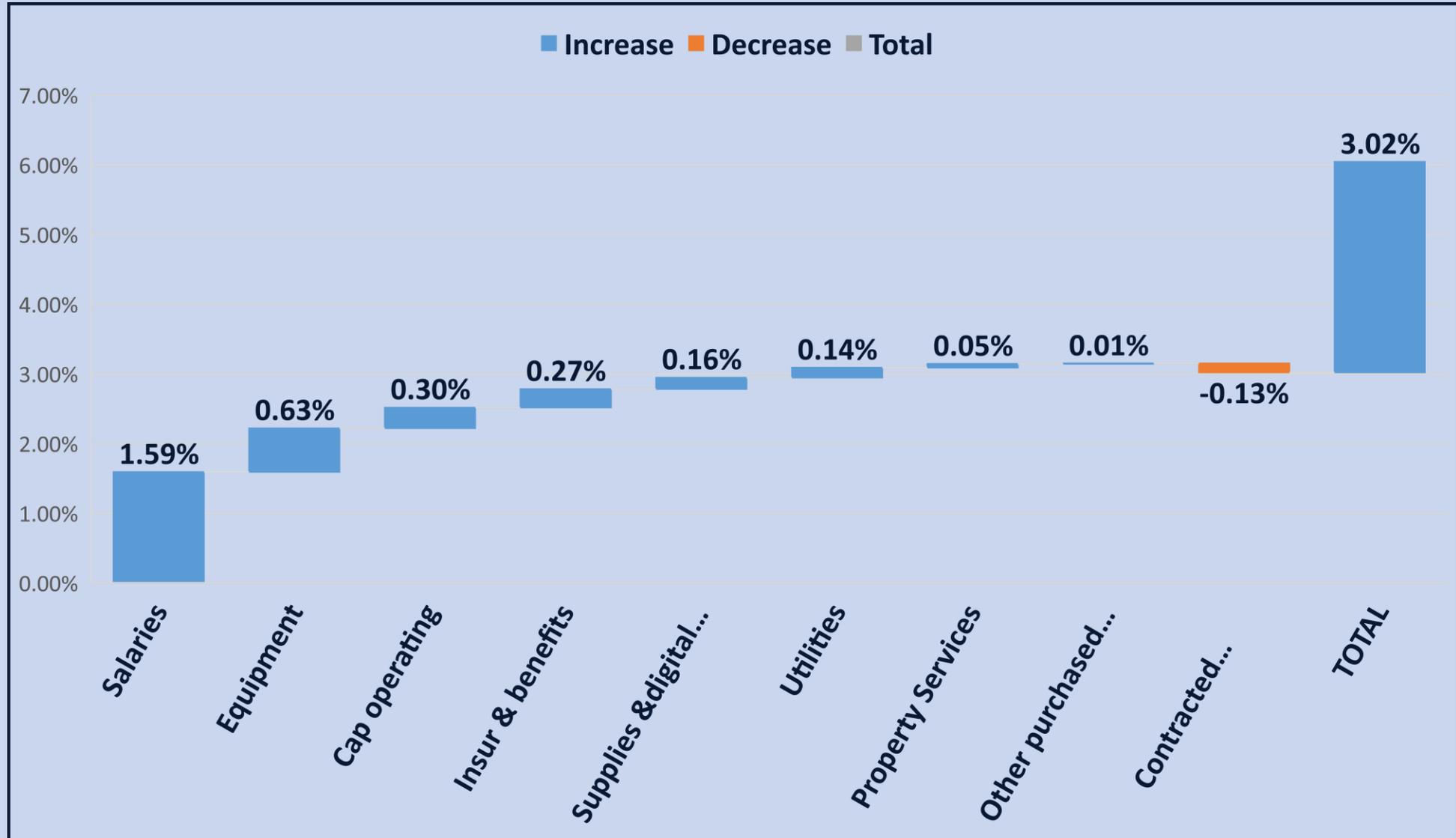


# Budget Component Detail

Category	YOY Dollar Change	Change Drivers
Salaries	\$1,347,504	Contracted Increases - WEA, UPSEU, WASA, CUSTODIANS
Liability Insurance	\$15,642	Based on 5% increase
EE Benefits	\$209,684	Medical based on 5% increase
Supplies & Digital Resources	\$139,922	Main increase is from Digital Resources
Equipment	\$532,571	Technology items no longer covered under a lease; Chromebooks; Laptops; Science Equipment; Furniture for both staff & students; Music instruments; Athletics; Facilities; HVAC Automation; Lightboard for Little Theatre
Other Purchased Services	\$4,818	Out of District Tuition; Transportation for Athletic Events & Field Trips
Contracted Services	-\$108,179	Document Digitization; Transportation In and Out of District; Maintaining various contracts throughout the District
Property Services	\$45,839	Rental fees for Genesis & Athletics (Hockey, Swimming & Ski) Building Maintenance, Repairs & Renovations
Utilities	\$120,846	Electric, Gas



# 3.02% Total Budget Increase – Component Building Blocks





# Year-to-year staffing

		District Staffing Totals by Category								
	Admins	Teachers	Other Cert	Coaches	Intervention	OT/PT	Paras	Office	Custodians	TOTAL
<b>2017-18</b>	<b>21.61</b>	<b>292.34</b>	<b>51.25</b>	<b>11</b>	<b>14.3</b>	<b>7.6</b>	<b>94.9</b>	<b>44.65</b>	<b>38</b>	<b>575.67</b>
<b>2018-19</b>	<b>22.11</b>	<b>294.14</b>	<b>51.05</b>	<b>11</b>	<b>13.5</b>	<b>7.1</b>	<b>89.5</b>	<b>40.3</b>	<b>40</b>	<b>568.65</b>
<b>2019-20</b>	<b>23.11</b>	<b>290.43</b>	<b>52.25</b>	<b>11</b>	<b>15.1</b>	<b>7</b>	<b>87.7</b>	<b>40.8</b>	<b>40</b>	<b>567.39</b>
<b>2020-21</b>	<b>23.11</b>	<b>296.28</b>	<b>52.55</b>	<b>11</b>	<b>15.15</b>	<b>7</b>	<b>86.5</b>	<b>40.3</b>	<b>40</b>	<b>571.89</b>
<b>2021-22</b>	<b>23.11</b>	<b>295.48</b>	<b>52.75</b>	<b>10.5</b>	<b>15.15</b>	<b>7</b>	<b>87.5</b>	<b>38.8</b>	<b>40</b>	<b>570.29</b>
<b>2022-23</b>	<b>23.11</b>	<b>295.08</b>	<b>53.55</b>	<b>10.5</b>	<b>15.45</b>	<b>7</b>	<b>91.8</b>	<b>39.3</b>	<b>40</b>	<b>575.74</b>
	<b>YR to YR</b>	<b>-0.4</b>	<b>0.8</b>	<b>0</b>	<b>0.3</b>	<b>0</b>	<b>4.25</b>	<b>0.5</b>	<b>0</b>	<b>5.45</b>
<b>Other Cert - Guidance, Psych, SW, LLC, Speech</b>										

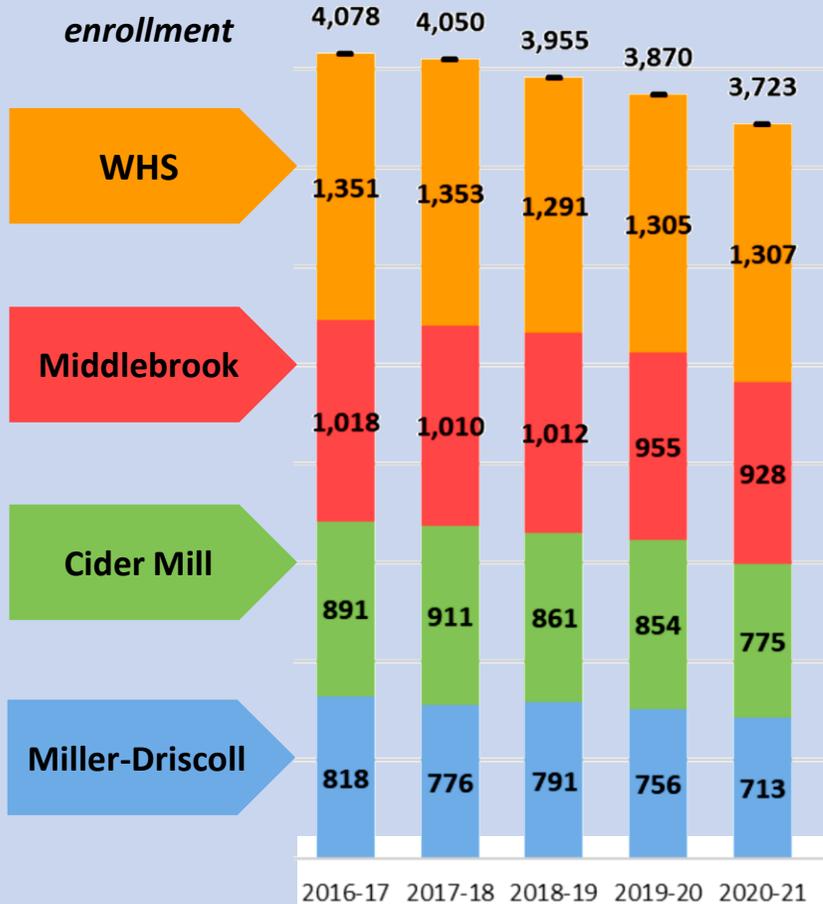


# Enrollment



Enrollment projections December 2021

*\*Total district enrollment*



	October 2021	Projected* 2022-23	Difference	
12	273	331	+58	-10
11	327	306	-21	
10	317	292	-25	
9	300	278	-22	-12
8	289	321	+32	
7	322	288	-34	-17
6	285	275	-10	
5	272	254	-18	
4	250	274	+24	+31
3	262	239	-23	
2	230	276	+46	+31
1	265	270	+5	
K	255	227	-28	

Projected K-12  
**3631**

Community Steps, Outplaced, Pre-K  
**95**

**3726**



# What about Per Pupil Expenditures?

	2021-22	2022-23	Change
<b>Miller-Driscoll</b>			
<b>Enroll</b>	770	831	+61 students
<b>Staff</b>	89.41	90.41	+1.0
<b>PPE</b>	\$13,876	\$13,193	-\$683
<b>Budget</b>	\$10,684,4134	\$10,963,182	+\$278,786
<b>Cider Mill</b>			
<b>Enroll</b>	804	767	-37 students
<b>Staff</b>	83.15	81.35	-2.0
<b>PPE</b>	\$13,180	\$13,941	+\$661
<b>Budget</b>	\$10,596,887	\$10,692,871	+\$95,984

**PER PUPIL EXPENDITURE**



metric to look at costs adjusted for enrollment; look at site, category, or total district; compare across districts

**CAVEAT**



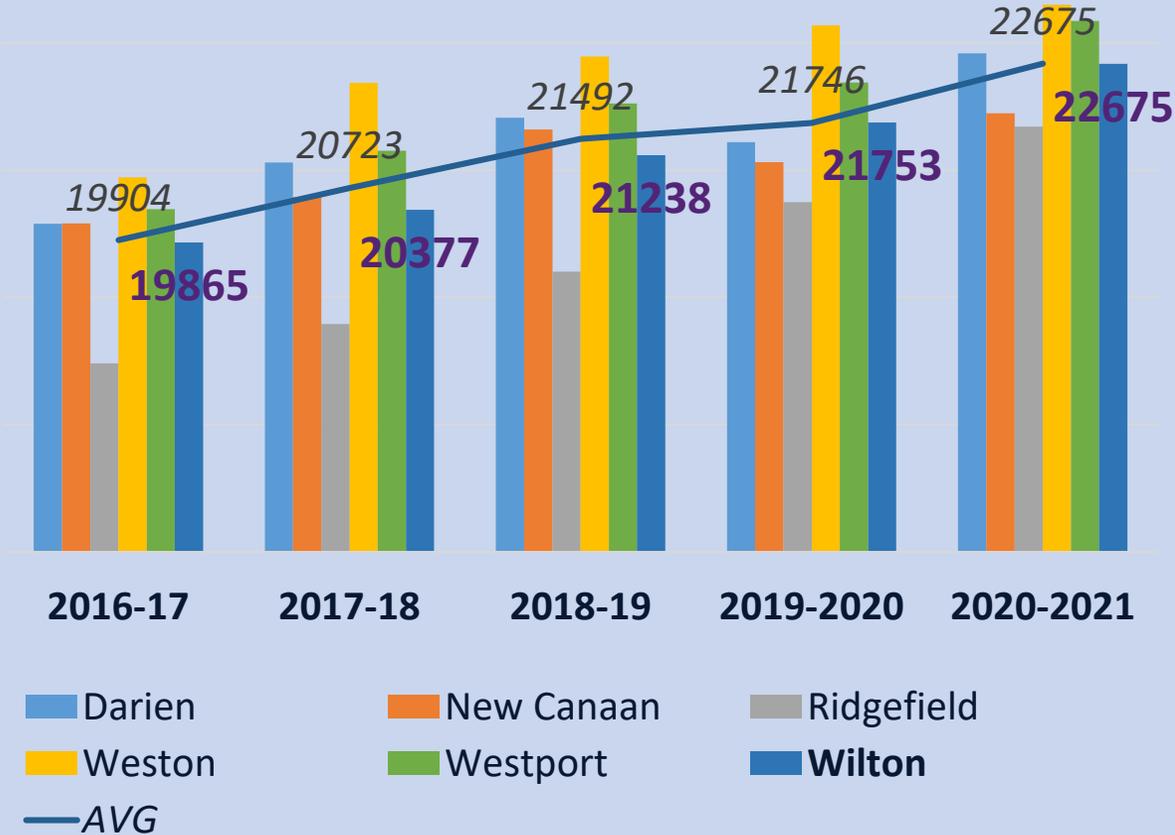
year to year enrollment changes

- If enrollment declines incrementally and across grade levels, district per pupil expenditures typically still increase if programs, infrastructure, service levels stay the same or improve
- Staff positions – vary in sensitivity to enrollment
- For example, K-5 classroom teacher positions: reducing one teacher requires enrollment decline of 18 – 24 students in a single grade level
- Other staff positions – less sensitive to enrollment, based on larger ratios and/or position responsibility
- Contractual salary costs – rise every year
- Health insurance costs – rise every year
- Infrastructure costs – rise every year – facility maintenance, utilities, technology infrastructure

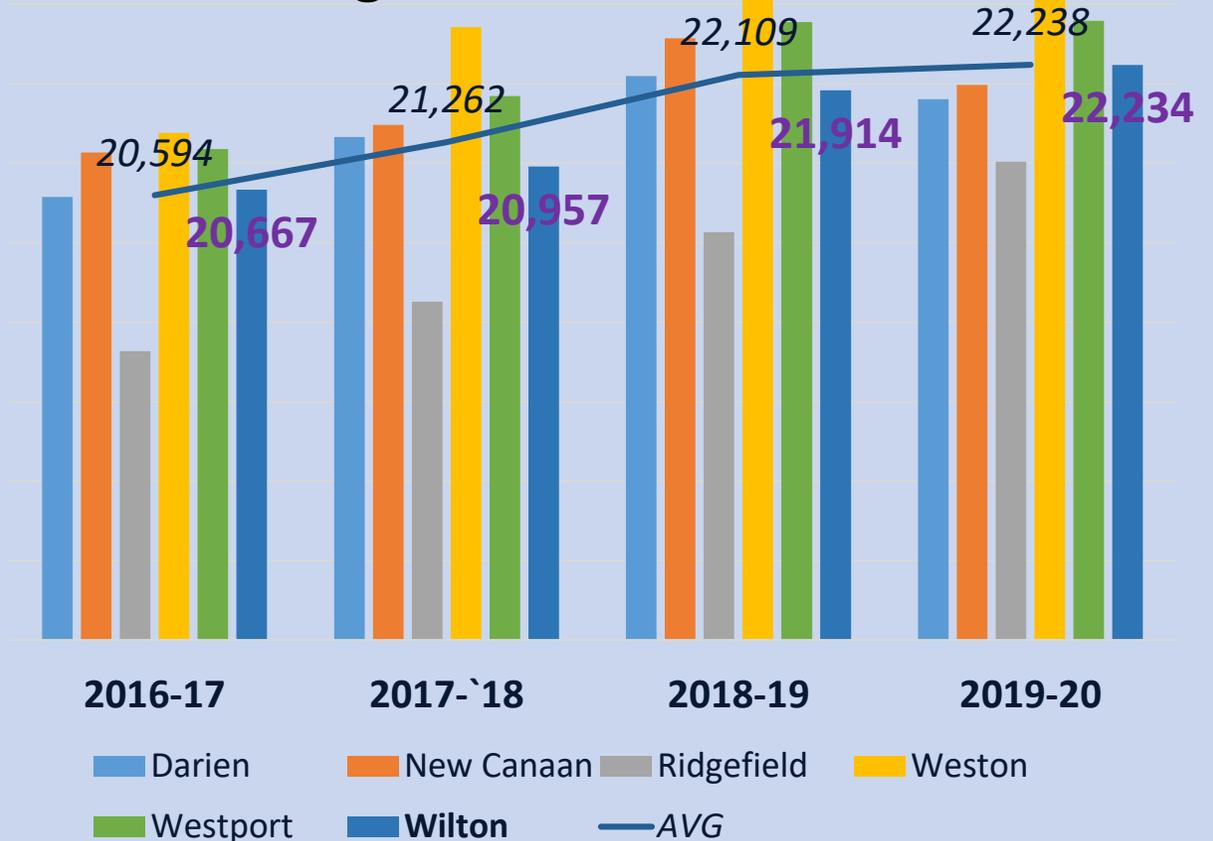


# Per Pupil Expenditures DRG A Towns (K-12 Districts)

Source: Bureau of Grants Management



Source: EdSight





# Cost Management

## Building our Budget

- Define priorities, examine enrollment, build up from each department
- Superintendent team review
- Board of Ed review

## Deny or reduce requests- make tough choices

- K-5 teachers, intervention, paras
  - *reduce request*
- Middlebrook clerical time
  - *deny request*
- WHS increase Dean time
  - *deny request*
- Spec Services para support
  - *reduce request*

## Phase-in requests over multiple years

- Support Services - Social Worker FTE
- Document digitization
- Maintenance projects
- LLC transformations
- Tech devices
- Digital resources

## Freeze budget

- Cover the unexpected (pandemic, special ed changes, energy costs)

## Find efficiencies

- Renegotiate bus contract early to yield savings
  - *3-year bus contract extension: Average contract increase 2.5% versus 4% in prior contract*
- Share Special Services transportation with other towns
- Combine CFO and Facility Director positions with the town
  - *Shared CFO: Annual Savings of \$110k-\$120k between Town and BOE*
  - *Shared Facilities Supervisor: Annual Savings of +/- \$70K (elimination of night supervisor position)*
- New Copier Contract: Centralized and will save +/- *\$300,000* over the life of the contract
- Restructure
  - Electrician: bring in-house vs. outside contract
    - *\$35-50k savings per year for having an electrician on site.*
  - Convert additional time into flat stipends



# Cost Management

## Cost Avoidance

- Special Services Programming
  - *Genesis and Community Steps cost avoidance of \$350k-\$500k in outplacement tuition and transportation*
- Utilities
  - *Converted schools to natural gas*
  - *Installed solar panels at Middlebrook and Miller-Driscoll*
  - *Re-lamping projects*

## Recent Grants

- COVID-related grants (*ESSER I, ESSER II, ARP*)
- Children and Family Centers

## Purchasing Practices

- Purchasing Policy
- Over \$5000 = 3+ bids
- Over \$24,999 = RFP
- CREC consortium

## Technology

- Standardization of instructional computers:
  - *Removed and did not replace 750 desktop computers*
  - *Save \$850 per each teacher computer hardware setup*

## User Fees and Facility Rental

- Athletic participation
- Clubs and Activities
- Building use – rental fees

## Donations

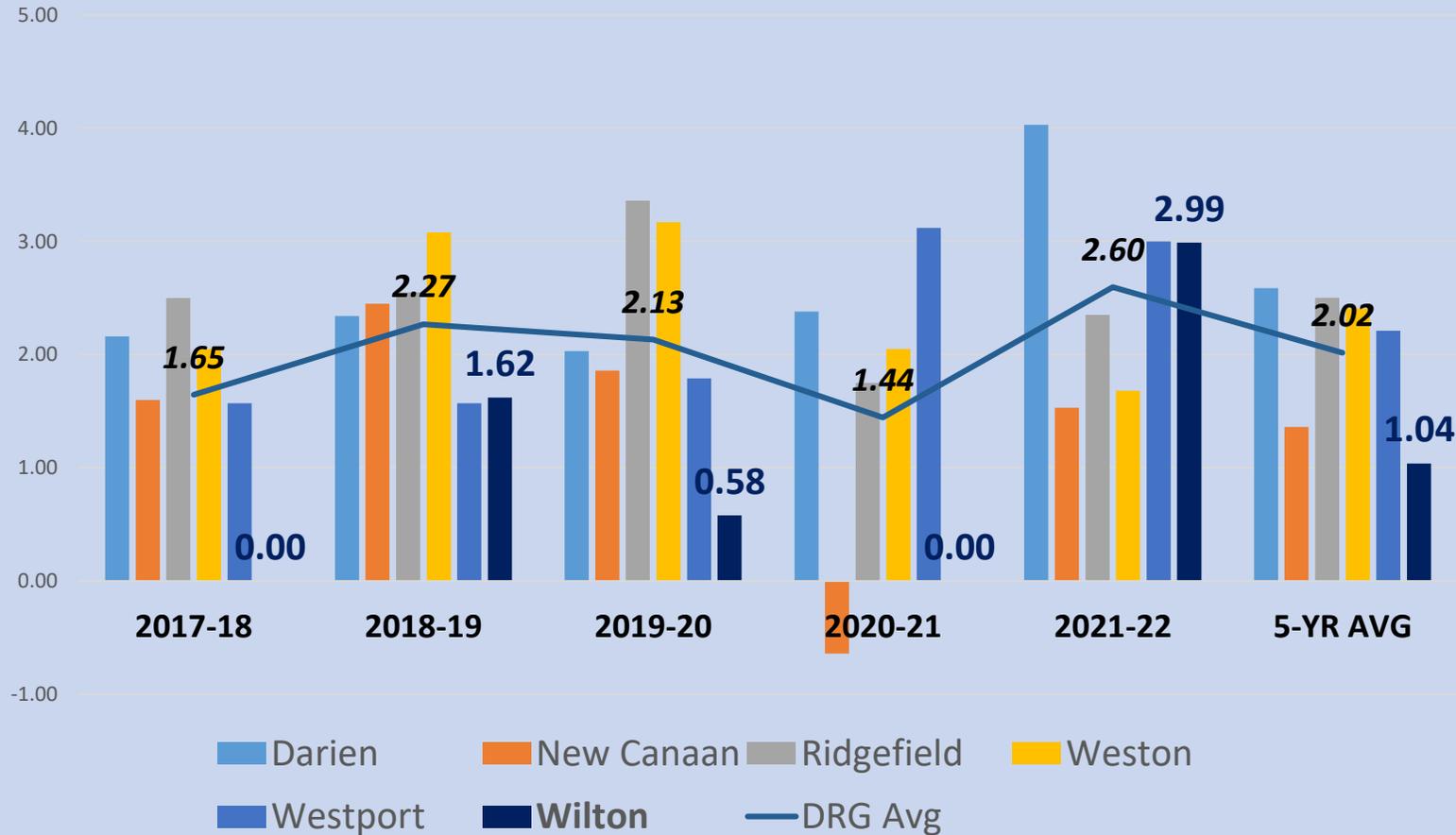
- PTAs and SEPTA
- Wilton Education Foundation
- Booster clubs
- Private donations

## Tuition

- Pre-School (for general education students)



# Budget Increases DRG A Towns (K-12 Districts)



## Proposed 2022-23

**Darien - 3.74%**

**New Canaan - 7.35%**

**Ridgefield - 4.98%**

**Weston - 3.46%**

**Westport - 3.75%**

**Wilton - 3.02%**

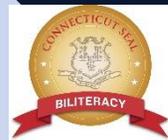


# Points of Pride

**ACT**

Composite Score  
Average 27.3  
2021  
Highest since 2014

63  
STUDENTS  
GRADUATED  
WITH THE SEAL  
OF BILITERACY



93% OF THE CLASS  
OF 2021 ATTENDING  
4-YEAR UNIVERSITIES

29 AP  
SCHOLARS ♦ 16  
AP SCHOLARS  
WITH HONOR  
♦ 35 AP  
SCHOLARS WITH  
DISTINCTION



WILTON GRADUATES  
AMONG THE TOP IN  
THE STATE IN COLLEGE  
PERSISTENCE

COLLEGE  
BOUND  
ATHLETES  
10 DIVISION I  
3 DIVISION II  
17 DIVISION III



FCIAC CLASS ACT  
SPORTSMANSHIP  
AWARD

NATIONAL PTA  
**REFLECTIONS**

NATIONAL REFLECTIONS

WINNER

MILLER-DRISCOLL STUDENT

DANIELA ESTES

VISUAL ARTS

80  
STUDENTS  
REGISTERED  
FOR UCONN  
ECE COLLEGE  
CREDIT



2022  
6 FINALIST  
13  
COMMENDED  
SCHOLARS



WHS STUDENTS  
LUCAS MANGUM AND  
FINN RYDER WINNERS  
IN THE  
JUST DRIVE PSA  
CONTEST.



Thank You!

