



# **SHERMAN BOARD OF EDUCATION**

**OPERATIONAL BUDGET  
2021-2022**

# BUDGET PROCESS OVERVIEW AND TIMELINE

November 4, 2020	Propose 2021-2022 Budget Development Timeline to Board
November 18, 2020	Initial budget prep meeting BOE Chair, Budget Chair/Vice-Chair, Director of Finance, and Superintendent
December 14, 2020	Budget Workshop # 1 Initial discussion regarding Strategic Plan, overall walkthrough, and special education
January 6, 2021	First Budget Transfers Report for 2021-2022 at Regular BOE Meeting
January 13, 2021	Budget Workshop # 2 Review of staffing and all other budget topics
January 8, 2021	ADDED Budget Workshop to discuss Board feedback regarding budget
February 17, 2021	Budget Workshop # 3 Overall budget review
February 20, 2021	Draft Budget Presentation to BOS/BOF for Feedback
February 22, 2021	Budget Workshop # 4 (If needed following feedback from BOS)
March 3, 2021	2021-2022 Recommended Draft Budget Presented at Regular BOE Meeting
March 31, 2021	Town of Sherman Public Hearing on School Budget
April 24, 2021	Formal adoption of BOE's 2021-2022 Final Recommended Budget
May 1, 2021	Town of Sherman Budget Referendum Vote

# WHAT DRIVES OUR BUDGET?

The operationalization of our vision and **strategic plan** at a reasonable cost to the taxpayer





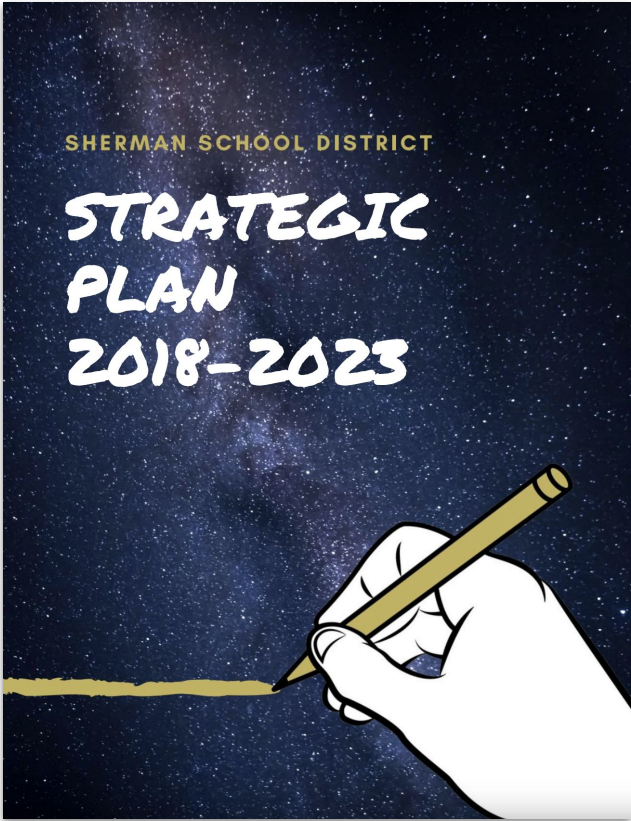
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# STRATEGIC PLAN

# OUR VISION

WE ENABLE ALL SHERMAN STUDENTS TO BECOME THE BEST POSSIBLE VERSION OF THEMSELVES. WE PROVIDE AN ENVIRONMENT WHERE OUR STUDENTS DEVELOP INTO EMPATHETIC, SELF-DIRECTED, CRITICAL THINKERS WHO DON'T GIVE UP WHEN FACED WITH CHALLENGES.





SHERMAN SCHOOL DISTRICT

# Strategic Plan

We enable all Sherman Students to become the best possible version of themselves. We provide an environment where our children develop into empathetic, self-directed, critical thinkers who don't give up when faced with challenges.

ELEMENT:  
**Instructional Core**

The instructional core is central to everything we do. Our entire district is designed to support the meaningful interaction between teacher, student, and content to develop critical thinkers who don't give up when faced with challenges.

**Goal #1** We will create and maintain curriculum that is responsive, relevant, and rigorous

**Goal #2** We will develop and implement a sustainable model of differentiation at all levels

**Goal #3** We will foster interactions between staff and students that promote engagement, nurture curiosity, and make learning fun

**Goal #4** We will develop a growth mindset among staff, and students

ELEMENT:  
**Student Enrichment**

Enrichment allows students to become the best possible version of themselves by discovering and pursuing their strengths and interests both within and outside the classroom.

**Goal #5** We will provide academic and non-academic enrichment opportunities

**Goal #6** We will broaden the extracurricular programming that is offered beyond the classroom

ELEMENT:  
**Parent Engagement**

Connection and collaboration between home and school are critical to achieving the district's vision.

**Goal #7** We will create an infrastructure that invites families to be involved in school life

**Goal #8** We will provide learning opportunities for families to support their children in school

**Goal #9** We will build effective partnerships and lasting relationships with families upon their enrollment in our district

ELEMENT:  
**Culture**

Our shared beliefs, values, and expectations drive the behaviors that will allow us to realize our vision and achieve our goals.

**Goal #10** We will embrace innovative ideas and solutions

**Goal #11** We will build relationships based on mutual trust among all members of our community

**Goal #12** We will individually and collectively contribute to a positive climate

**Goal #13** We will engage members of the Sherman community to contribute to our school district and its future



# 2021-2022 STRATEGIC PLAN: DRIVING BUDGET

SPG	ITEM	NOTES	COST
5.3 (postponed to 2021-2022)	Evaluate and refine the XP Program	May need to postpone to 2022-2023 due to modified school operation	No Impact
5.5 (postponed to 2021-2022)	Schedule time within the school day for students to receive support or enrichment	Purchasing resources for teachers to use to incorporate into their curricula	\$2,500
12.5 (postponed to 2021-2022)	Design and facilitate completion of a school climate survey		\$3,000
6.1 (postponed to 2021-2022)	Create additional clubs for students to participate in and connect with their community	After School Enrichment Coordinator stipend position	\$3,000
1.3	Create opportunities for staff, student, and parent reflection and feedback regarding curriculum and instruction		No Impact
3.6	Revisit Project-Based Learning as a possible strategy to implement		\$4,500
6.2	Evaluate and refine our sports and extracurricular program on an annual basis	May need to postpone due to modified school operation	No Impact
9.1	Host bi-annual Family Fun Night to engage families, build rapport, and foster positive relationships	May only be able to do one due to modified school operation	\$2,000
9.2	Facilitate an annual New Family Orientation	May need to postpone due to modified school operation	\$2,000
11.4	Plan and implement two all-school events (welcome back and end of year) for students and staff	May only be able to hold end of year event due to modified school operation	No Impact
12.1	Develop a program for middle school students to serve as mentors for elementary students		\$500
13.2	Invite members of the community and alumni to a Career Fair for middle school students		No Impact
13.3	Invite community members into classes as guest speakers or to lead activities		No Impact
13.4	Organize grade level field trips to volunteer in the community	May need to postpone due to modified school operation	\$1,000



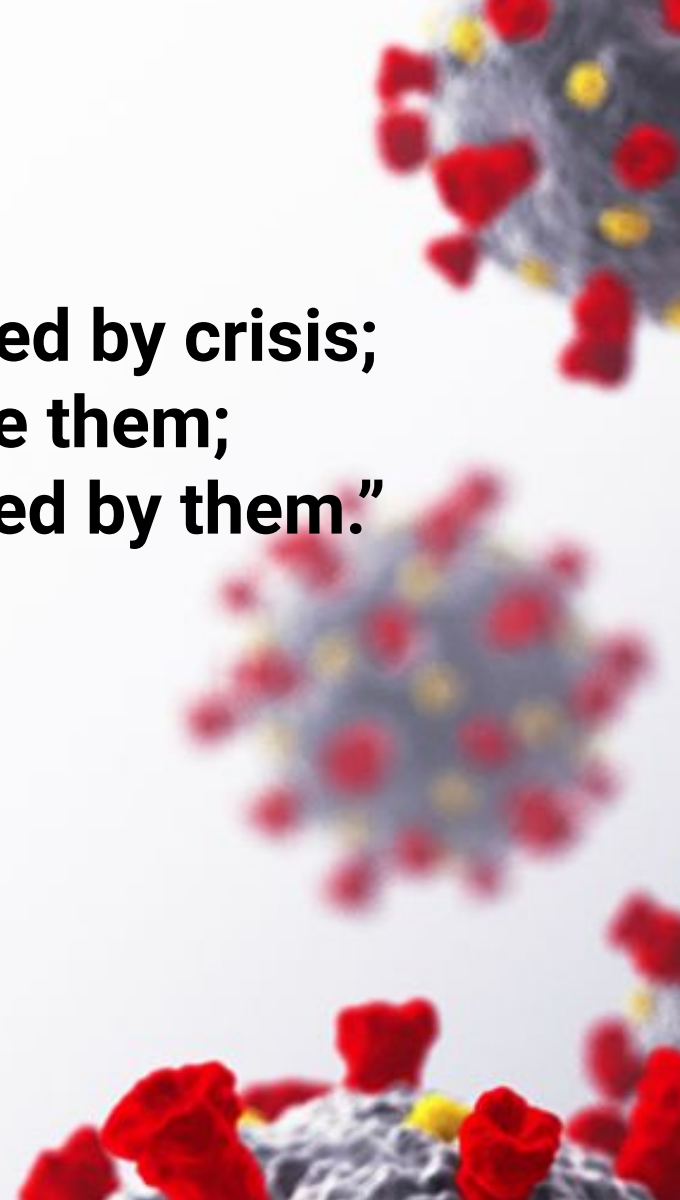
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# SHERMAN'S RESPONSE DURING A PANDEMIC



**“Bad companies are destroyed by crisis;  
Good companies survive them;  
Great companies are improved by them.”**

**Andy Grove  
Former CEO, Intel**

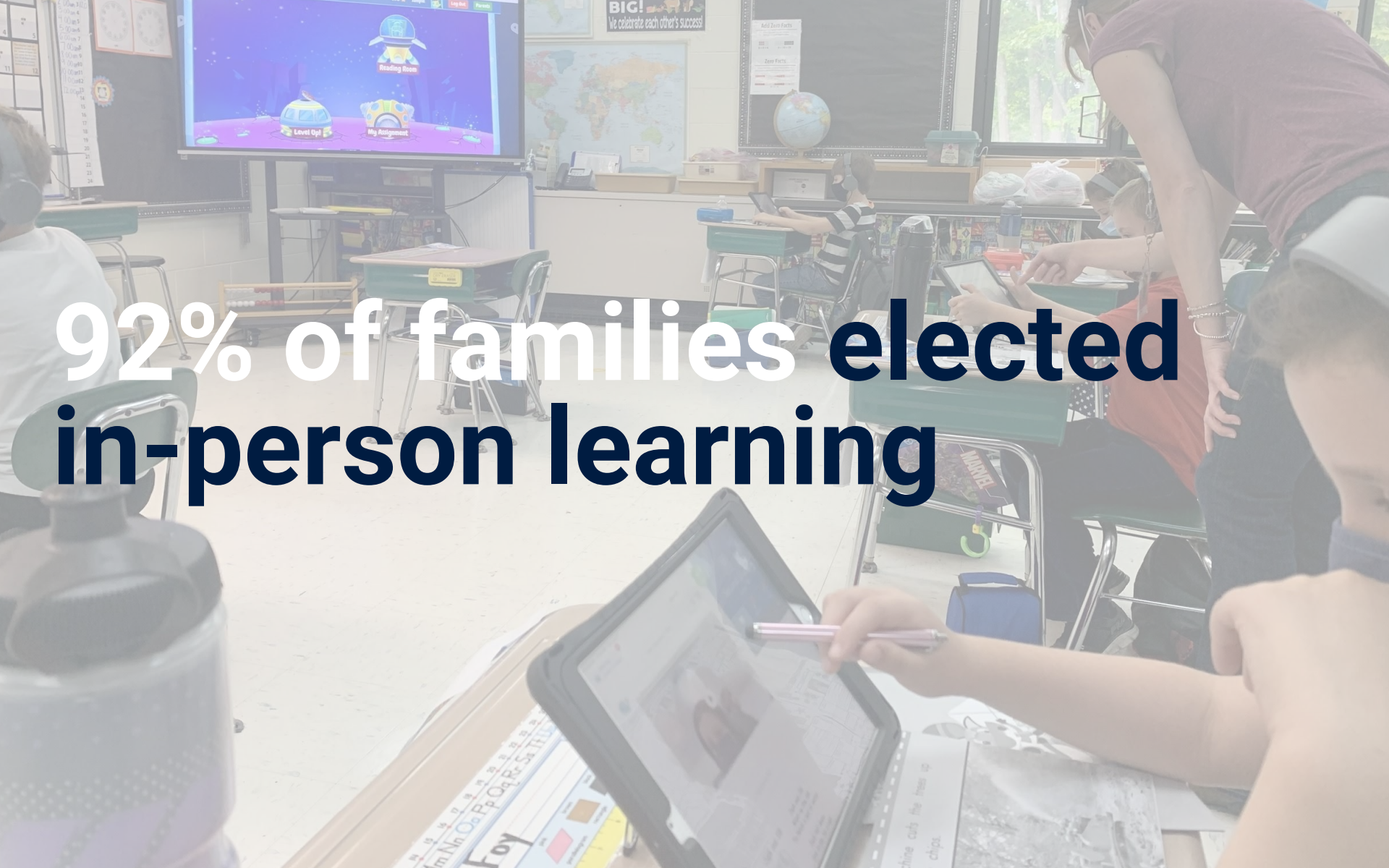


# HOW HAS SHERMAN'S RESPONSE TO COVID-19 BENEFITED OUR STUDENTS?



A photograph of a school hallway with students sitting on steps and reading books. A student in a red hoodie is seated at a desk in the background. Other students are sitting on the steps, some reading books. The hallway has a brick wall and a tiled floor.

**The Sherman School has  
committed to remaining  
fully open for in-person  
learning every day**



92% of families elected in-person learning



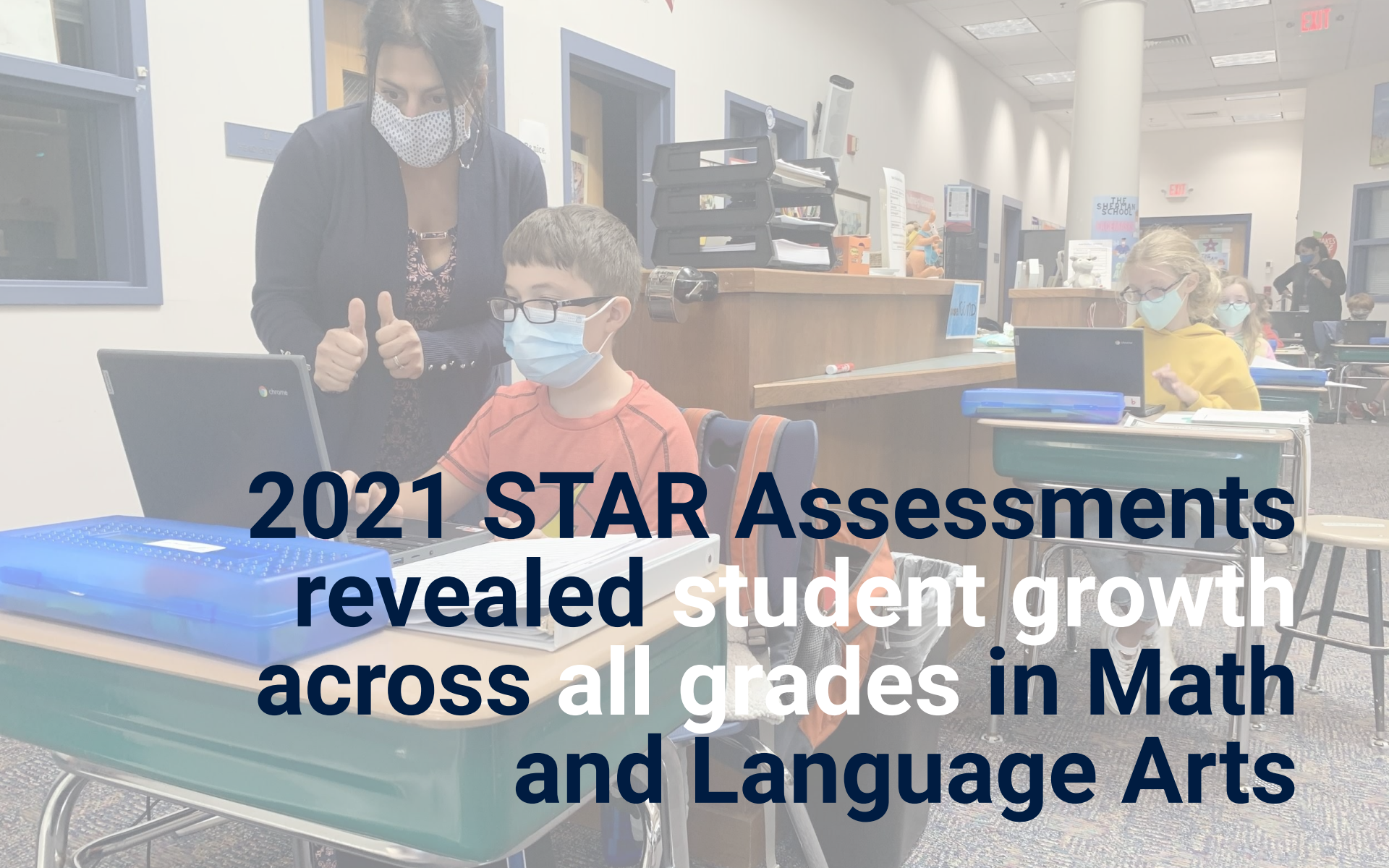
**Successful implementation  
of blended learning across  
all grades**

# Increased K-5 physical education to occur daily



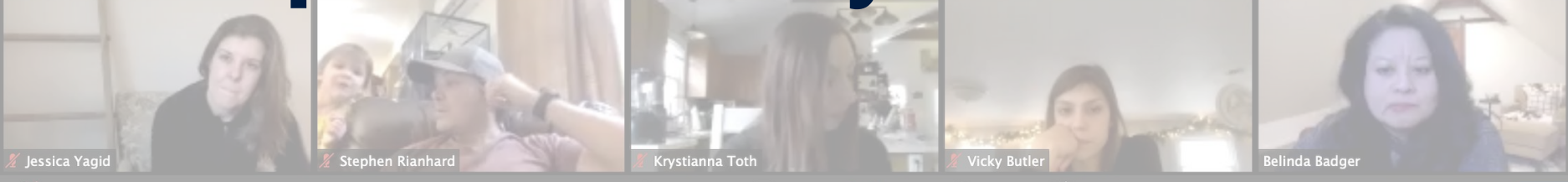
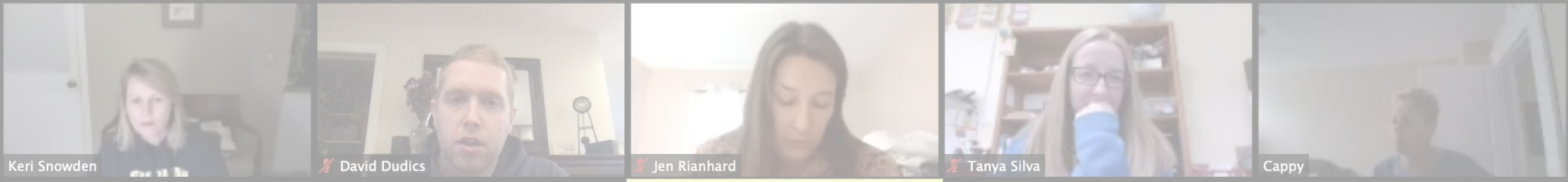


**117 students participate in band with twice as many auditions for Regionals than ever before**



**2021 STAR Assessments  
revealed student growth  
across all grades in Math  
and Language Arts**





**So far, 75% fewer teacher absences than the same time period last year**

THE SHERMAN SCHOOL DISTRICT

*Distance Learning Plan*

THE SHERMAN SCHOOL DISTRICT

*Distance Learning Plan*

THE SHERMAN SCHOOL DISTRICT

2020-2021  
SCHOOL  
REOPENING  
PLAN

THE SHERMAN SCHOOL DISTRICT

**COMING SOON!**

**2021-2022  
LEARNING  
POST-PANDEMIC**

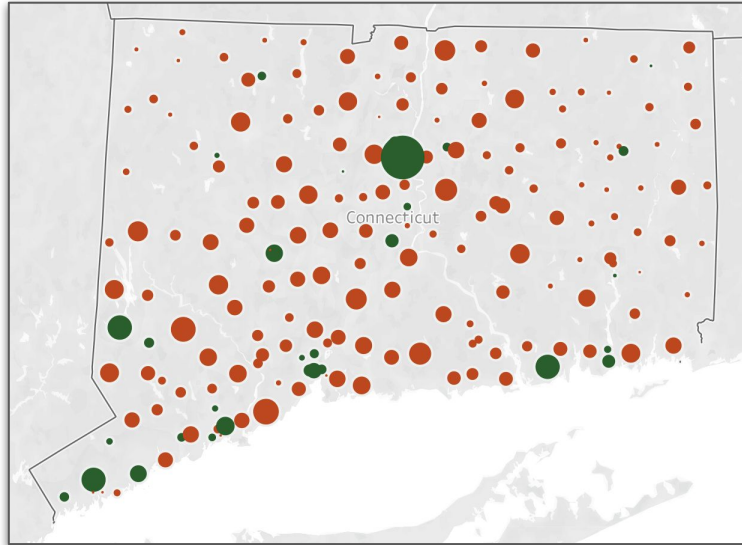
[WWW.SHERMANSCHOOL.COM](http://WWW.SHERMANSCHOOL.COM)



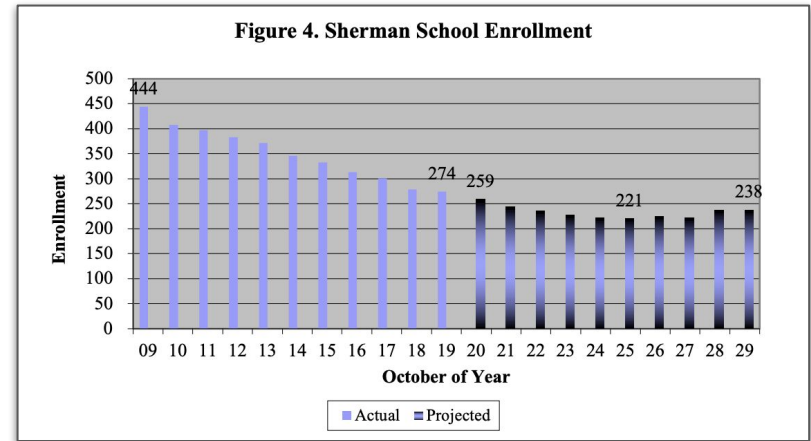
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# OVERALL BUDGET

# DECLINING ENROLLMENT STATEWIDE

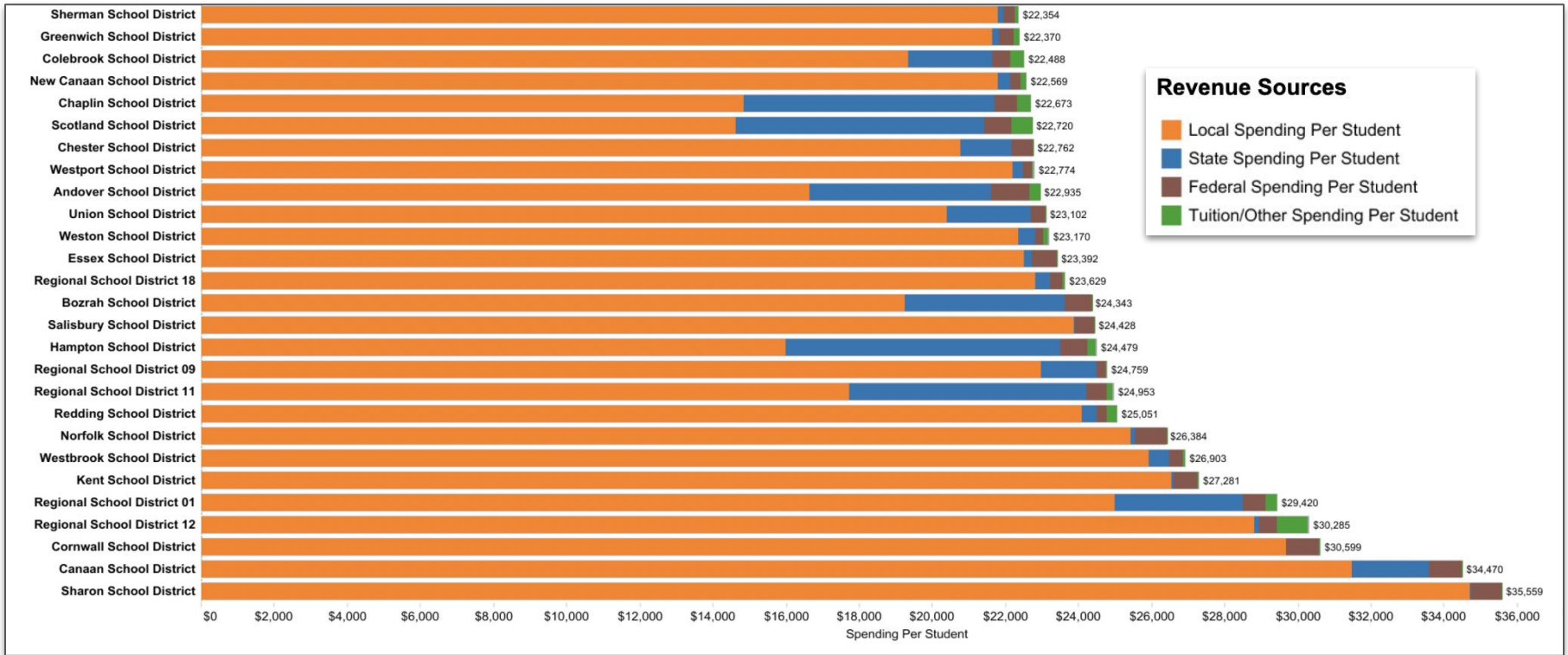


<http://edsight.ct.gov/SASPortal/main.do>



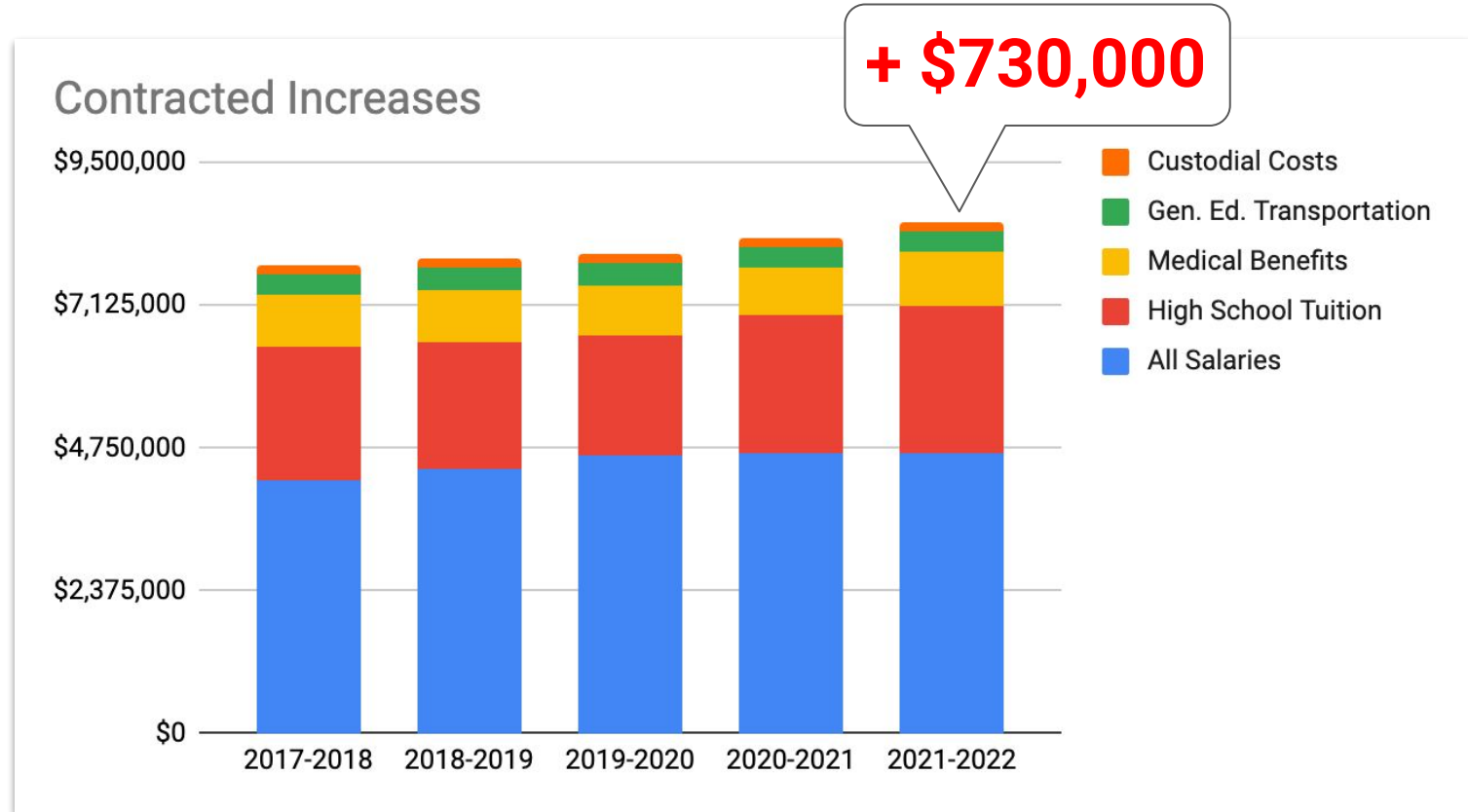
Dr. Peter Prowda Enrollment Study, 2/2021

# HIGHEST CT PER-PUPIL EXPENDITURES



Sources: Connecticut State Department of Education. (n.d.). Connecticut Public School Expenditures Report 2018-2019. Retrieved from <https://portal.ct.gov/SDE/Fiscal-Services/Connecticut-Public-School-Expenditures-Report-2018-2019>  
 Connecticut State Department of Education. (2020). EdSight: Fiscal Resources, Percentage of Revenue by Source - 2017-18. Available from <http://edsight.ct.gov/SASPortal/main.do>

# FIVE YEARS OF INCREASING CONTRACTED EXPENSES



# HISTORICAL PERSPECTIVE

2017-2018  
BOE BUDGET

**\$9,381,708**  
0% increase

2018-2019  
BOE BUDGET

**\$9,381,054**  
0% increase

2019-2020  
BOE BUDGET

**\$9,380,779**  
0% increase

2020-2021  
BOE BUDGET

**\$9,380,589**  
0% increase

# BOE / LEADERSHIP TEAM ACCOMPLISHMENTS

2017-2018	2018-2019	2019-2020	2020-2021
Developed a five-year Strategic Plan	Added full-time K-5 STEAM program and staffing	Created and modified plans to help us survive a global pandemic	Reopening Plan resulted in 65 days of consecutive in-person learning
Conducted a comprehensive facility study	Added full-time Armed Safety Officers	Recommended a conceptual design to enhance our school	Organized and executed a smooth transition to Remote Learning
Added full-time Director of Curriculum and Director of Special Education	Provided funding for 4th-Grade Trip to Washington, DC	Conducted instructional time analysis	Implemented a blended learning instructional model
Increased counselor to full-time	Obtained membership in Tri-State Consortium	Developed Strategic Planning and Professional Development Catalog	Facilitated design and plan to replace playground
Expanded band program and staffing to full-time	Developed a Curriculum Review Plan	Added Math Interventionist position	Revised curriculum based on prioritized standards
Enhanced Master Schedule and Exploration Period (XP)	Created a Steering Committee to improve culture and advance goals	Created Innovation Fund	Expanded online resources
Updated school website and created brand identity	Provided all necessary school-supplies for students	Increased Psychologist to full-time	Implemented SEL program (Second Step)
Developed a Communication Plan	Designed an electronic newsletter and mobile app	Budgeted for Universal Preschool programming	Establishment of a COVID team structure to monitor/respond to data
Developed intramural program	Created a Policy Review Plan	Provided 1:1 devices for all students	Virtual meet the teacher, open house, parent conferences



# BUDGET SURPLUS FROM 2017-2020

2017-2018 School Year	
CATEGORY	SURPLUS
Special Education	\$200,532
Fiscal Services	\$138,830
High School Tuition	\$77,127
Excess Grants	\$56,560
Pre-Purchases	\$30,851
Maintenance	\$10,283
<b>TOTAL</b>	<b>\$514,186</b>

2018-2019 School Year	
CATEGORY	SURPLUS
Special Education	\$57,275
High School Tuition	\$53,940
Other	\$13,340
Transportation	\$12,325
Maintenance	\$7,975
<b>TOTAL</b>	<b>\$144,855</b>

2019-2020 School Year	
CATEGORY	SURPLUS
COVID	\$259,307
Special Education	\$153,305
High School Tuition	\$82,214
Staffing	\$16,570
Other	\$15,000
<b>TOTAL</b>	<b>\$526,396</b>

Over \$1.7 million of unspent funds returned to the town over the course of the past five years

2021-2022  
BOARD OF EDUCATION  
*Proposed Budget*

**\$9,380,165**

0% Increase



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# SHERMAN ENROLLMENT IN A COVID-19 ENVIRONMENT

# 2021-2022 STUDENT ENROLLMENT DETAILS

	Prowda Projections	Primary Residents Enrolled	Secondary Residents Enrolled	Anticipated Returning Homeschool	Sub Total (2/10/21)	Teacher's Children Enrolled	Grand Total (2/10/21)	Sections Needed
Preschool 3s	21	10	0	0	10	0	10	2
Preschool 4s		5	2	1	8	0	8	
Kindergarten	15	15	2	1	18	0	18	2
Grade 1	24	19	5	3	27	0	27	2
Grade 2	12	8	2	1	11	3	14	1
Grade 3	26	23	1	3	27	2	29	2
Grade 4	20	15	3	1	19 +	1	20 +	2
Grade 5	30	24	2	2	28 +	2	30 +	2
Grade 6	30	25	3	2	30	2	32	7
Grade 7	38	37	2	0	39	1	40	
Grade 8	29	29	2	2	33	1	34	
<b>TOTAL</b>	<b>245</b>	<b>210</b>	<b>24</b>	<b>16</b>	<b>250 +</b>	<b>12</b>	<b>262 +</b>	<b>NA</b>

# FACULTY CHILDREN ATTENDING SHERMAN

	ANTICIPATED 2021-2022		
	Number of Faculty Children	Staffing Needs <u>WITH</u> Faculty Children	Staffing Needs <u>WITHOUT</u> Faculty Children
Preschool	-	1	1
Kindergarten	-	1	1
Grade 1	-	2	2
Grade 2	3	1	1
Grade 3	2	2	2
Grade 4	1	2	2
Grade 5	2	2	2
Grade 6	2	7	7
Grade 7	1		
Grade 8	1		
<b>TOTAL</b>	<b>12</b>	<b>18</b>	<b>18</b>

1. We believe that allowing our faculty's children to attend The Sherman School has significantly improved our ability to remain open for full-time Blended Learning
2. Based on the distribution of the students across grade levels, we do not anticipate class size or other financial burdens
3. The recommendation for zero-cost tuition for faculty would be for the 2021-2022 school year only, due to COVID-19



**MAINTAINING  
STAFFING LEVELS  
IN 2021-2022  
FOR COVID-19**

Scenario "A"  
*Small classes needed to maintain  
social distance*

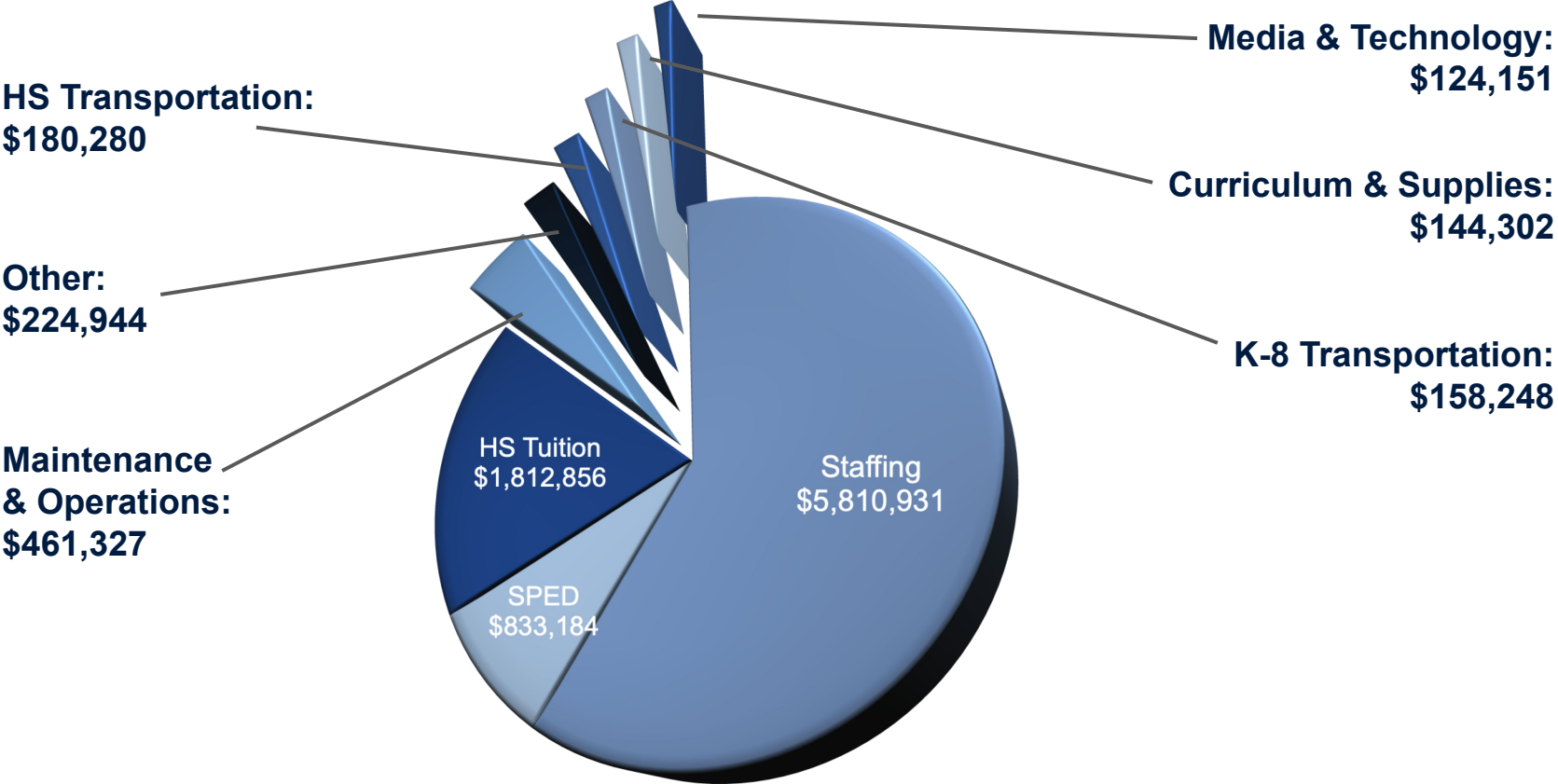
Scenario "B"  
*Staff available to  
provide academic support  
and enrichment*

# ALL STAFF HEADCOUNT (2019-2022)

	2019-2020 Budget	2020-2021 Budget	Proposed 2021-2022 Budget	Net Change	Change Details
Administration	4	4	4	-	
PS Teachers	2	2	1 (+1 PT)	-.25	Preschool
K-5 Teachers	10	10	11	+1	Kindergarten
MS Teachers	7	7	7	-	
Special Area Teachers	6 (+ 1 PT)	6 (+ 1 PT)	6 (+1 PT)	-	
Specialists	11	11	10	-1	K-5 Interventionist
Paraprofessionals	19 PT	15 PT	13 PT	-2	Paraprofessionals
Affiliated Support	3	3	3	-	
Non-Affiliated	4 (+4 PT)	4 (+4 PT)	4 (+4 PT)	-	
<b>TOTAL</b>	<b>71</b>	<b>67</b>	<b>65</b>	<b>-2.25</b>	

*Note: two specialists (STEAM and K-5 Interventionist) were reassigned to serve as classroom teachers in 2020-2021 to reduce cohort size*

# TOTAL BUDGET: \$9,380,165

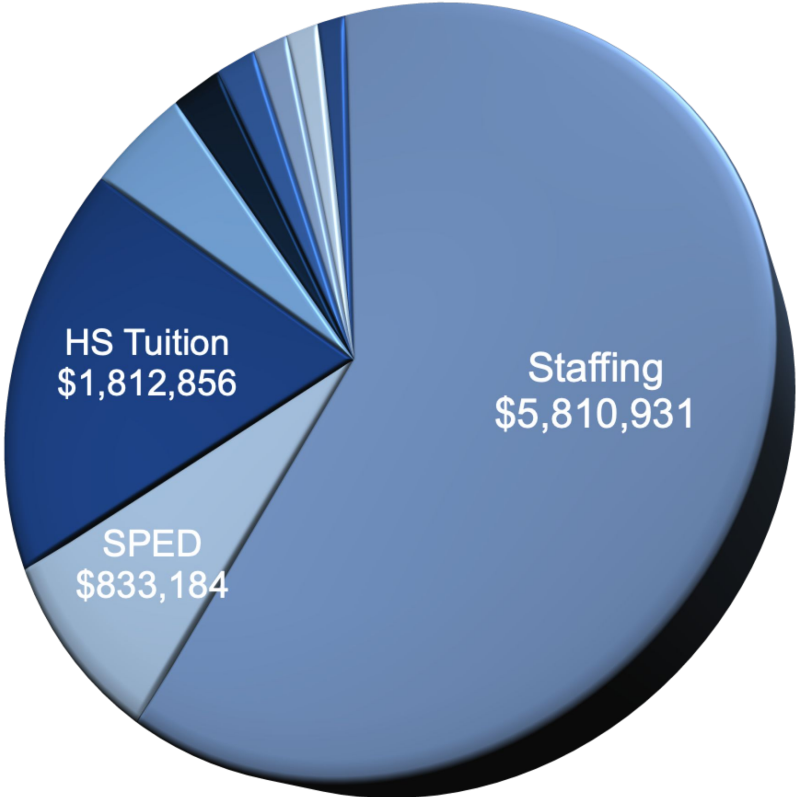




Staffing  
HS Tuition  
Special Education

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**88% of Total Budget**



# STAFFING: 60% of Total Budget

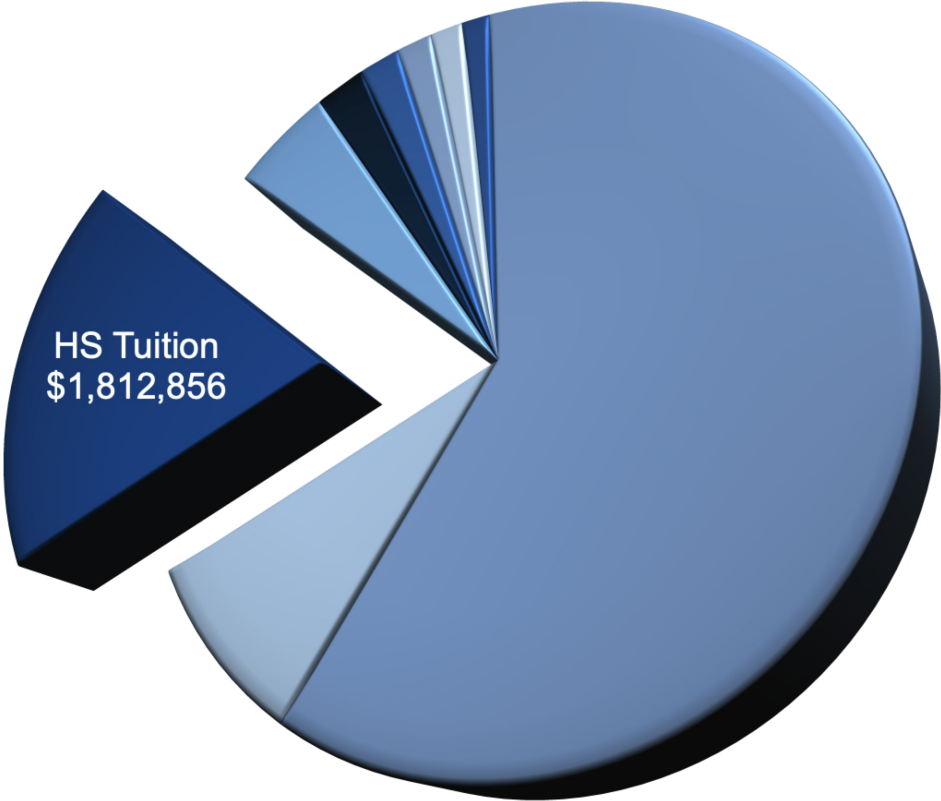


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# HIGH SCHOOL TUITION: 19% of Total Budget



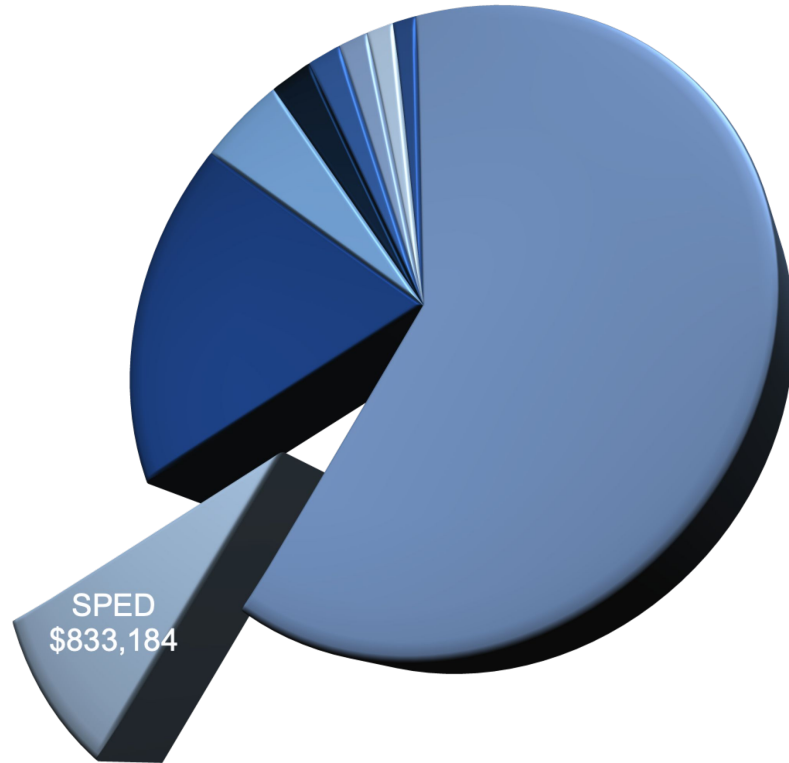
# HIGH SCHOOL ENROLLMENT FOR 2021-2022

	NM	NF	SHEP	AG	HAT	Private	TOTAL
9th	14	5	10	3	0	5	37
10th	19	8	7	2	4	-	40
11th	11	6	5	3	1	-	26
12th	20	13	6	0	0	-	39
TOTAL	64	32	28	8	5	5	142

New Milford Tuition = \$13,889  
New Fairfield Tuition = \$14,870  
Shepaug (R12) Tuition = ~\$13,956

AgriScience (R12) Tuition = \$7,169  
Abbott Tech Tuition = \$0  
Private School Tuition = \$0

# SPECIAL EDUCATION: 9% of Total Budget



# SPECIAL EDUCATION COSTS

SPED HIGH SCHOOL TUITION NON PUBLIC	<b>\$459,252</b>	SPED HS TRANSPORTATION NON PUBLIC	<b>\$4,872</b>
BCBA SALARY	<b>\$80,000</b>	SPED SUPPLIES	<b>\$4,700</b>
SPED PUBLIC HIGH SCHOOL	<b>\$62,897</b>	SPED STAFF DEVELOPMENT	<b>\$4,500</b>
SPED POST SECONDARY TUITION	<b>\$40,880</b>	IEP TUTORS	<b>\$3,000</b>
SPED HS TRANSPORTATION NON PUBLIC	<b>\$30,900</b>	HIGH SCHOOL HOMEBOUND	<b>\$3,000</b>
SPED CONTRACTED SERVICES	<b>\$28,000</b>	HOMEBOUND INSTRUCTION	<b>\$2,500</b>
SPED SUMMER	<b>\$19,500</b>	SPED TESTS & TESTING SUPPLIES	<b>\$1,500</b>
PHYSICAL THERAPY SERVICES	<b>\$17,425</b>	SPED EQUIPMENT	<b>\$850</b>
SPED ELEMENTARY TRANSPORTATION	<b>\$12,612</b>	SPED CURRICULUM MATERIALS	<b>\$750</b>
SPED SUBSTITUTES	<b>\$12,000</b>	PPT HS EQUIPMENT	<b>\$600</b>
SPED LEGAL SERVICES	<b>\$10,000</b>	SPED TRAVEL	<b>\$500</b>
IEP DATA SERVICES	<b>\$9,661</b>	SPED POSTAGE	<b>\$300</b>
SPED SERVICES PER IEP	<b>\$7,500</b>	GIFTED & TALENTED SUPPLIES	<b>\$260</b>
HIGH SCHOOL LEGAL FEES	<b>\$5,000</b>	SPED DUES & FEES	<b>\$225</b>



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**QUESTIONS?  
FEEDBACK?**





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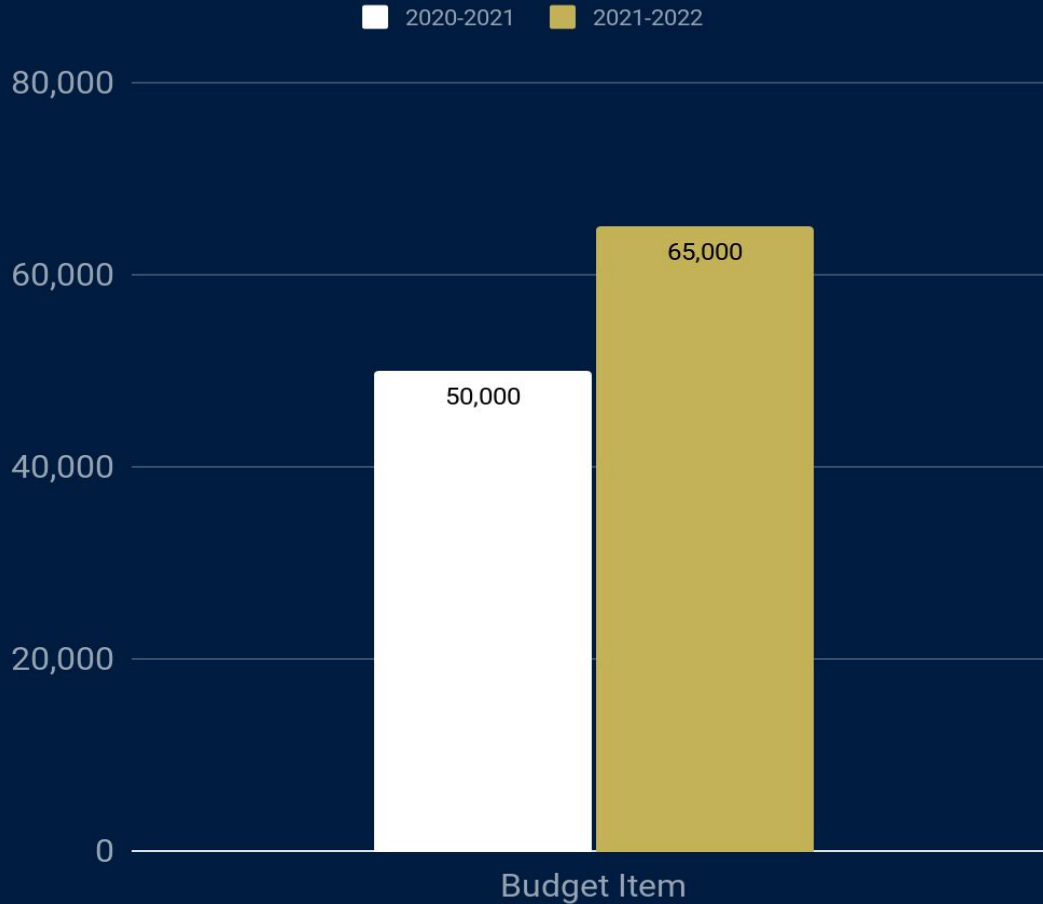
**BEGIN FULL PRESENTATION**



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# PRESENTATION FORMAT

# SAMPLE BUDGET CATEGORY



1. Narrative to explain why the cost may be increasing or decreasing



## TOWN OF SHERMAN BOARD OF EDUCATION 2021-2022 BUDGET DETAIL - DRAFT

	2018-2019 Actual	2019-2020 Actual	2020-2021 Approved	2020-2021 After Transfers	2021-2022 Proposed	\$ Diff	Change	Description	
GENERAL									
7	6,387	11,427	11,000	11,000	11,000	0	-	General school supplies, paper, graduation, meals for family events	
8	1,977	1,735	3,950	3,950	6,049	2,099	53.14%	PBIS program materials & SEL Program & DISC Profile for Faculty	
9	8,518	9,770	5,000	5,000	5,000	0	-	XP program supplies and materials	
10	0	5,794	7,000	7,000	5,000	(2,000)	-28.57%	Innovation Fund	
11	27	14,712	0	0	0	0	-	Consumable supplies for students, planners	
12	475	1,049	1,400	1,400	1,400	0	-	Membership in State and Federal education organizations	
13	6,583	1,292	7,000	7,000	5,000	(2,000)	-28.57%	Travel Reimbursement	
14	762	1,352	2,000	2,000	2,000	0	-	Mailings to staff and parents (stamps)	
15	GENERAL TOTAL	\$ 24,729	\$ 47,131	\$ 37,350	\$ 37,350	\$ 35,449	(1,901)	-5.09%	





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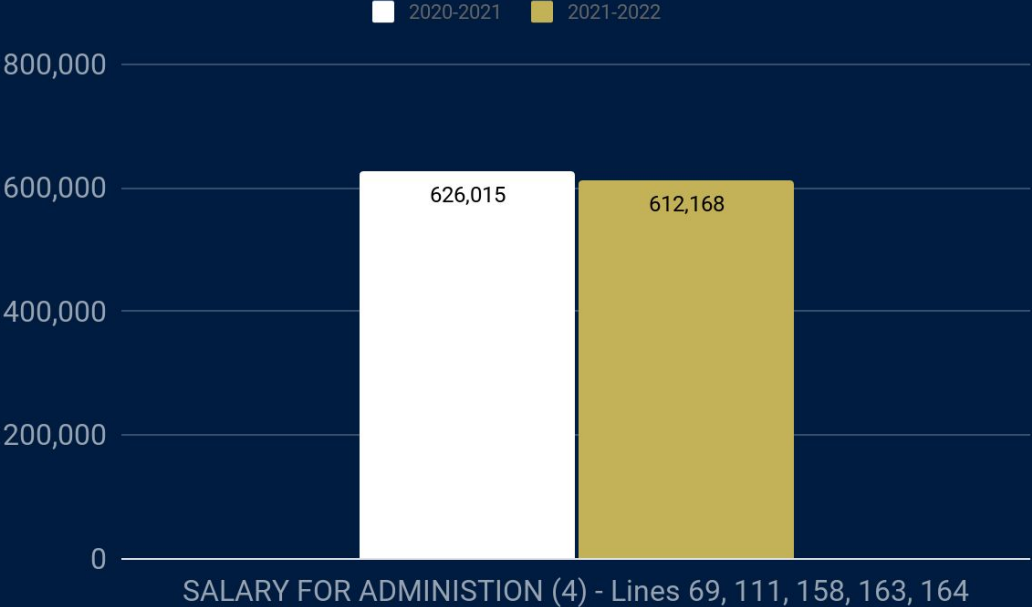
# STAFFING

# ALL STAFFING



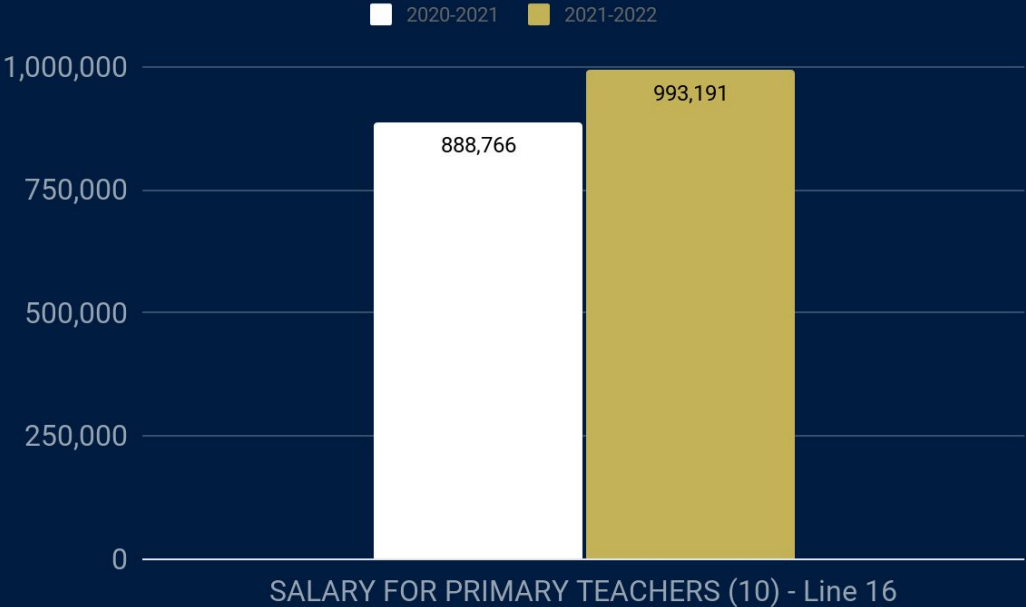
1. Includes all negotiated salaries, benefits, and insurance

# ADMINISTRATION



1. Includes salary for Superintendent-Principal, Director of Curriculum, Instruction and Innovation, Director of Special Education, and Assistant Principal

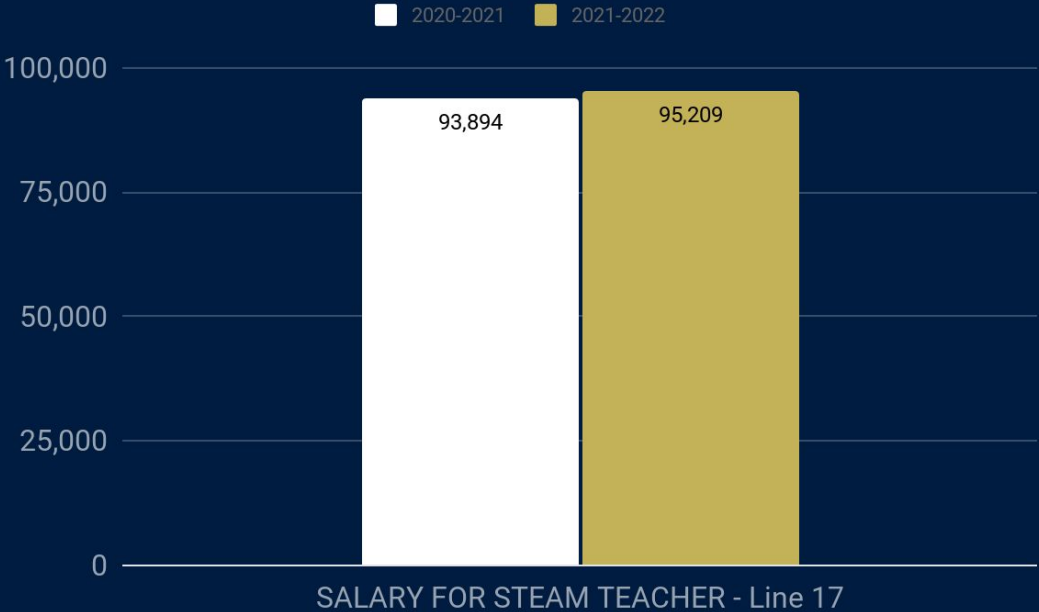
# PRIMARY SALARY TEACHERS



1. Includes contractual salary increases

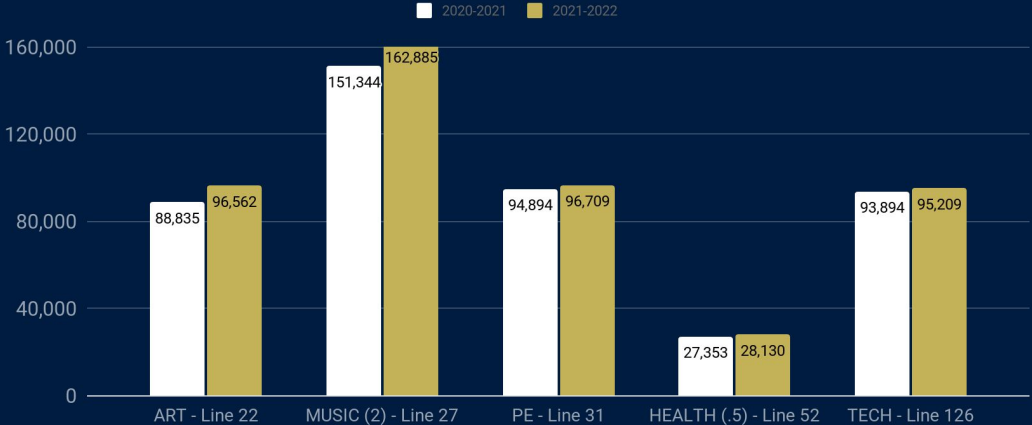


# PRIMARY STEAM TEACHER



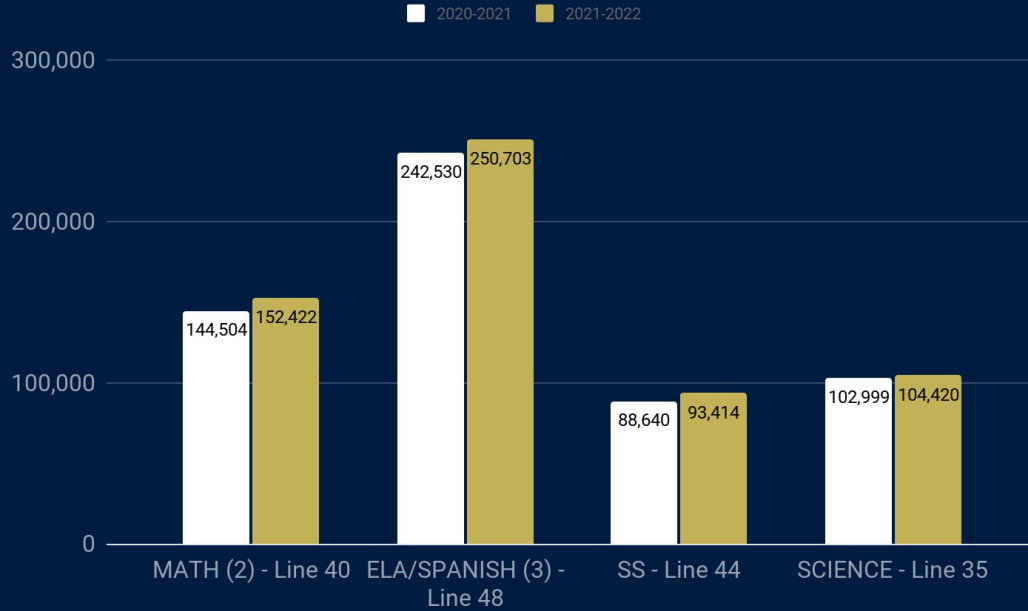
1. Salary based on contracted increase

# SPECIAL AREA TEACHERS



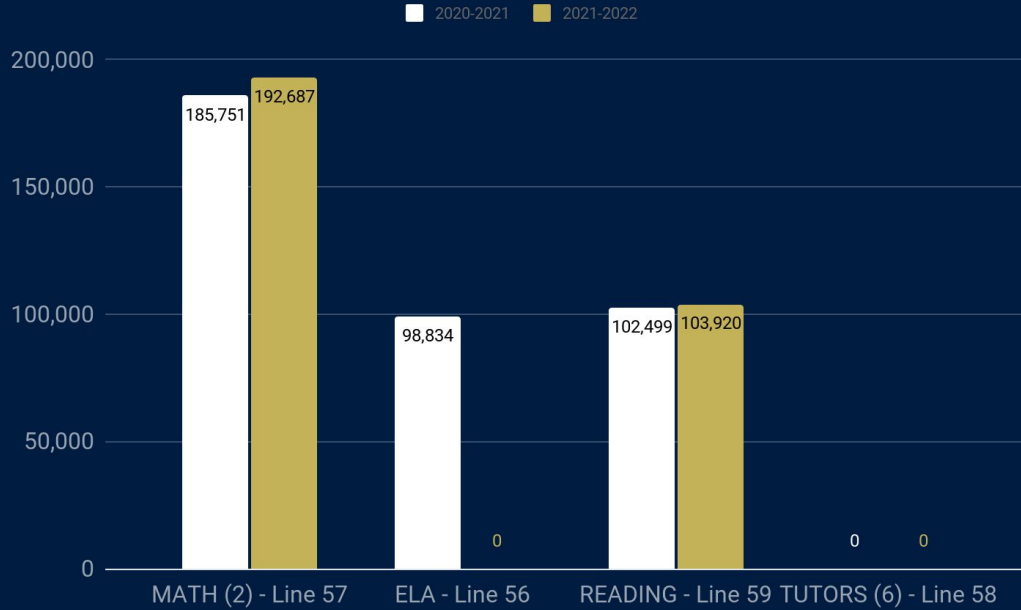
- 1. Includes all negotiated salary increases for 5.5 FTE Special Area Teachers

# MIDDLE SCHOOL TEACHERS



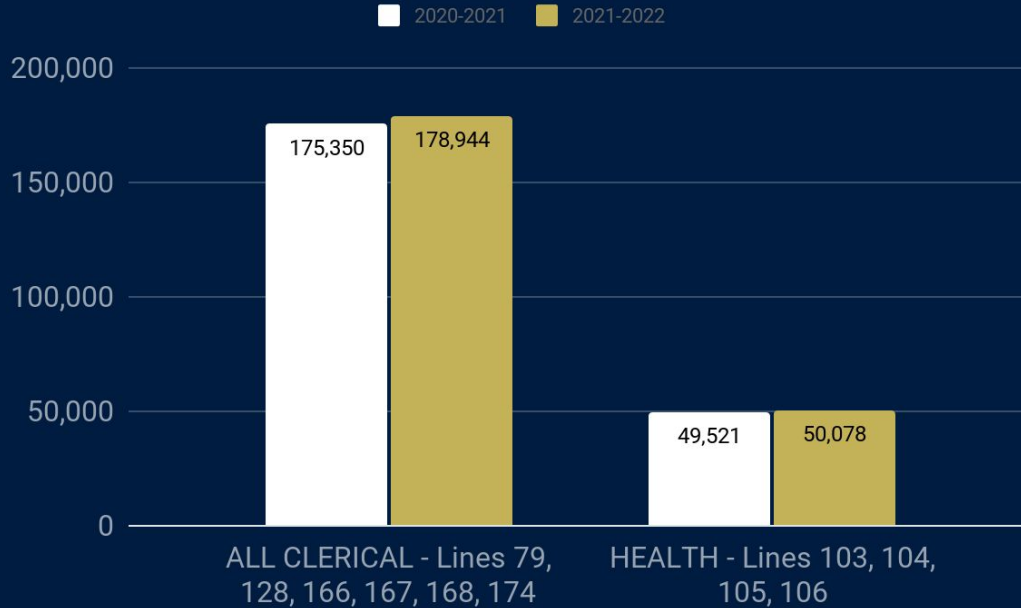
1. Includes negotiated salary increases

# ACADEMIC INTERVENTIONISTS



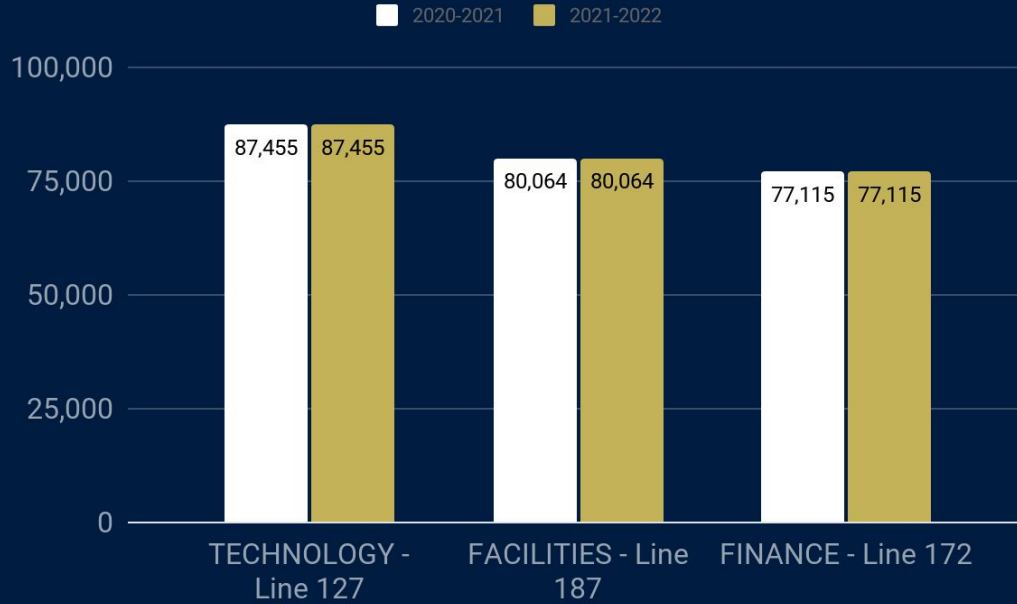
1. Includes negotiated salary increases for teachers
2. Represents reduction of K-5 reading interventionist

# CLERICAL AND HEALTH OFFICE



1. Clerical includes general and SPED secretarial and Library/Media para. Also includes increase for Business Office Assistant.
2. Health lines include contractual increase for nurse as well as substitute nurse per diem, nurse's aide and school medical advisor

# NON-AFFILIATED SALARIES



1. Salaries for Director of Technology, Facility Supervisor/Technician, and Director of Finance and Operations
2. Salary increases for 2020-2021 not yet negotiated



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# SPECIAL EDUCATION

# CONFIDENTIALITY AND COMPLEXITIES



# SPECIAL EDUCATION: 101

*"I held a PPT for a child because the parents had submitted an ED 621 form and we decided to go to testing. Once we finished, the parents explained that the district was breaking IDEA by not providing FAPE, their child was not in the LRE, and they disagreed with the recent WISC, WIAT, and GORT. They requested an IEE for a Neuro Psych at the district's expense as well as made a FERPA request due to the impact that their child's medically diagnosed GAD was having on his education; they did not agree with the placement that was offered through his IEP."*

# SPECIAL EDUCATION: 101

*"I held a **PPT** for a child because the parents had submitted an **ED 621 form** and we decided to go to testing. Once we finished, the parents explained that the district was breaking **IDEA** by not providing **FAPE**, their child was not in the **LRE**, and they disagreed with the recent **WISC, WIAT, and GORT**. They requested an **IEE** for a **Neuro Psych** at the district's expense as well as made a **FERPA** request due to the impact that their child's medically diagnosed **GAD** was having on his education; they did not agree with the placement that was offered through his **IEP**."*

# KEY ACRONYMS IN SPECIAL EDUCATION

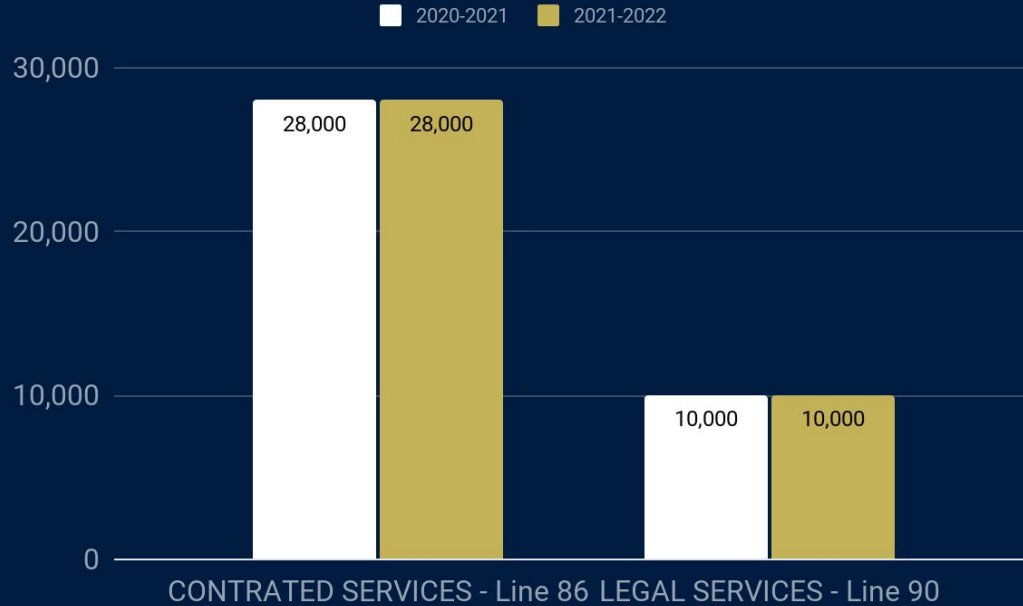
<b>IDEA</b>	<b>Individuals with Disabilities Education Act</b>	<b>FERPA</b>	<b>Family Educational Rights and Privacy Act</b>
<b>FAPE</b>	<b>Free and Appropriate Public Education</b>	<b>ED 621</b>	<b>Form used when a teacher or parent believes there is a suspected disability</b>
<b>LRE</b>	<b>Least Restrictive Environment</b>	<b>WIAT</b>	<b>Wechsler Independent Achievement Test (Core Academics)</b>
<b>PPT</b>	<b>Planning and Placement Team</b>	<b>WISC</b>	<b>Wechsler Intelligence Scale for Children</b>
<b>IEP</b>	<b>Individualized Education Program</b>	<b>GORT</b>	<b>Gray Oral Reading Test</b>
<b>IEE</b>	<b>Independent Educational Evaluation</b>	<b>GAD</b>	<b>Generalized Anxiety Disorder</b>

# TUTORS, STAFF DEVELOPMENT, AND IEP DIRECT



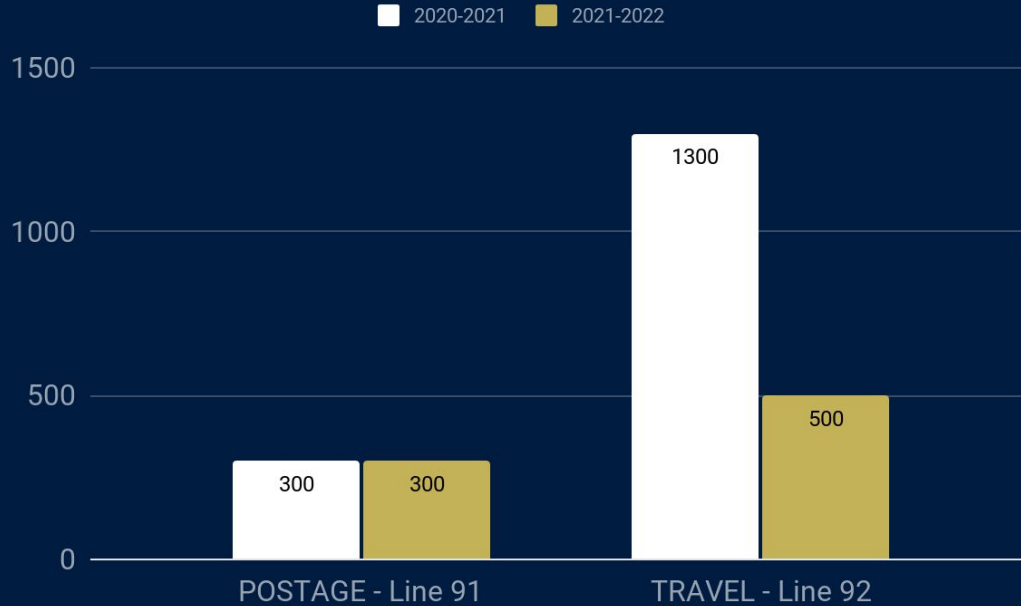
1. IEP Tutors are tutors that are recommended by the PPT
2. Professional development for SPED staff
3. IEP Direct increase reflects projected increase in program cost

# PS-8 CONTRACTED AND LEGAL SERVICES



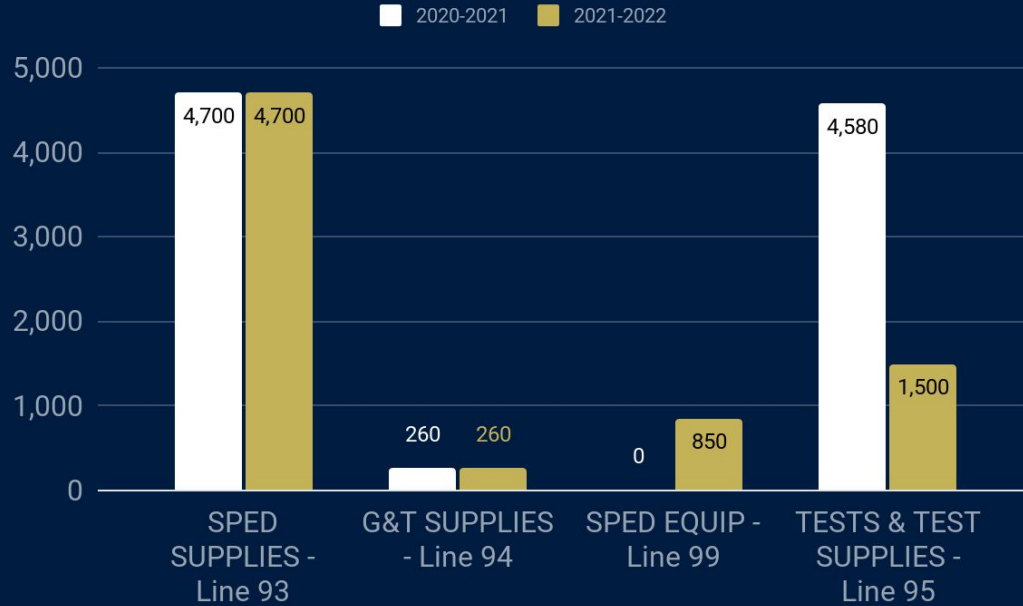
1. Contracted services are primarily used for outside evaluations
2. Legal services are needed for PPTs, mediations, and due process proceedings

# POSTAGE AND TRAVEL



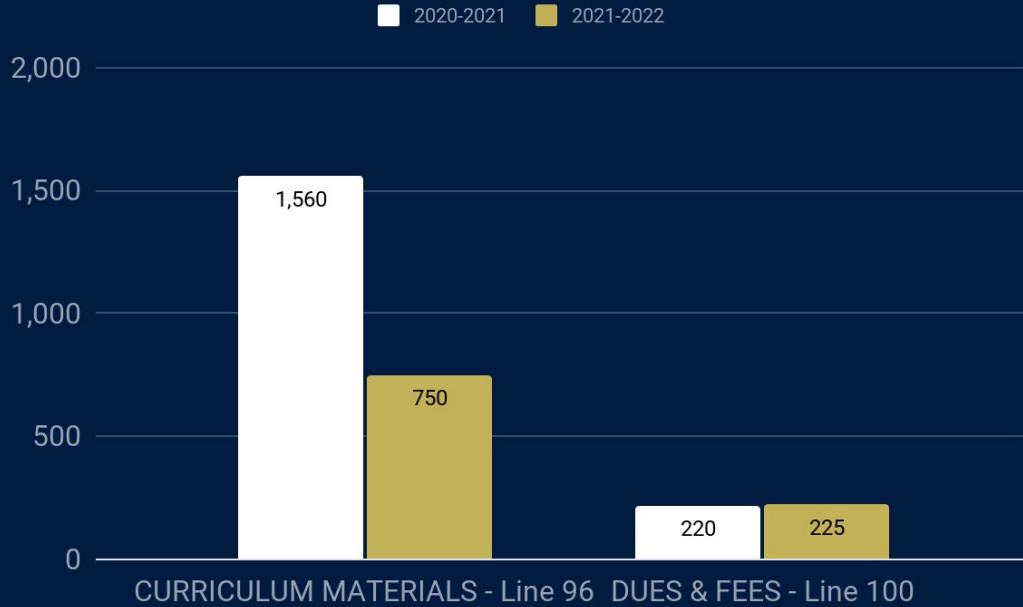
1. Postage needs are anticipated to remain consistent
2. Travel funds for staff are reduced as we are planning to hold meetings remotely instead of traveling

# TESTING, SUPPLIES, AND EQUIPMENT



1. OT equipment requires replacement and AC in middle school
2. Funds for Tests and Test Supplies are determined by specific teacher/ service provider requests (new assessments, copies of protocols, etc.)

# CURRICULUM MATERIALS, DUES/FEES



1. We currently have sufficient materials based on previous year purchases
2. Dues and Fees reflect professional organization membership for Director and magazine subscription for staff

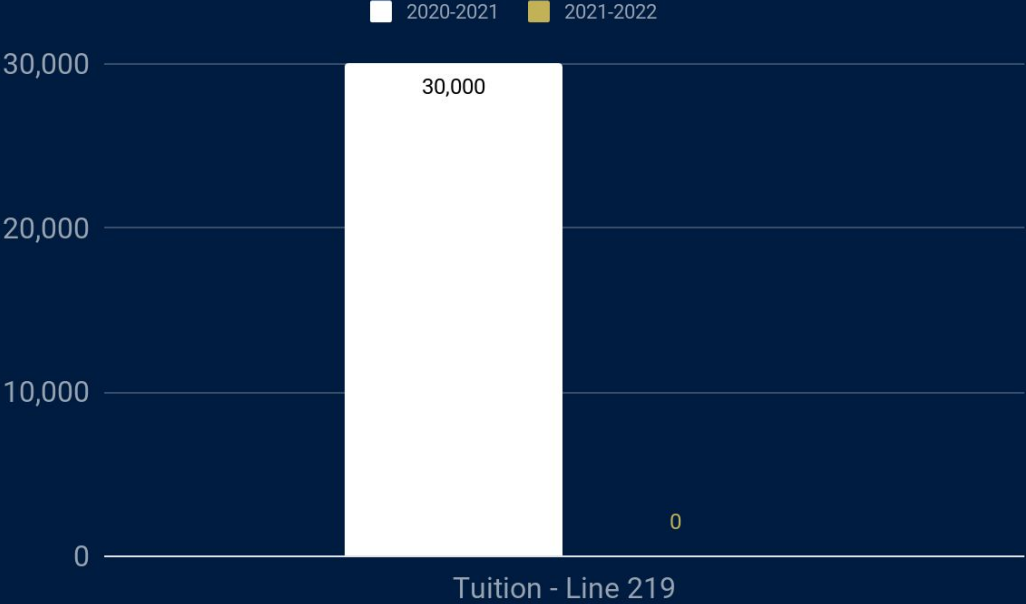


# ELEMENTARY (K-8) TRANSPORTATION



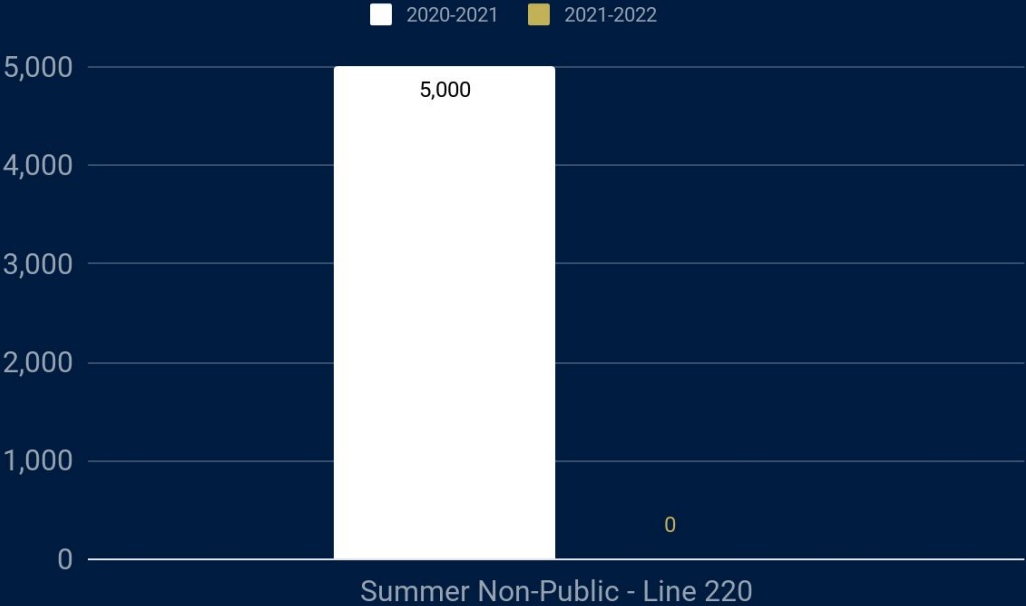
1. ESY transportation and preschool afternoon bus for 2021-2022 school year

# TUITION TO NON-PUBLIC SCHOOLS (K-8)



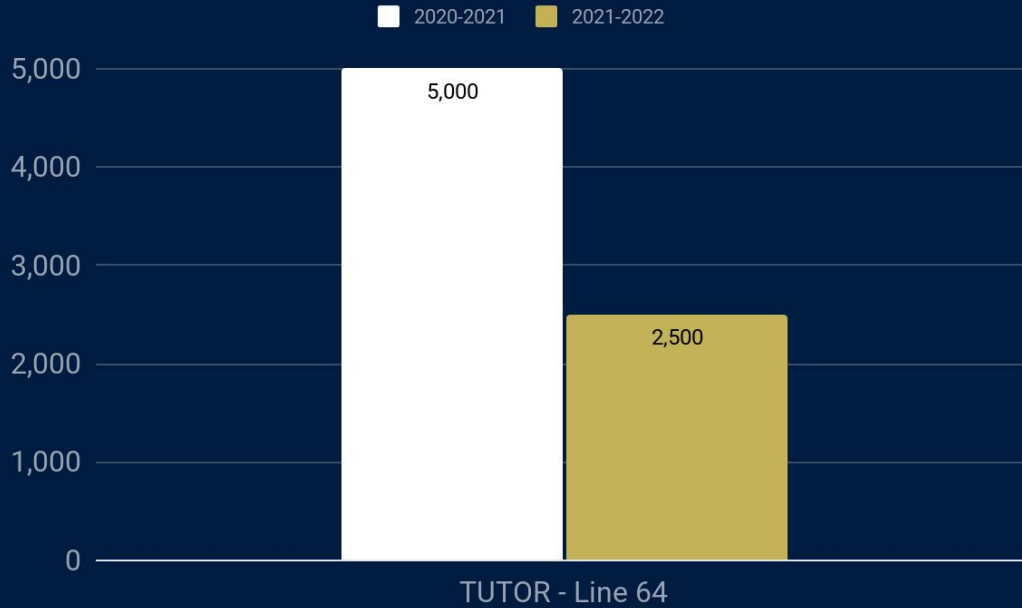
1. Costs for anticipated student placements

# SPED SUMMER SCHOOL NON-PUBLIC



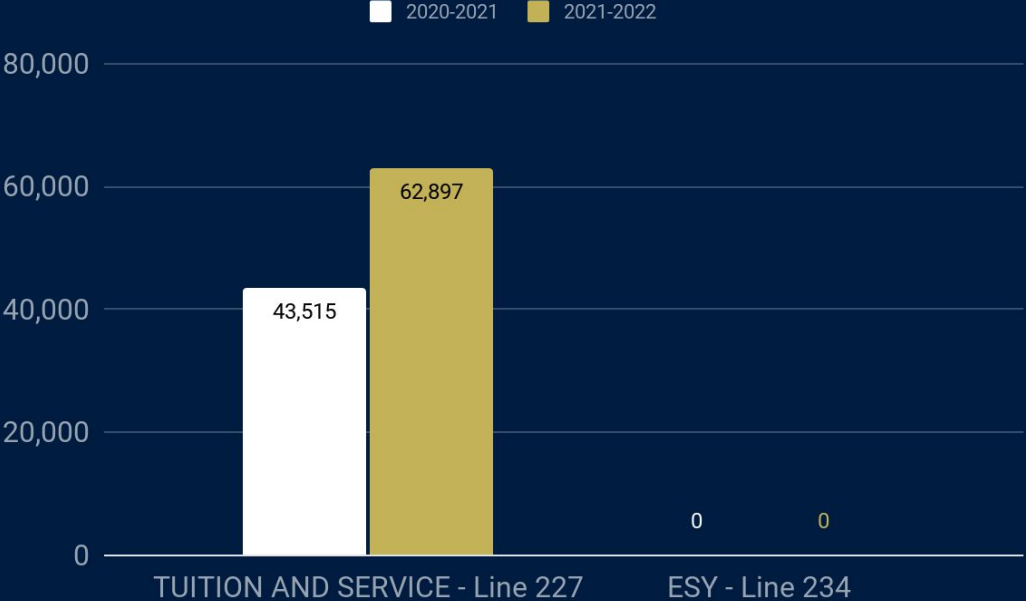
1. We can provide ESY to our students through the Sherman Extended School Year program (ESY)

# ELEMENTARY HOMEBOUND TUTORING



1. Costs allocated for potential student needs

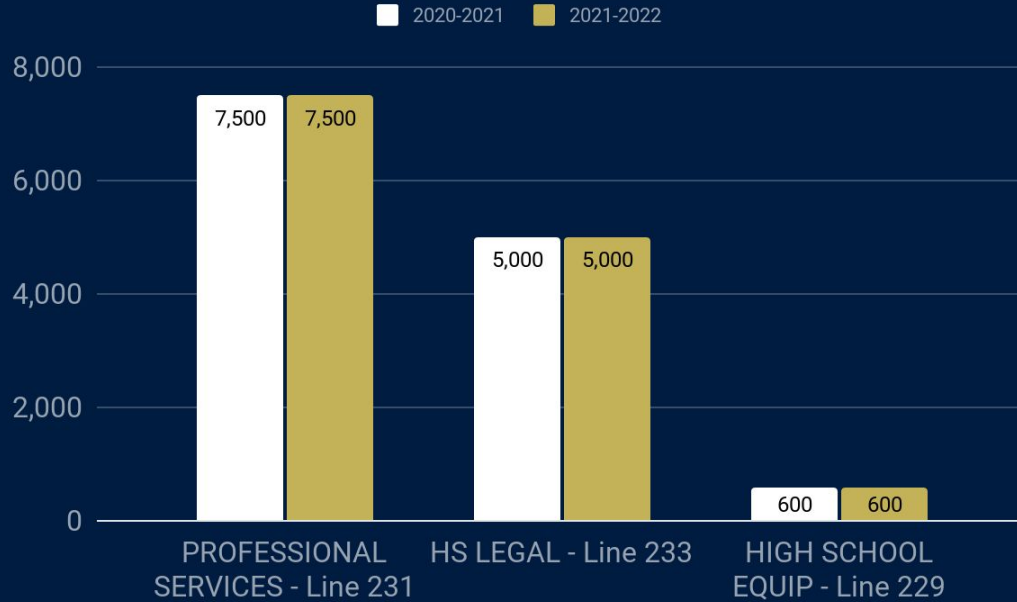
# SPED PUBLIC HIGH SCHOOL (SUPPLEMENTAL COST)



- 1. Cost based on current and anticipated SPED Services for students in grades 9-12
- 2. Tuition costs for students attending area ESY programs reduced as none are anticipated at this time

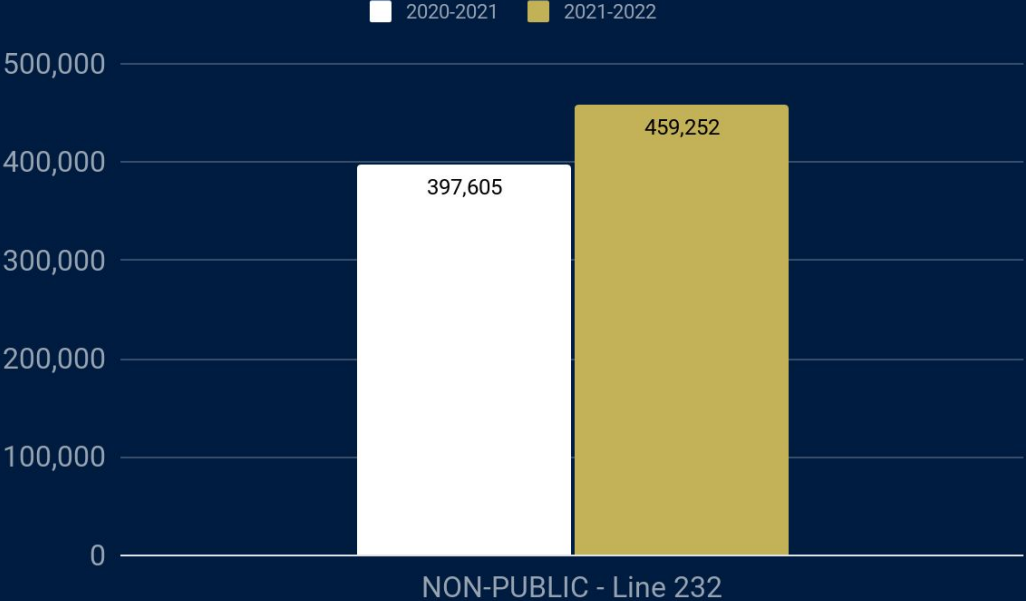
High school SPED students by grade for 2021-2022:  
12th Grade (3), 11th Grade (3), 10th Grade (6), 9th Grade (3)

# HIGH SCHOOL SERVICES AND EQUIPMENT



1. Budget remains consistent based on anticipated needs

# SPECIAL EDUCATION HIGH SCHOOL TUITION



1. Projection for anticipated outplacements for high school students

# EXCESS COST GRANT EXPLANATION

Excess Cost is a grant from the state that is capped at 140 million dollars for all districts

- This year, CT is paying about 70%, but that number goes down around 3% each year because the amount of money in the grant stays the same, but the cost of schools goes up by 3%
- Next year the state is projected to cover around 68% according to their department
- Our per pupil is  $23,814.43 \times 4.5 = 107,164.94$  (this number is our threshold in order to qualify for the grant)



# EXCESS COST GRANT FORMULA

## **For Illustration Purposes Only**

Assume that 4.5x the per pupil expenditure is \$100,000

Tuition cost is \$120,000 and transportation is \$30,000

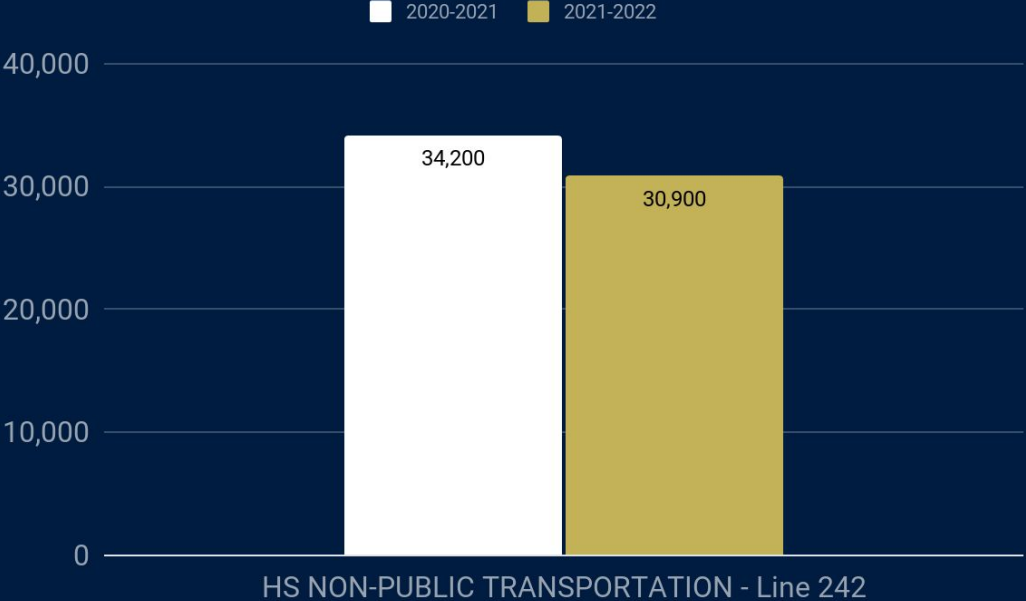
$\$150,000 - \$100,000 = \$50,000$

Anticipate 68% reimbursement from State = \$34,000

For a placement that costs us \$150,000

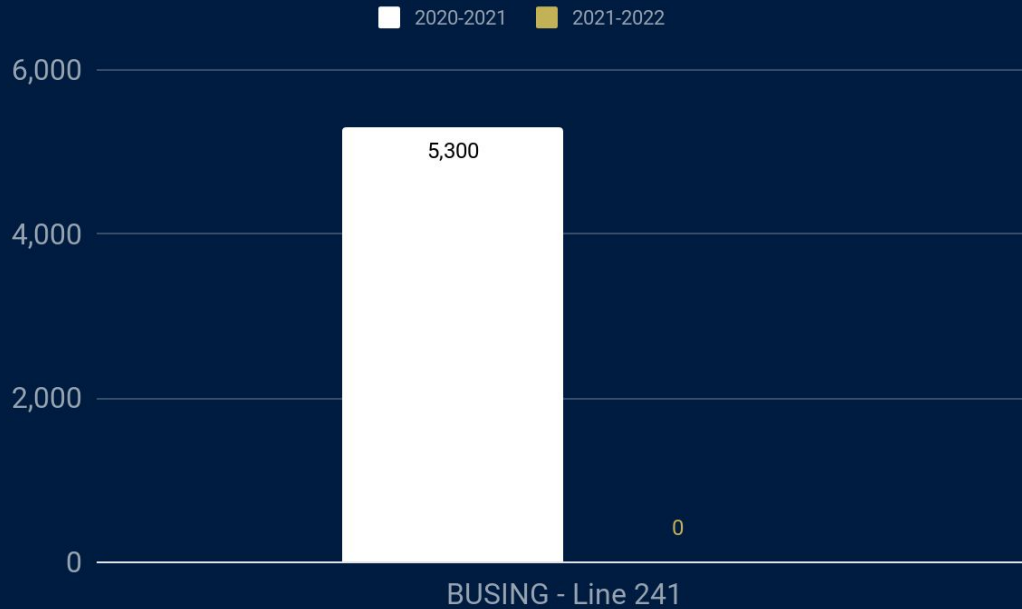
**We anticipate receiving \$34,000 from the State as reimbursement**

# SPED HIGH SCHOOL TRANSPORTATION NON-PUBLIC



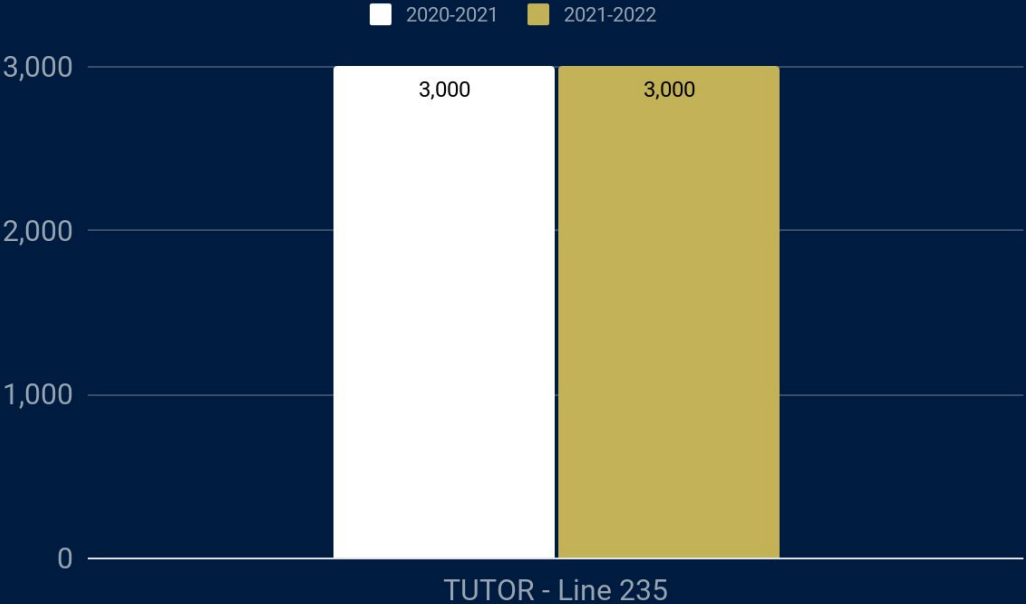
- 1. Transportation costs to support anticipated outplacements for high school students

# SPED HIGH SCHOOL TRANSPORTATION



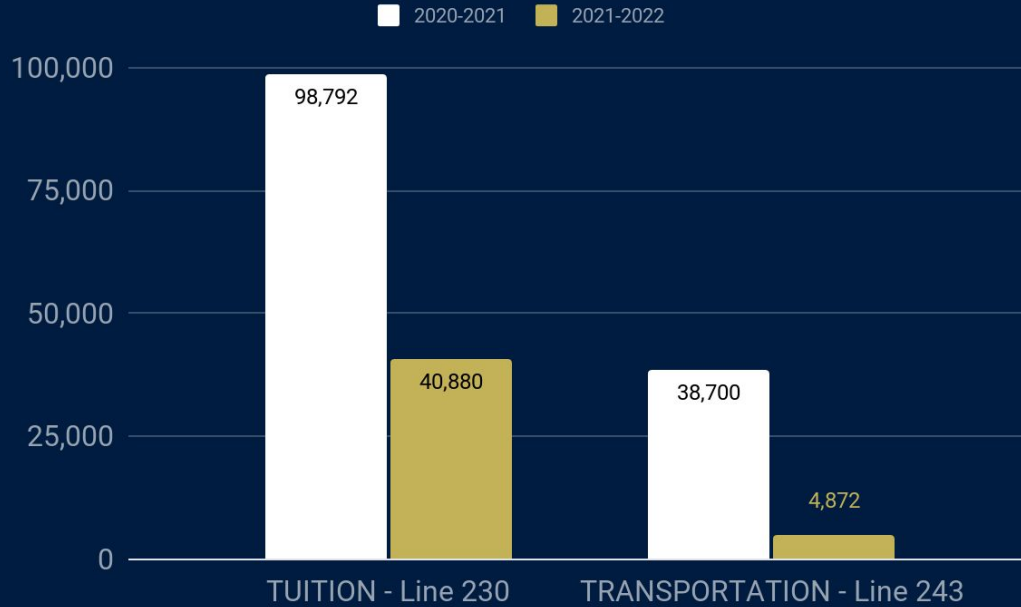
1. There are no students going to a public high school who are currently projected to receive ESY

# HIGH SCHOOL HOMEBOUND TUTORING



1. Amount based on potential needs and spending trends

# POST-SECONDARY TUITION AND TRANSPORTATION



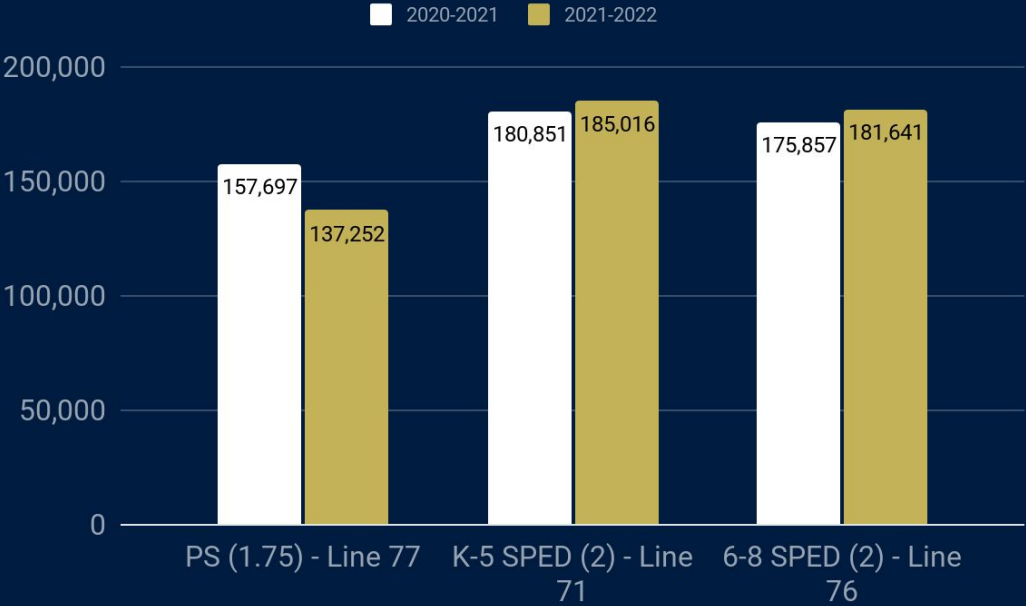
1. Reduction based on update in law and placement and related transportation needs



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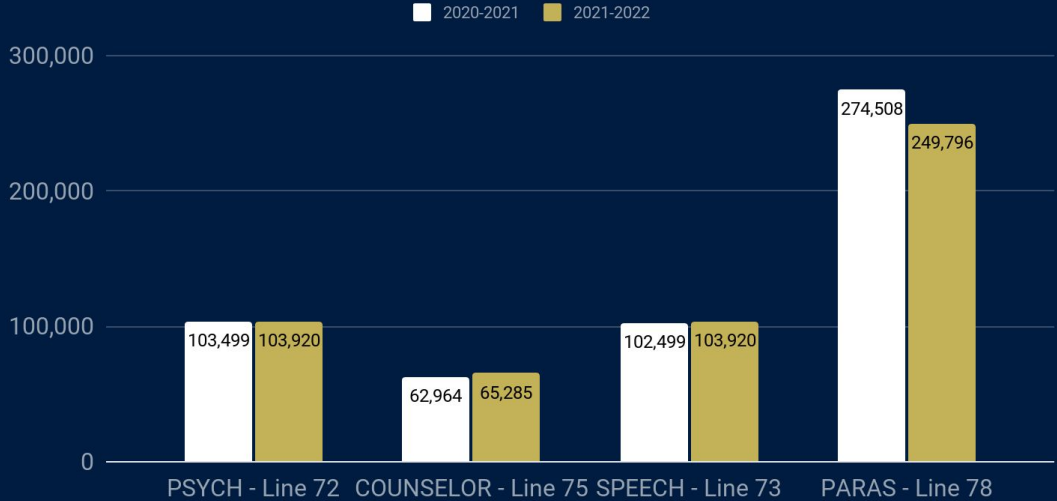
# SPECIAL EDUCATION STAFFING

# SPECIAL EDUCATION TEACHERS



1. Decrease in preschool based on projected enrollment
2. Includes negotiated salary increases

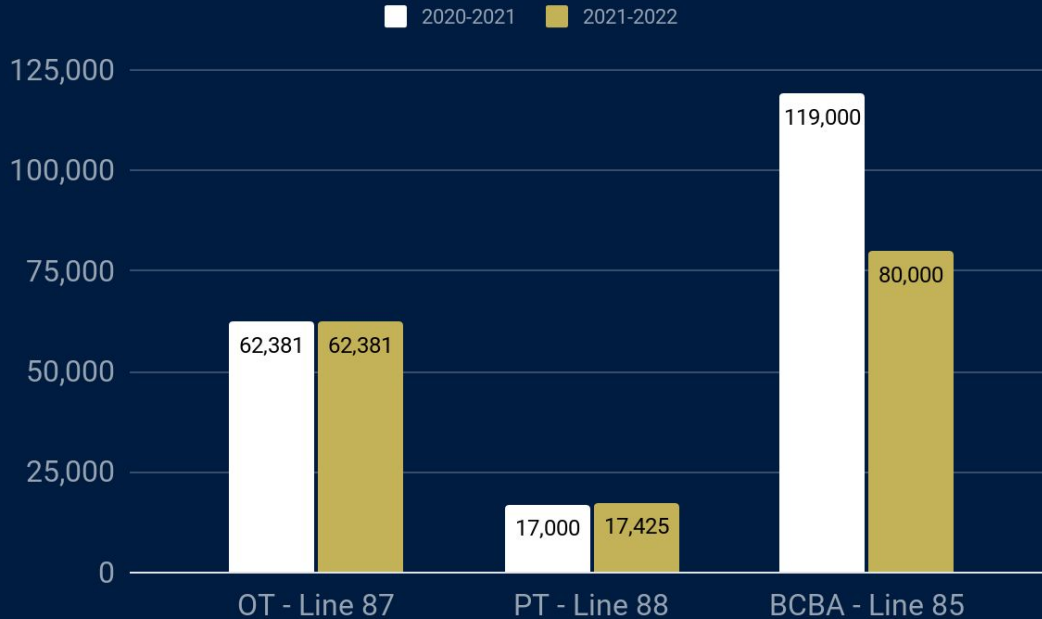
# SPECIAL EDUCATION SUPPORT STAFF



- 1. Includes negotiated salary increases
- 2. Net decrease of 2 non-certified staff members based on student need

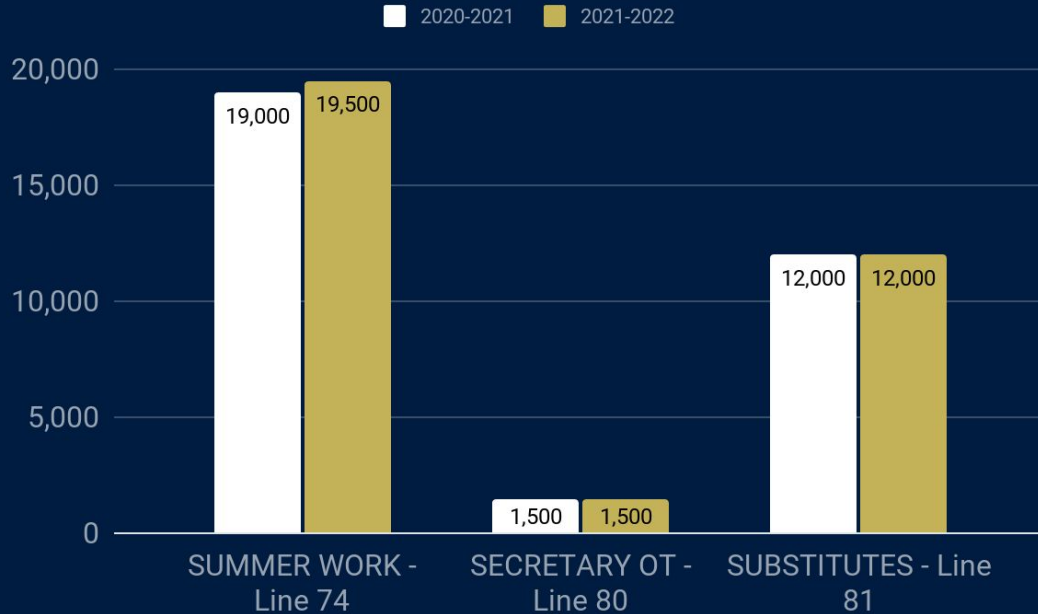


# NON-AFFILIATED SPED SUPPORT STAFF



1. Salary for OT and PT are based off of current student need
2. Hiring contracted BCBA not associated with EdAdvance

# ADDITIONAL SALARY NEEDS (BEYOND REGULAR, CONTRACTUAL PAY)



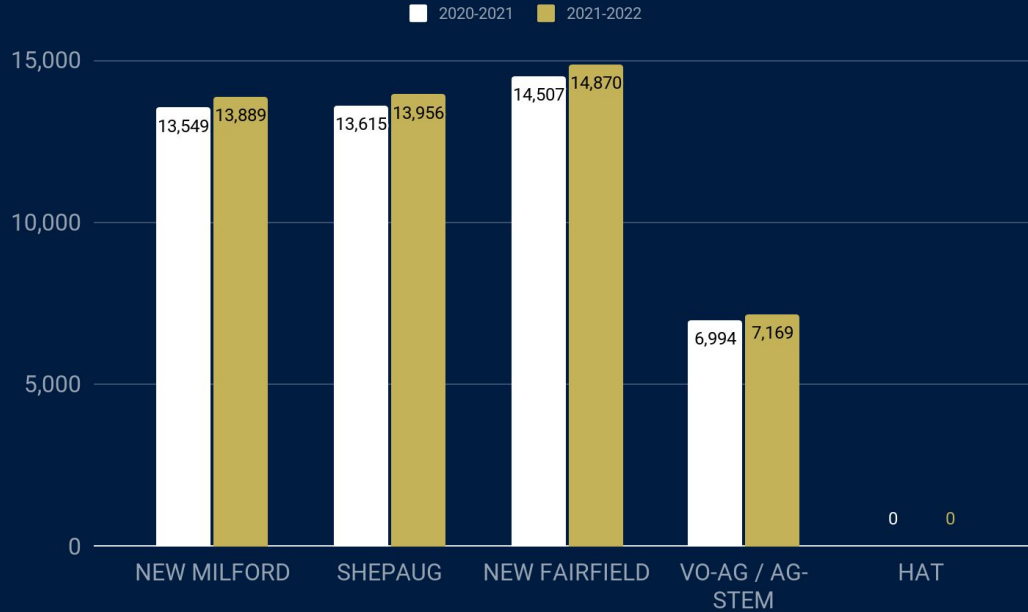
1. Summer work based on early projections for Extended School Year (ESY)
2. Secretary overtime to support summer work and additional hours during school year
3. Substitute cost based on anticipated need



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# HIGH SCHOOL TUITION

# HIGH SCHOOL TUITION RATES



1. New Milford and R12 (Shepaug) HS contracts currently in negotiations. Estimated 2.5% increase included
2. New Fairfield tuition rate includes an contracted 2.5% increase
3. Tuition is not charged for students attending HAT

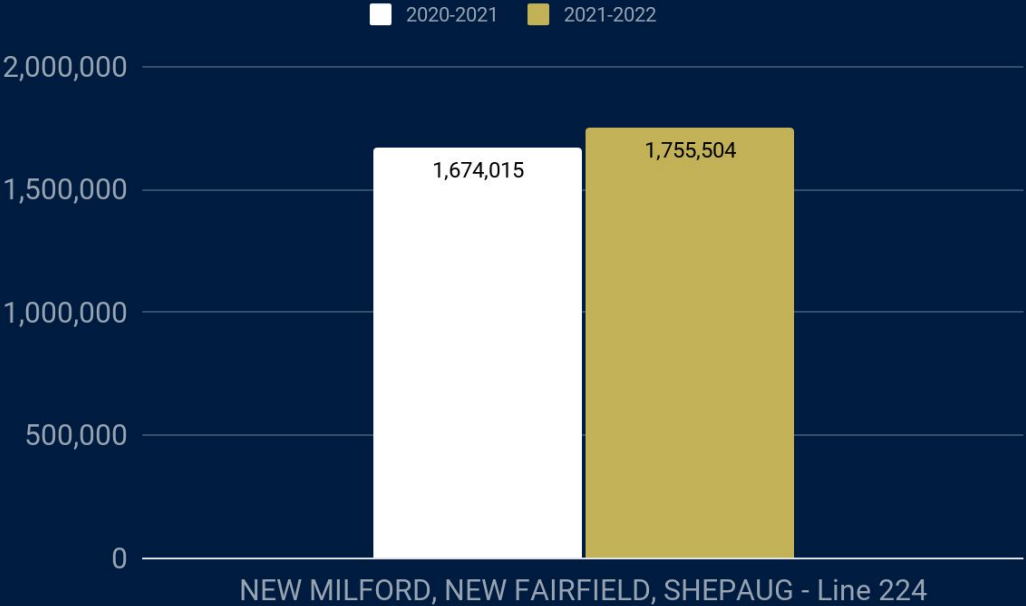
# HIGH SCHOOL ENROLLMENT FOR 2021-2022

	NM	NF	SHEP	AG	HAT	Private	TOTAL
9th	14	5	10	3	0	5	37
10th	19	8	7	2	4	-	40
11th	11	6	5	3	1	-	26
12th	20	13	6	0	0	-	39
TOTAL	64	32	28	8	5	5	142

*New Milford Tuition = \$13,889*  
*New Fairfield Tuition = \$14,870*  
*Shepaug (R12) Tuition = ~\$13,956*

*AgriScience (R12) Tuition = \$7,169*  
*Abbott Tech Tuition = \$0*  
*Private School Tuition = \$0*

# TOTAL HIGH SCHOOL TUITION COSTS



1. Increase in tuition due to negotiated contract increases

# VO-AG / AG-STEM HIGH SCHOOL TUITION



- 1. Increase in tuition due to estimated contract increases

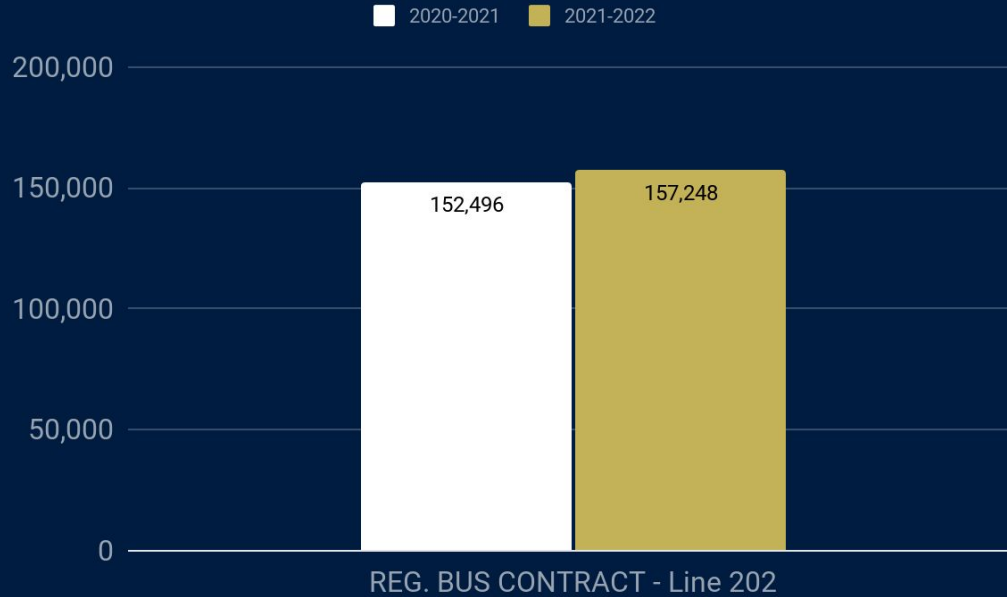


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# TRANSPORTATION

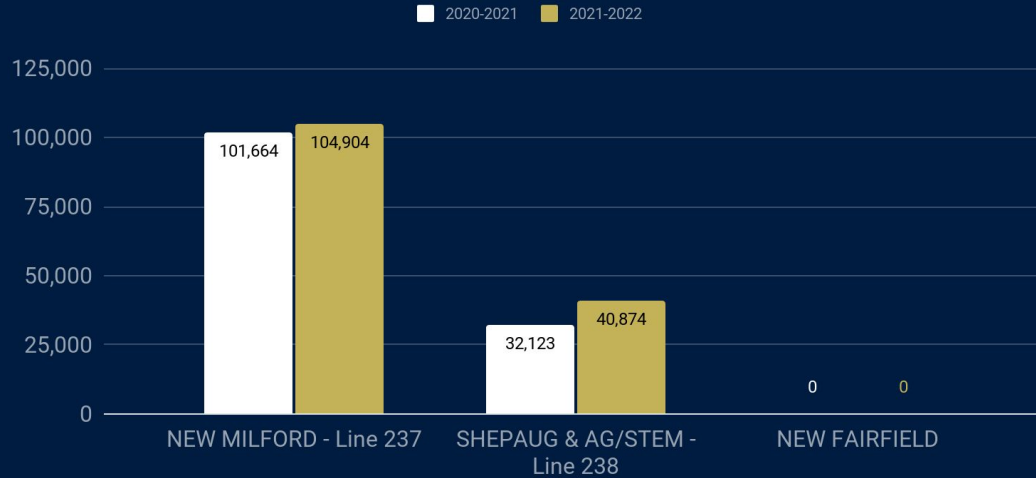


# K-8 PUPIL TRANSPORTATION



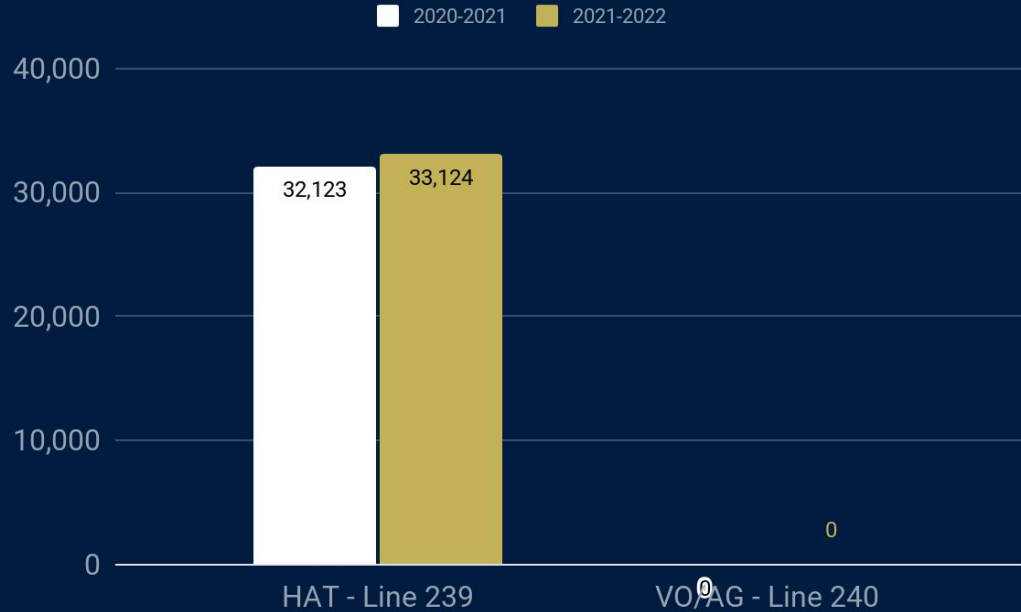
1. Includes contracted increase for transportation

# HIGH SCHOOL TRANSPORTATION



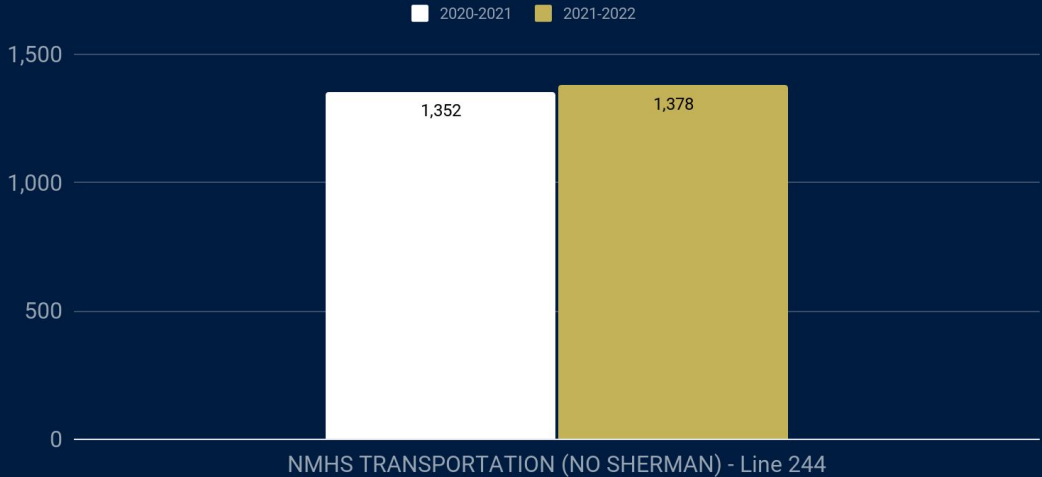
1. Includes contractual increases and additional cost for transportation for Shepaug students when NMHS is closed, or when Sherman / Shepaug dismissals do not align
2. New Fairfield pays for transportation out of their budget

# HIGH SCHOOL TRANSPORTATION



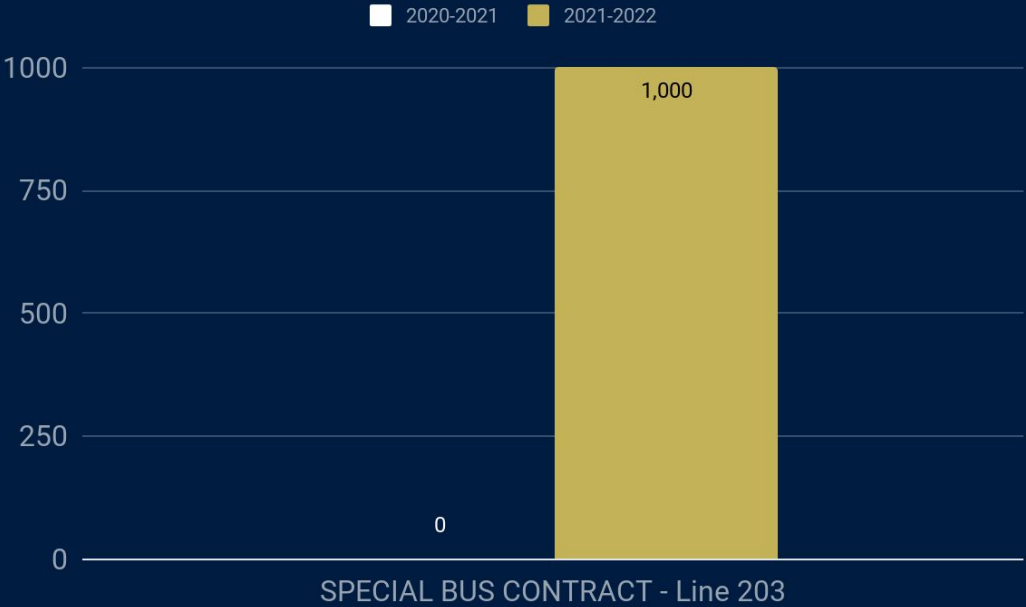
1. Increases due to contracted transportation rates
2. Line 240 eliminated due to no students attending Nonnewaug

# NMPS TRANSPORTATION (NO SHERMAN SCHOOL)



1. These costs incurred when The Sherman School is closed and NMHS is open

# PUPIL TRANSPORTATION (K-8)



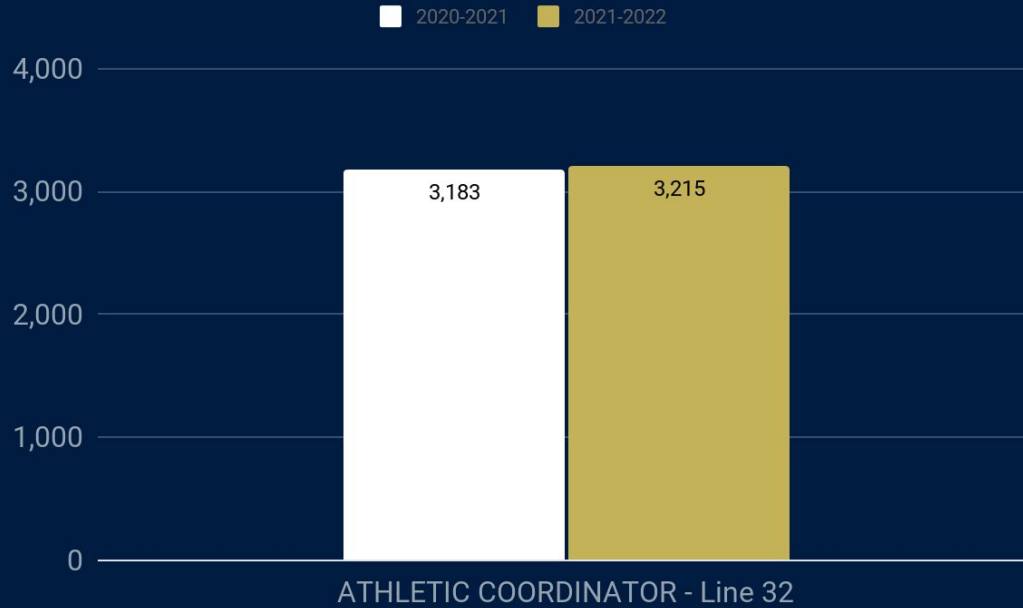
- 1. Strategic Plan goal 13.4 Organize grade level field trips to volunteer in the community



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# STUDENT ACTIVITIES

# ATHLETIC COORDINATOR



1. Stipend increase due to negotiated agreement

# STUDENT ACTIVITIES



1. Coaches' salaries increase due to negotiated agreement
2. Extracurricular salaries increase per negotiated agreement
3. Intramural coach salary remains consistent
4. New stipend position to coordinate enrichment offerings per Strategic Plan



# AFTER SCHOOL ENRICHMENT COORDINATOR

## Anticipated Job Description - \$3,000 Stipend

The After School Enrichment Coordinator will:

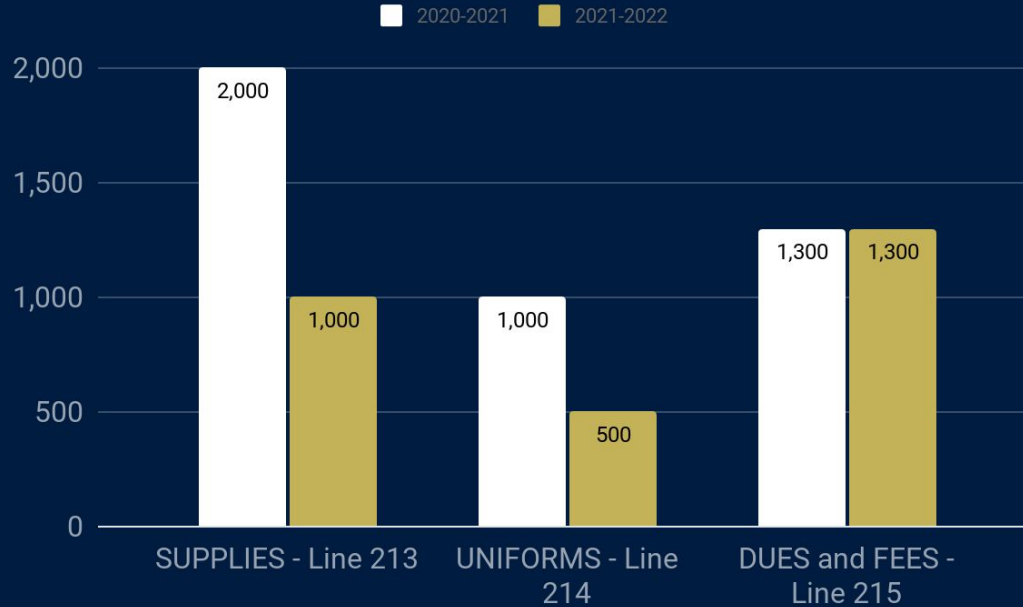
- Serve as liaison between Sherman School staff, Sherman Park and Rec, Sherman Library, SPTO, and others to coordinate current offerings, as well as develop new programs
- Create and advertise/communicate schedule of offerings to families and community
- Draft program descriptions for all offerings
  - Create a catalog of offerings
- Coordinate
  - Staffing
  - Where programs will take place
  - How long they will run
  - How many students can participate
  - What they will cost
  - Registration and payroll

# STUDENT ACTIVITIES



1. Activity lines are budgeted closer to need

# STUDENT ACTIVITIES



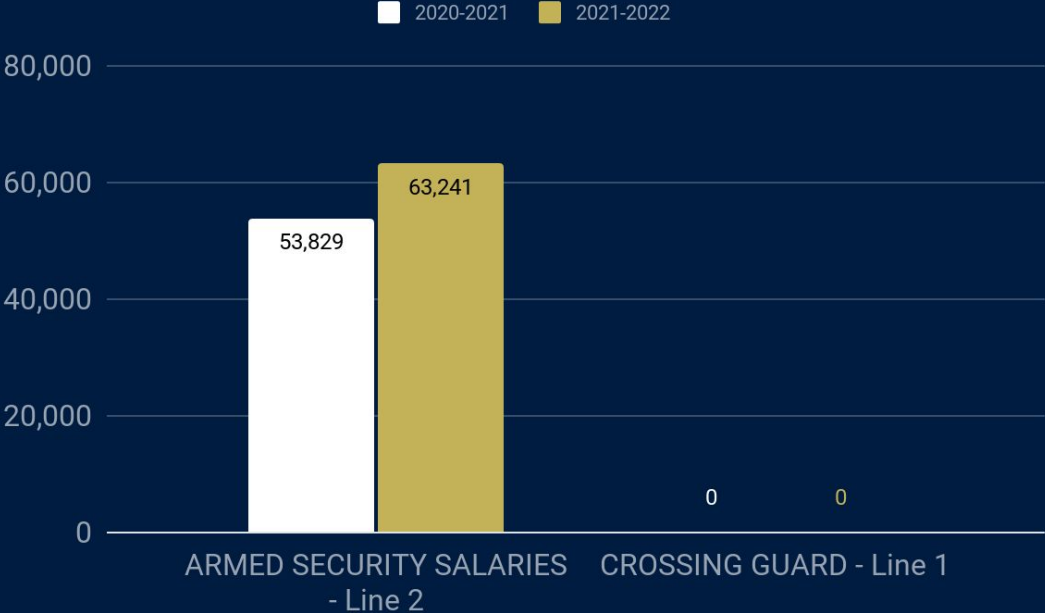
1. Reduction in Supplies line as cost savings measure
2. Reduction in Uniforms line reflects recent purchase
3. WCSA membership and student award ceremony



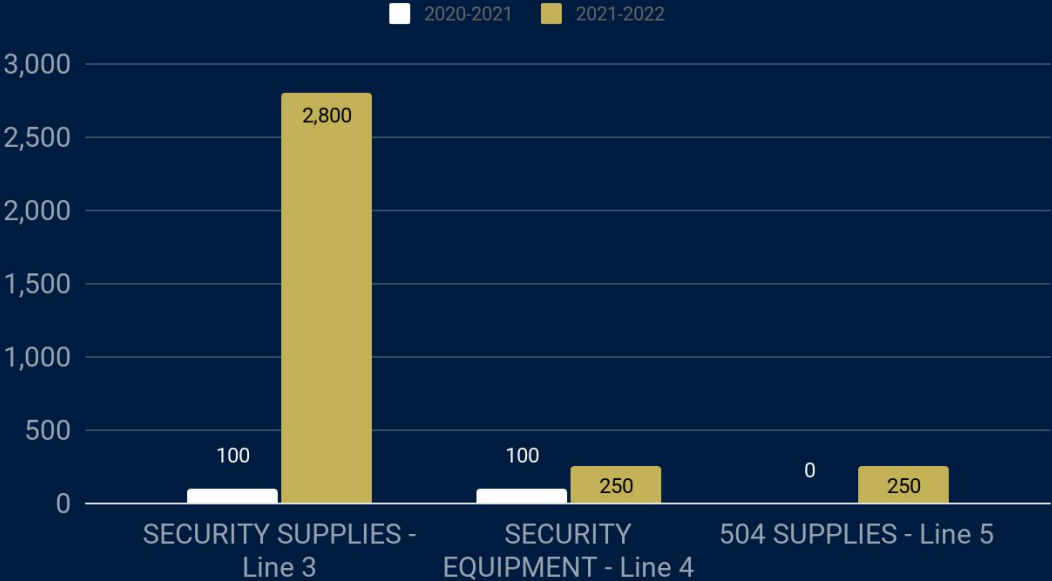
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**SECURITY**

# SAFETY AND SECURITY



# SAFETY AND SECURITY SUPPLIES



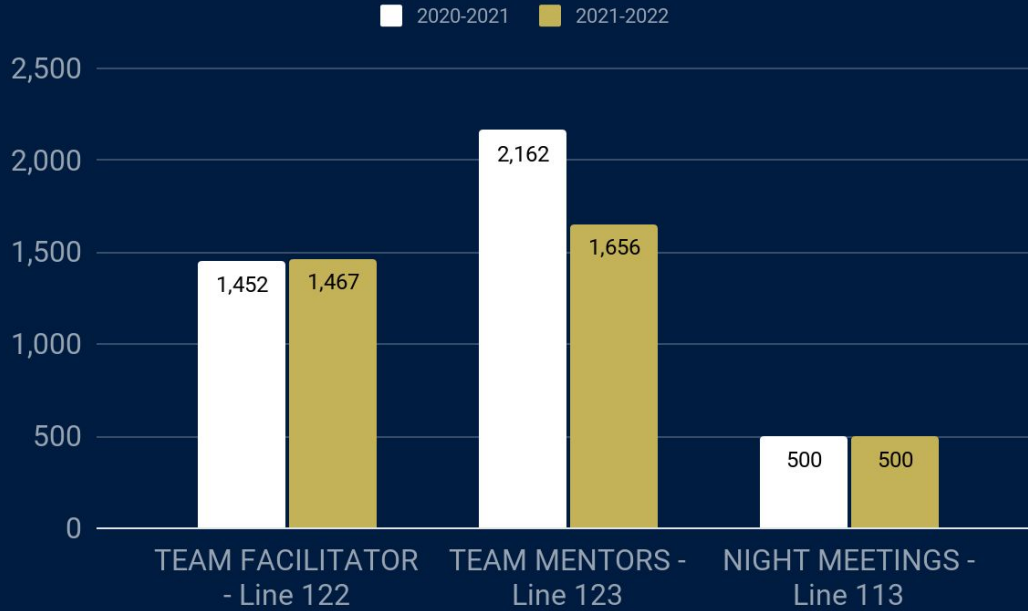
1. Purchase of 504 supplies based on need



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# CURRICULUM AND INSTRUCTION

# IMPROVEMENT OF INSTRUCTION



1. Budget increases based on contracted stipends



# CURRICULUM REVIEW PLAN

## Sherman School Curriculum Review Plan

Key: Date of Last Review

0-5 Years Ago:	<span style="background-color: #00FF00; width: 20px; height: 10px; display: inline-block;"></span>
5-10 Years Ago:	<span style="background-color: #FFFF00; width: 20px; height: 10px; display: inline-block;"></span>

10-20 Years Ago:	<span style="background-color: #FF0000; width: 20px; height: 10px; display: inline-block;"></span>
Undocumented:	<span style="background-color: #800000; width: 20px; height: 10px; display: inline-block;"></span>

Not Applicable:	<span style="background-color: #808080; width: 20px; height: 10px; display: inline-block;"></span>
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	PS	K	1	2	3	4	5	6	7	8
English Language Arts	<span style="background-color: #800000;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>
Math	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>
Science	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>
Social Studies	<span style="background-color: #800000;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>
Art	<span style="background-color: #800000;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>
Music	<span style="background-color: #800000;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>
Physical Education	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>
Education Technology*	<span style="background-color: #808080;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>
Health*	<span style="background-color: #808080;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #800000;"></span>
Spanish	<span style="background-color: #808080;"></span>	<span style="background-color: #808080;"></span>	<span style="background-color: #808080;"></span>	<span style="background-color: #808080;"></span>	<span style="background-color: #808080;"></span>	<span style="background-color: #808080;"></span>	<span style="background-color: #808080;"></span>	<span style="background-color: #800000;"></span>	<span style="background-color: #FF0000;"></span>	<span style="background-color: #FF0000;"></span>
XP	<span style="background-color: #808080;"></span>	<span style="background-color: #808080;"></span>	<span style="background-color: #808080;"></span>	<span style="background-color: #808080;"></span>	<span style="background-color: #808080;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>	<span style="background-color: #00FF00;"></span>

\*Currently in progress

# CURRICULUM REVIEW PLAN

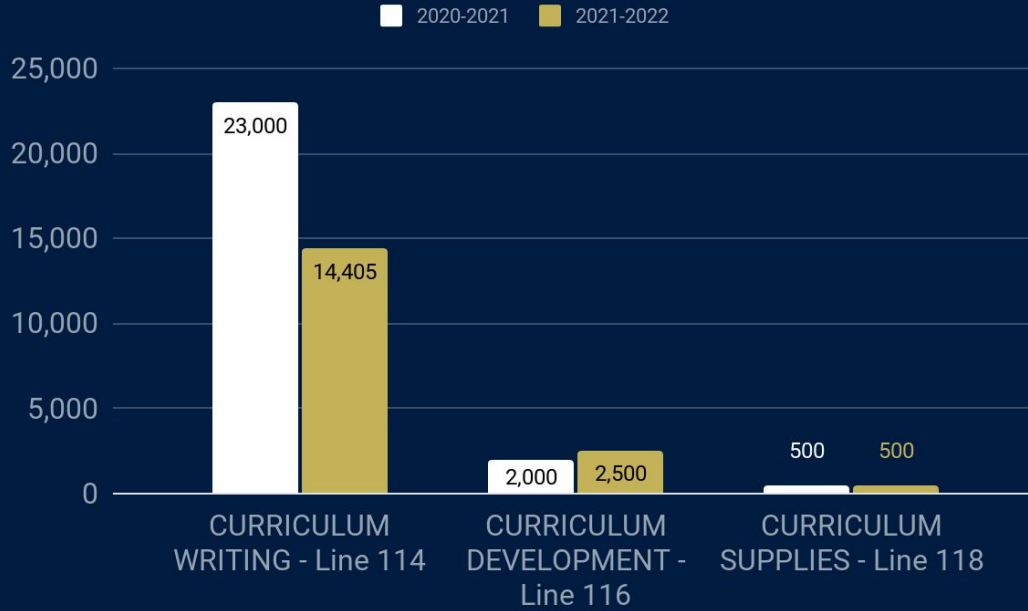
Sherman School Curriculum Review Plan

Year 1: 2018-2019 (Summer 2018)	Year 2: 2019-2020 (Summer 2019)	Year 3: 2020-2021 (Summer 2020)	Year 4: 2021-2022 (Summer 2021)	Year 5: 2022-2023 (Summer 2022)
Curriculum Bootcamp: Training for all teachers in using the EQulP rubric to create high-quality lessons and units aligned to the CCSS or the NGSS				
Social Studies: Review gr. 6-8 program and examine resources to pilot 1 teacher X 1.5 days	Social Studies: Revise and develop gr. K-8 units based on 2015 frameworks 12 teachers X 2 days	Social Studies: Prioritize standards K-8		
Math: Align new resource to 6-8 unit plans 1 teacher X 2 days  Math: Review assessment data 1 teacher X 1 day	Math: Purchased K-5 curriculum units	Math: Prioritize standards K-8	Math: Review and revise gr. K-8 unit plans 8 teachers and 2 interventionist X 3 days	
Language Arts: Revise gr. 6-8 unit plans and review assessment data 2 teachers and 1 consultant X 2 days	Language Arts: Review and revise gr. 6-8 unit plans 2 teachers and 1 consultant X 2 days  Language Arts: Review phonics program and align with curriculum 4 teachers and 1 consultant X 2 days	Language Arts: Prioritize standards K-8	Language Arts: Review and revise gr. K-8 unit plans 8 teachers and 1 consultant X 3 days	
Science: Develop gr. K-5 STEAM program in alignment with NGSS 1 teacher X 10 days	Science: Develop, review and revise gr. K-8 unit plans 2 teachers X 3 days	Science: Prioritize standards K-8	Science: Develop, review and revise gr. K-8 unit plans 2 teachers X 3 days	Science: Review and revise gr. K-5 STEAM unit plans 1 teacher X 3 days

Education Technology: Develop gr. K-5 program 1 teacher X 2 days	Education Technology: Develop gr. 6-8 unit plans 1 teacher X 2 days	Education Technology: Prioritize standards K-8; Develop combined course with Art "ArtTeco;" Reimagine teaching K-5 content daily by trimester	Education Technology: Develop gr. 6-8 unit plans 1 teacher X 2 days	Education Technology: Review and revise gr. K-5 unit plans 1 teacher X 2 days
	Art: Revise gr. 4-5 unit plans 1 teacher X 2 days	Art: Prioritize standards K-8; Develop combined course with Art "ArtTeco;" Reimagine teaching K-5 content daily by trimester	Art: Develop gr. K-2 unit plans 1 teacher X 2 days	Art: Develop gr. 6-8 unit plans 1 teacher X 2 days
			Health: Develop 6-8 unit plans 1 teacher X 2 days	Health: Revise gr. K-3 and 5 unit plans; Develop gr. 4 unit plans 1 teacher X 2 days
		Physical Education: Review SPARK curriculum; Plan for implementation on a daily basis in K-5	Physical Education: Revise gr. K-5 units based on 2013 SHAPE standards 1 teacher X 3 days	Physical Education: Revise gr. 6-8 units based on 2013 SHAPE standards 1 teacher X 2 days
Executive Functioning: Review and revise gr. 6-7 unit plans 4 teachers X 1 day			Executive Functioning: Develop lessons for grade 5	
		Music: Prioritize standards K-8		Music: Review and revise gr. 6-8 unit plans 1 teacher X 2 days
XP: Create new, review, and revise gr. 4-8 courses 12 teachers X 1.5 day	XP: Create new, review, and revise gr. 4-8 courses 10 teachers X 1.5 day		XP: Create new, review, and revise gr. 4-8 courses 10 teachers X 1 day	XP: Create new, review, and revise gr. 4-8 courses 10 teachers X 1 day

\*Website documents to be revised upon BOE approval.

# IMPROVEMENT OF INSTRUCTION



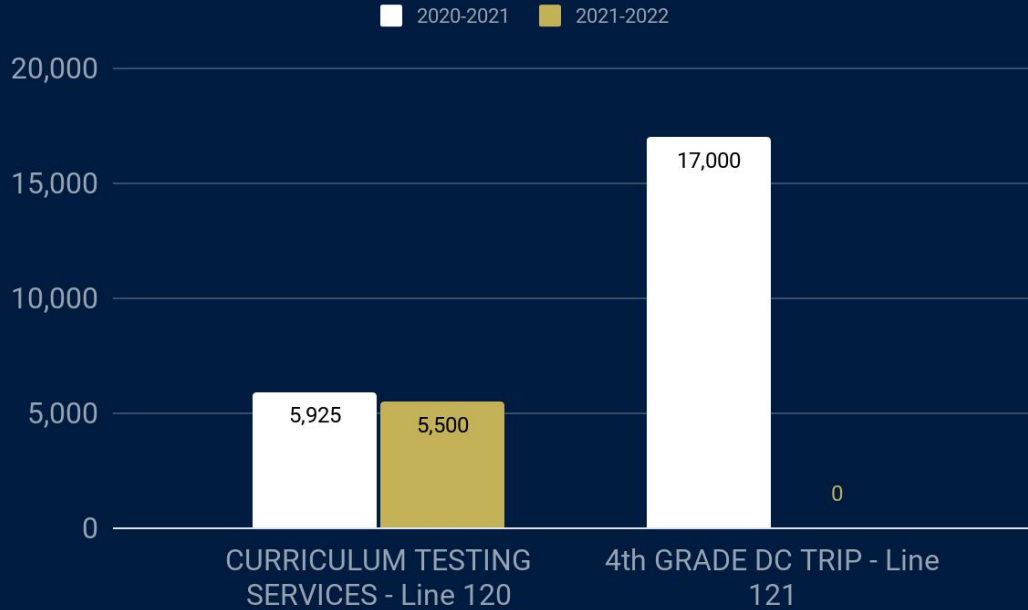
1. Curriculum Writing based on District Plan

# IMPROVEMENT OF INSTRUCTION



1. Staff Registration and Fees line includes membership and training for Tri-State Consortium, as well as workshops, conferences, and other professional development

# IMPROVEMENT OF INSTRUCTION



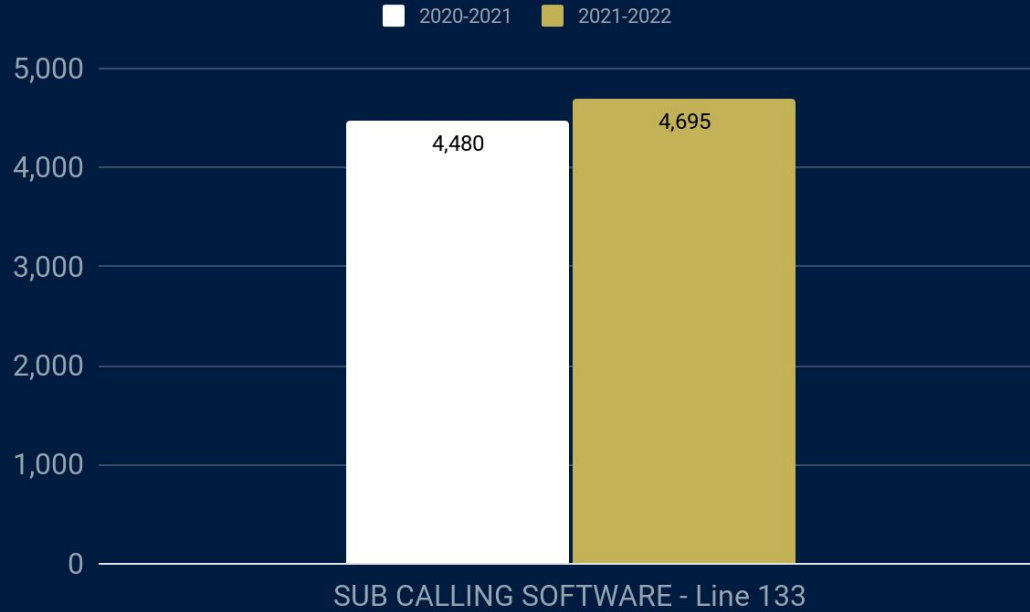
1. Curriculum Testing Services includes the cost of STAR assessment
2. Washington, D.C. trip on hold for next year due to uncertainties



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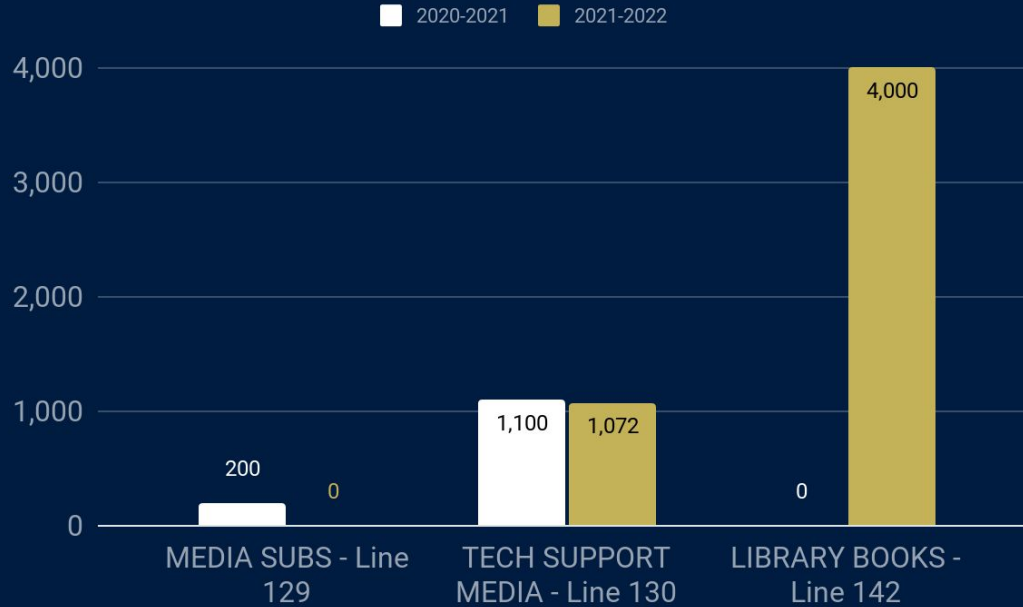
# EDUCATIONAL MEDIA SERVICES

# SUB CALLING



1. Includes cost for online sub procurement service - AESOP

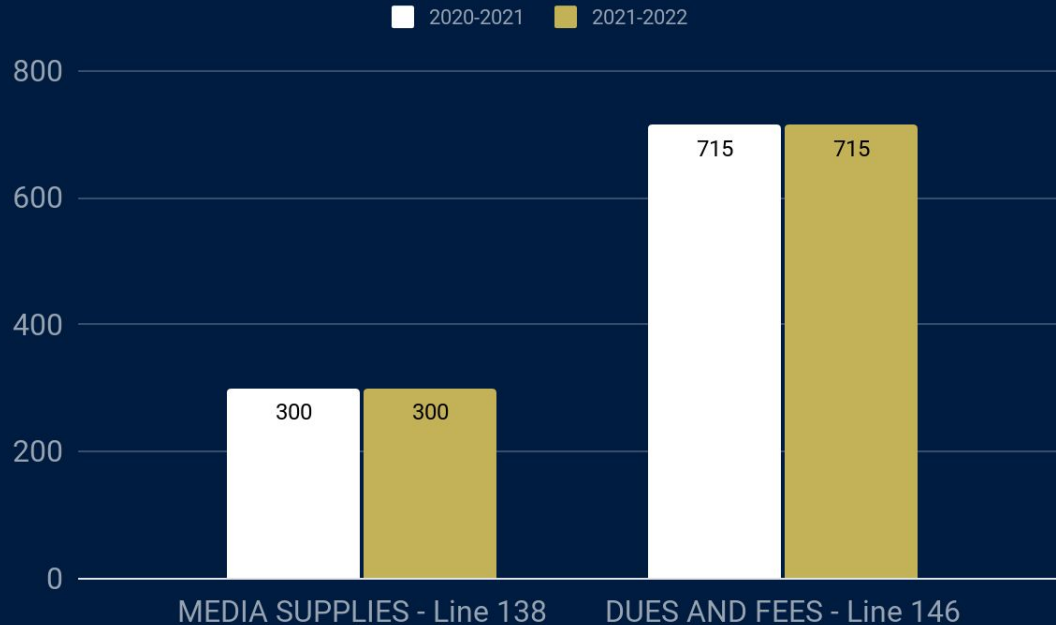
# LIBRARY RESOURCES



1. Actual cost of subscription to Follett (library book check-out program)
2. Purchase of library books based on need

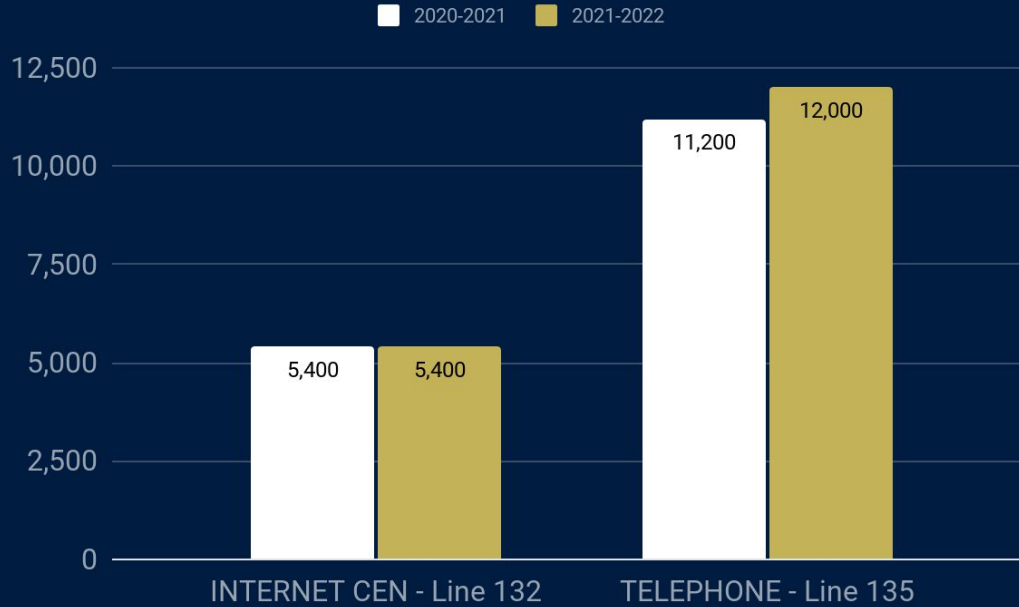


# SUPPLIES, DUES AND FEES



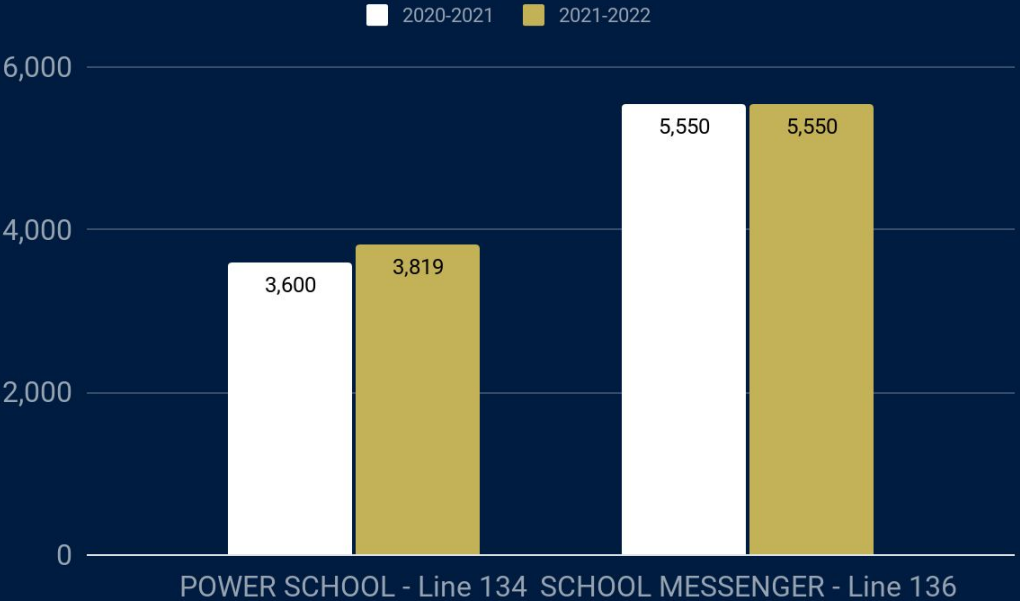
1. Includes membership for three employees to ISTE and school membership to COSN

# CONNECTIVITY



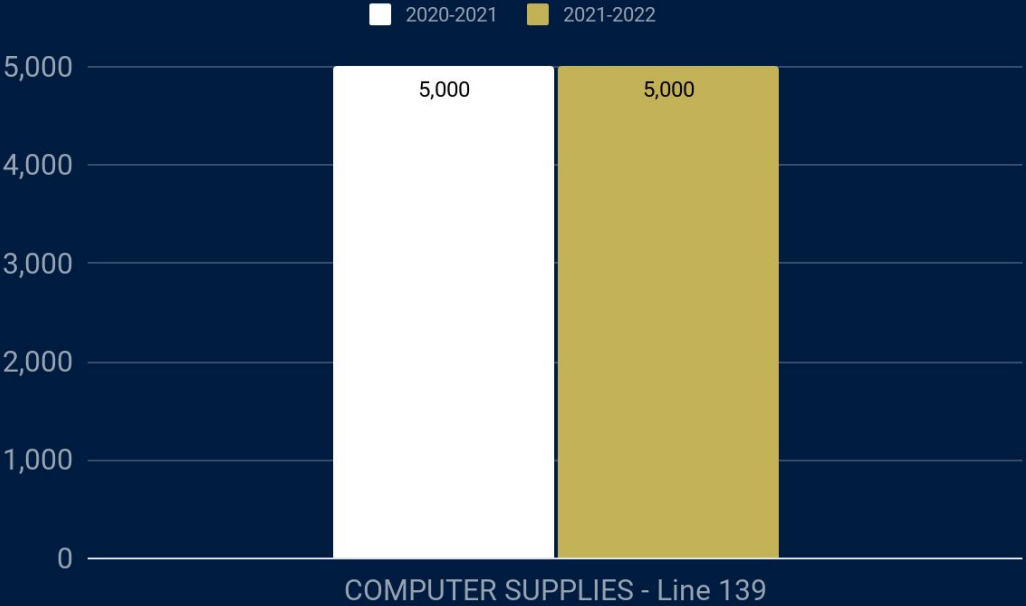
1. Slight increase due to phone server being moved off-site to make phone calls using personal phones during COVID

# STUDENT INFORMATION AND NOTIFICATIONS



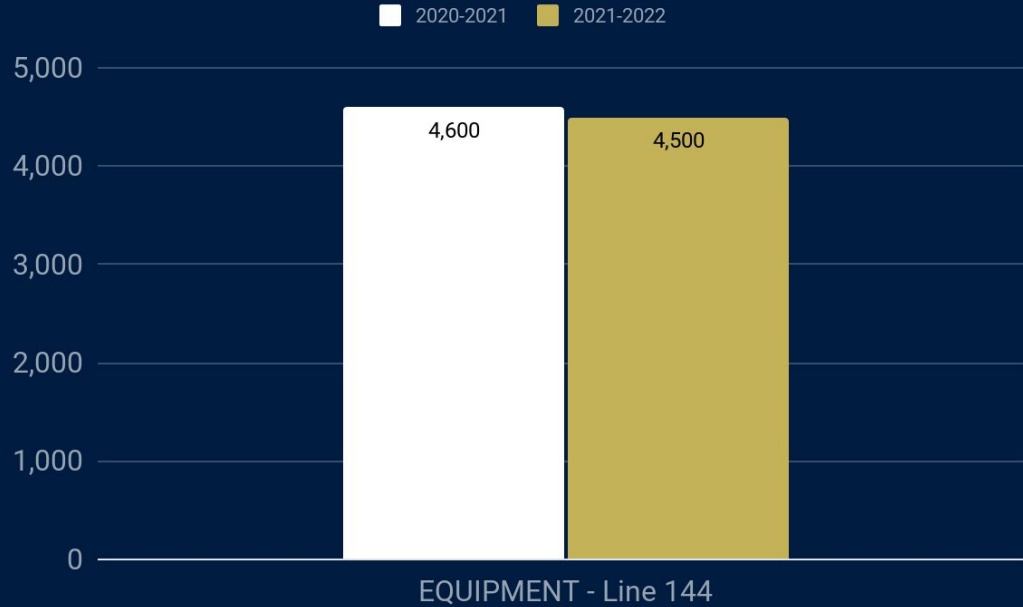
- 1. Includes the maintenance of PowerSchool to manage student data, attendance, report cards, etc.
- 2. School Messenger provides website, app, email, phone calling, secure document delivery

# COMPUTER SUPPLIES



- 1. Line includes Chromebook cases, general supplies

# EQUIPMENT MEDIA/COMPUTER



1. Start to cycle purchasing laptops for staff members, budget includes switch replacement, Makerspace supplies, and equipment

# TECHNOLOGY PURCHASING PLAN 2021-2022

<b>Staff MacBook Air Replacement</b>					
	<b>Replace Year 1 2021-2022</b>	<b>Replace Year 2 2022-2023</b>	<b>Replace Year 3 2023-2024</b>	<b>Replace Year 4 2024-2025</b>	<b>Replace Year 5 2025-2026</b>
<b>Total Count</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>5</b>
<b>Cost</b>	<b>\$14,500 (Purchased in 20-21)</b>				
		<b>≈ \$10,000</b>			
			<b>≈ \$11,000</b>		
				<b>≈ \$12,000</b>	
					<b>≈ \$7,000</b>

# SUBSCRIPTIONS TO WEBSITES

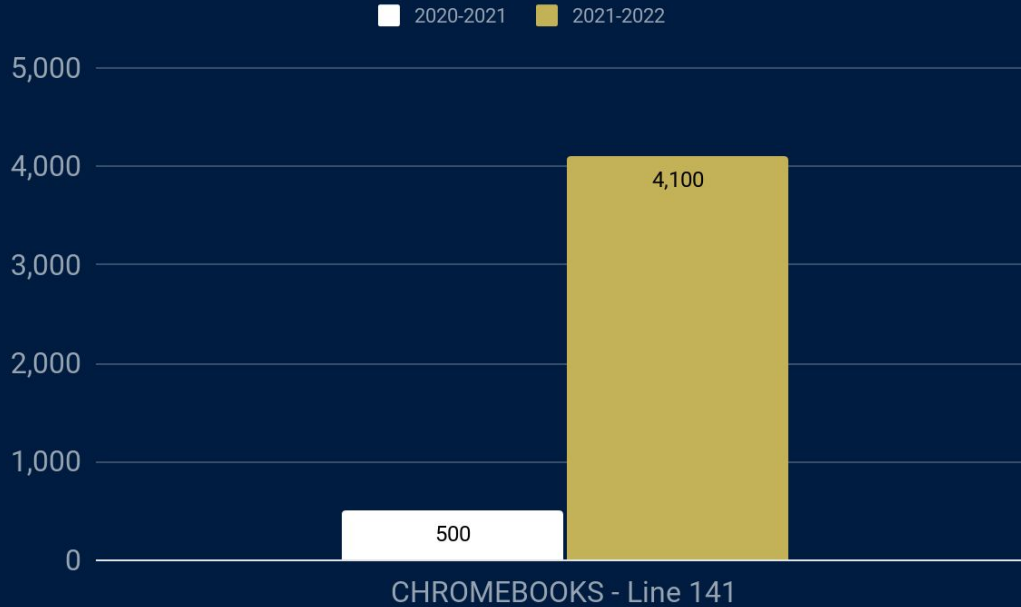


1. Increase for the addition of many subscriptions for Blended and Remote Learning due to COVID-19
2. Also includes cloud-based backup of servers



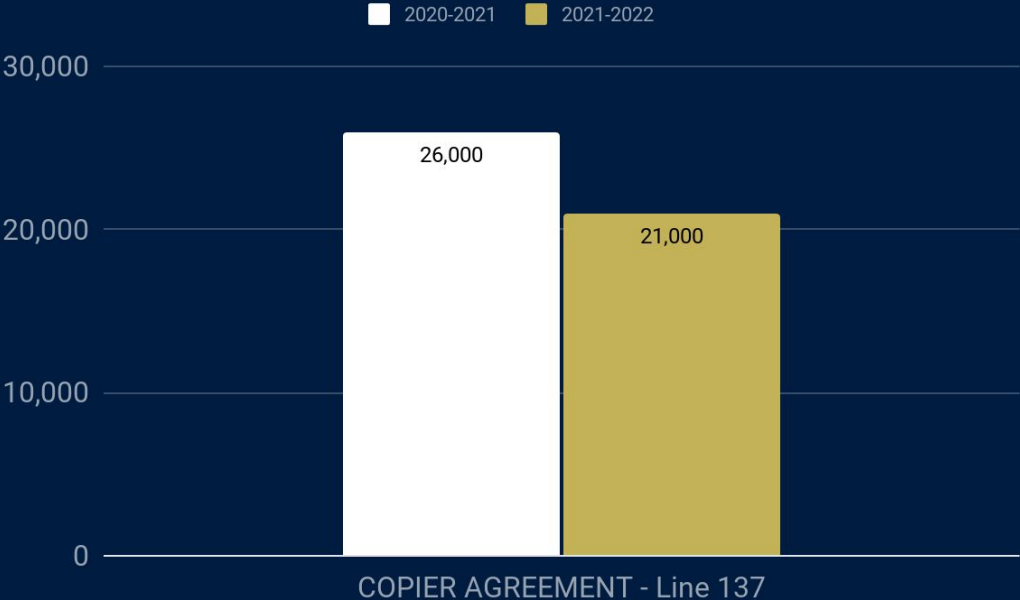


# CHROMEBOOKS



1. Budget reflects purchase of new 6th grade Chromebooks and insurance for K-5 devices
2. Grades 3 - 5 will have a net +6 chromebooks due to more Grade 5 students leaving and Grade 2 students entering

# COPIER SERVICE AGREEMENT



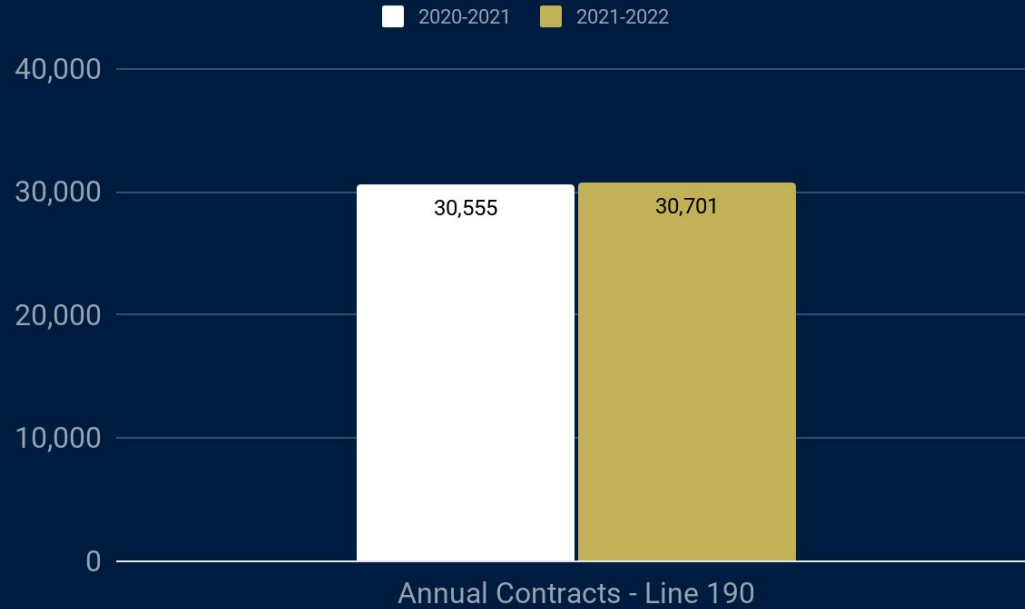
- 1. Maintenance of service agreement for all copiers and printers reduction due to change in service company



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# OPERATIONS AND MAINTENANCE

# ANNUAL CONTRACTS

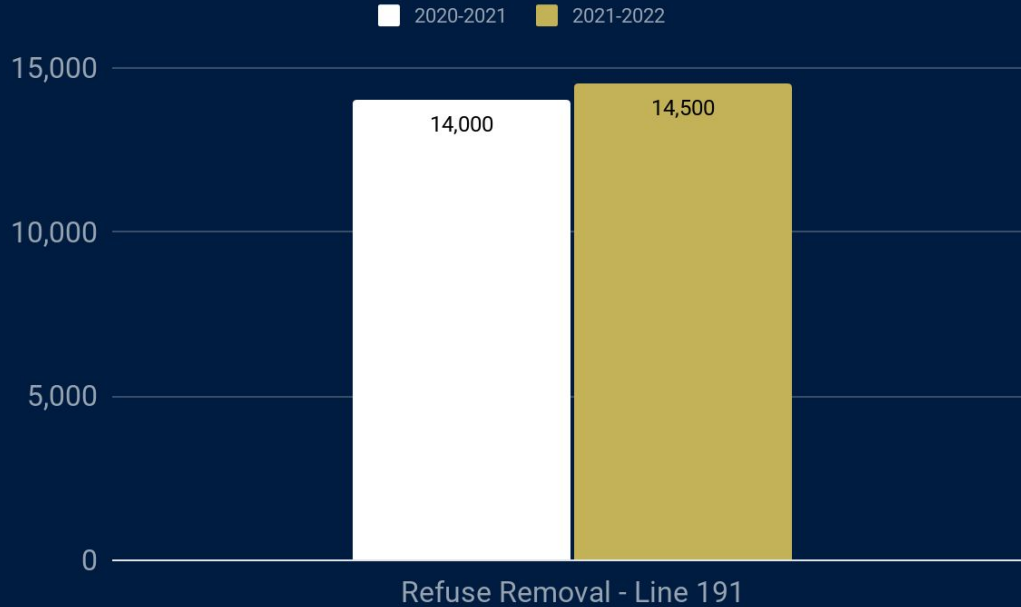


1. Includes renegotiated contracts

# ANNUAL CONTRACTS

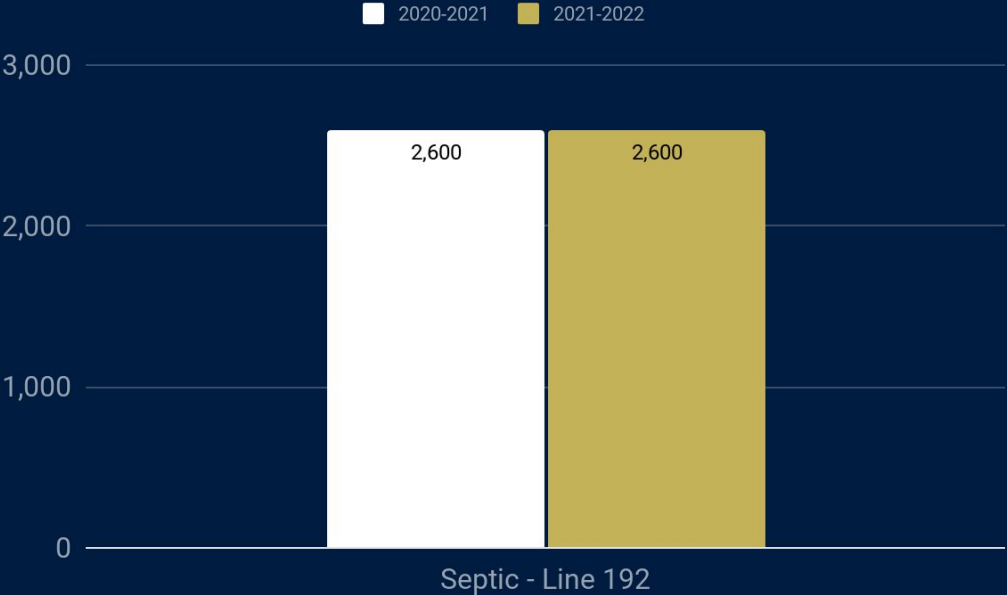
<b>Professional Contractor</b>	<b>Cost for Service</b>
Professional Water System, Cross/Backflow	400
Hydro Technologies	3,300
MJ Daly Fire Systems	1,800
Fire Control Service (extinguishers)	1,000
Professional Water Systems, well license	700
HVAC- MJ Daly	10,000
H.O. Penn Machinery	3,430
United Alarm Monitoring	1,500
Kone Inc.	3,400
Facility Management Software	2,700
Rieve Fire Protection	2,471
<b>TOTAL</b>	<b>\$30,701</b>

# REFUSE REMOVAL



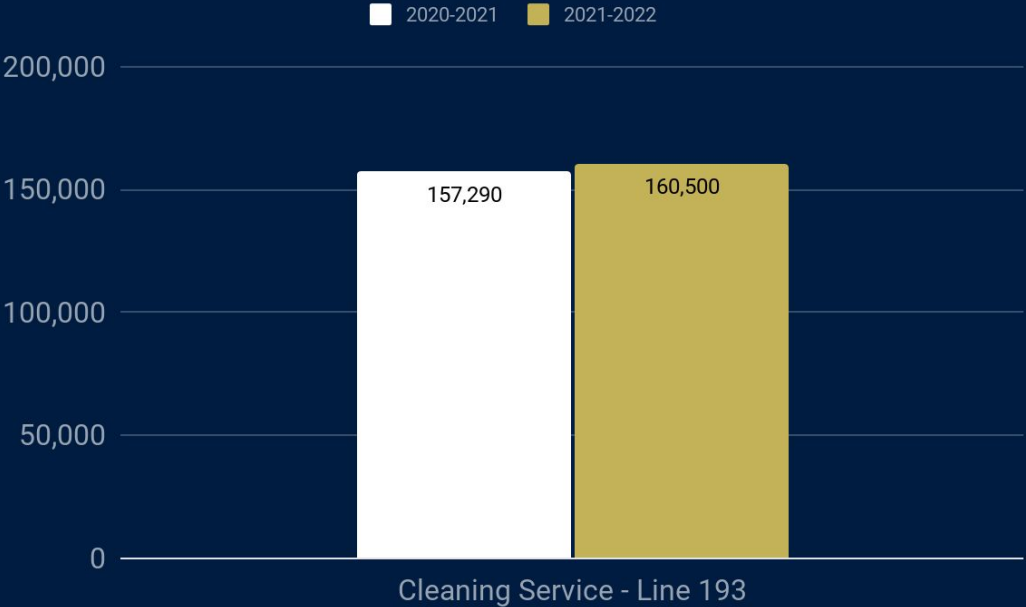
1. Include costs for document shredding, medical waste removal, trash removal, and one 30 yard container

# SEPTIC



1. New vendor with no price increase

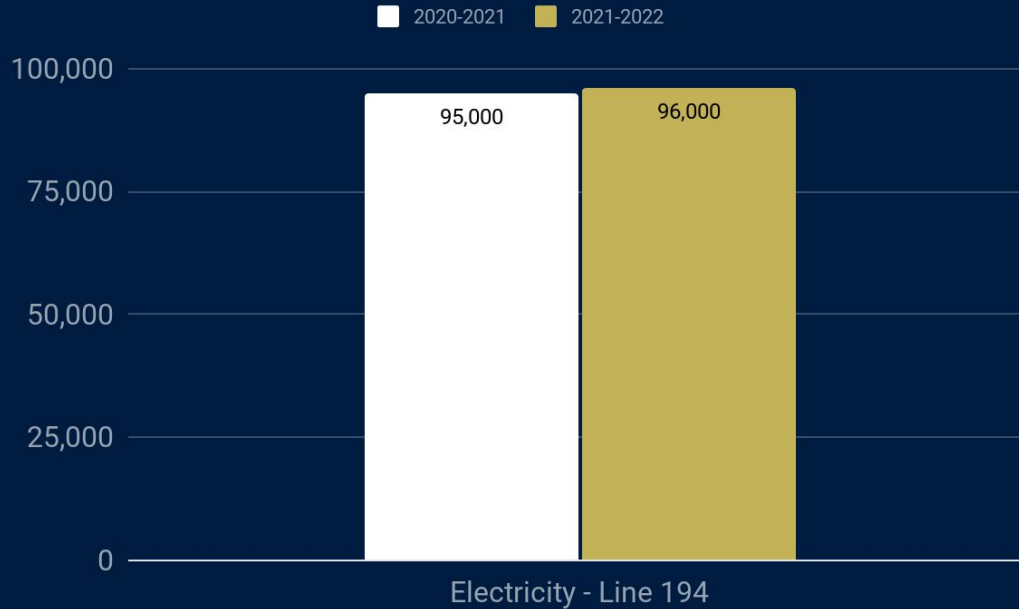
# CLEANING SERVICE



1. Negotiated 2% increase includes revised schedule to ensure the building is cleaned and disinfected during the evenings

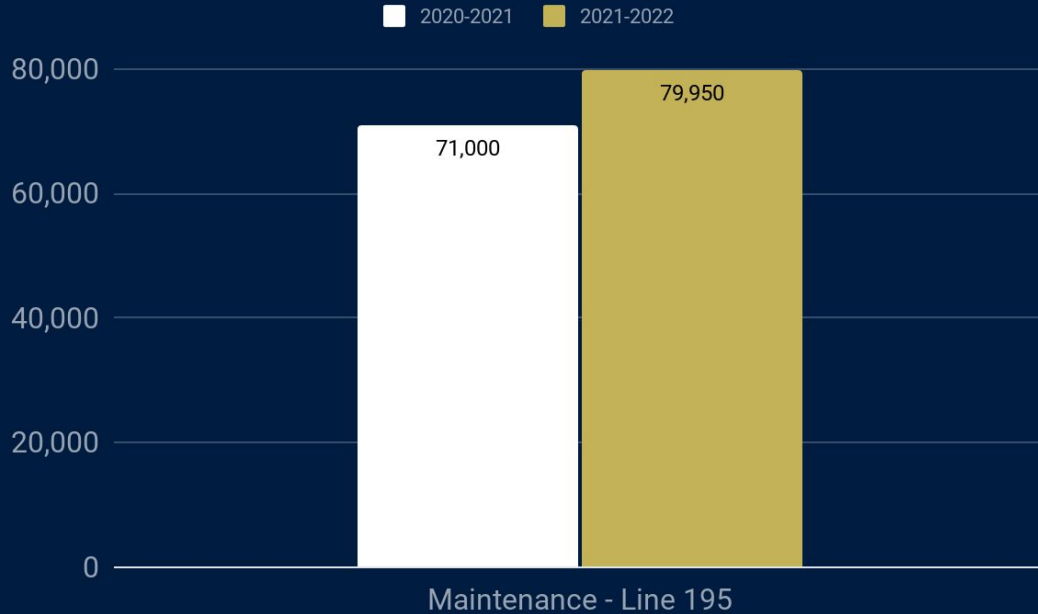


# ELECTRICITY



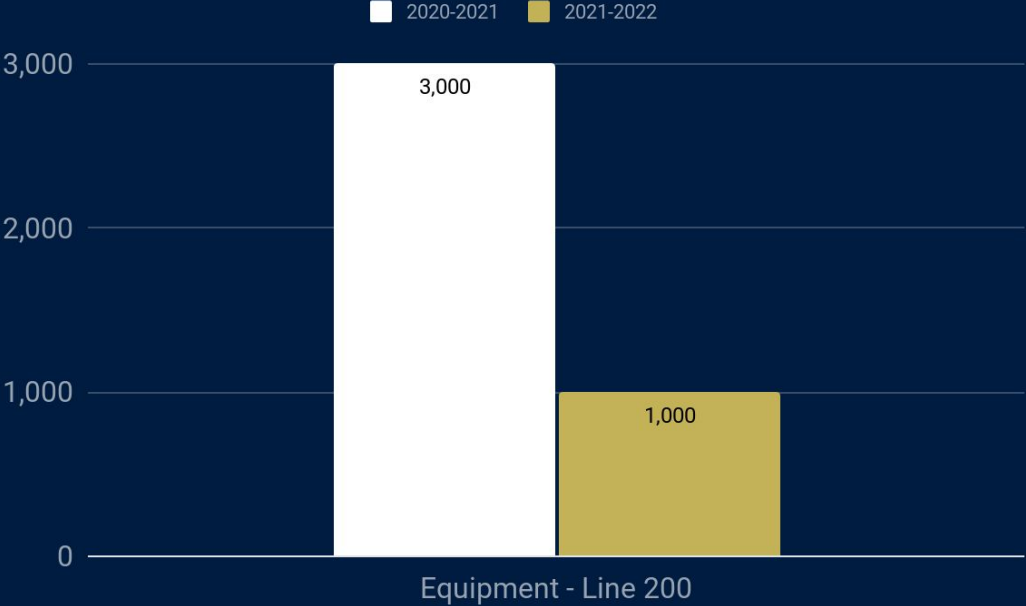
1. Slight increase due to additional window air conditioners and HVAC running on full occupancy due to COVID-19

# MAINTENANCE BUILDING AND GROUNDS



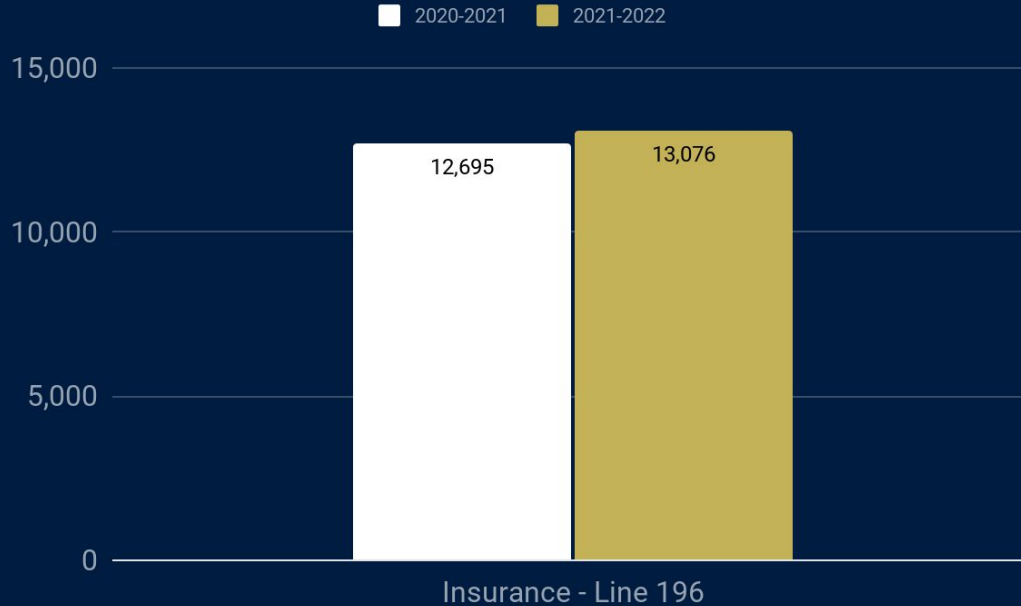
1. Increase due to mandatory repairs to comply with state inspections

# EQUIPMENT



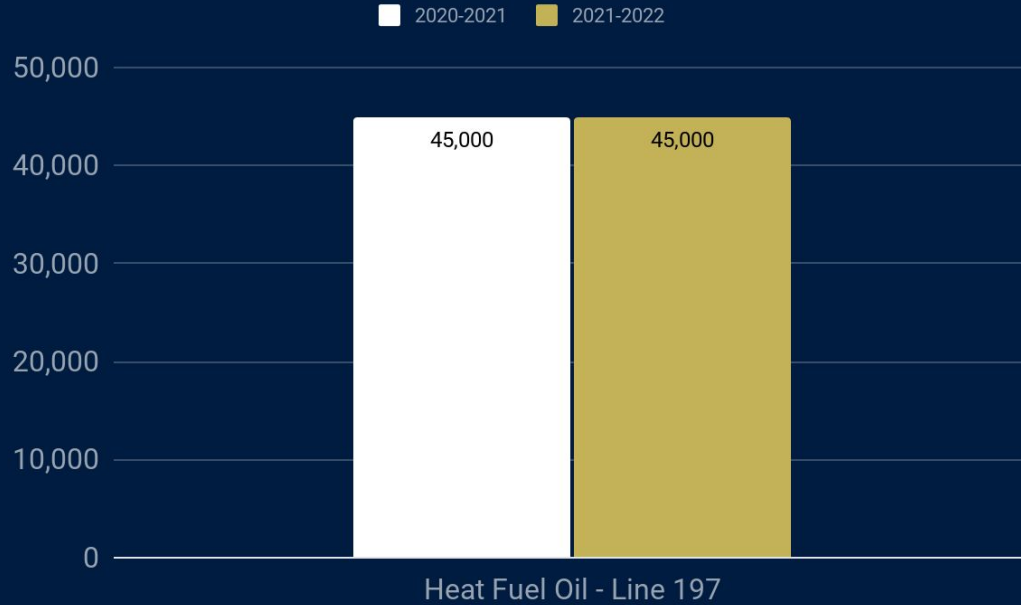
- 1. Reduction based on equipment needed for in-house repairs

# BUILDING MECHANICAL INSURANCE



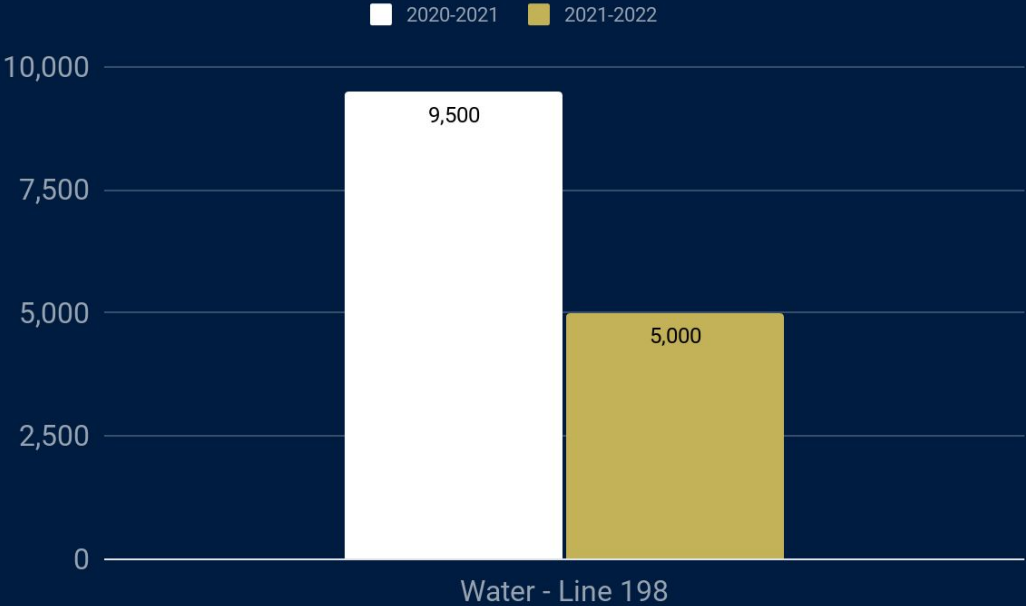
1. Includes CIRMA as well as Liability, Automobile and Property (LAP) insurance
2. Remaining 50% of total insurance cost is located in line 151

# HEAT FUEL OIL



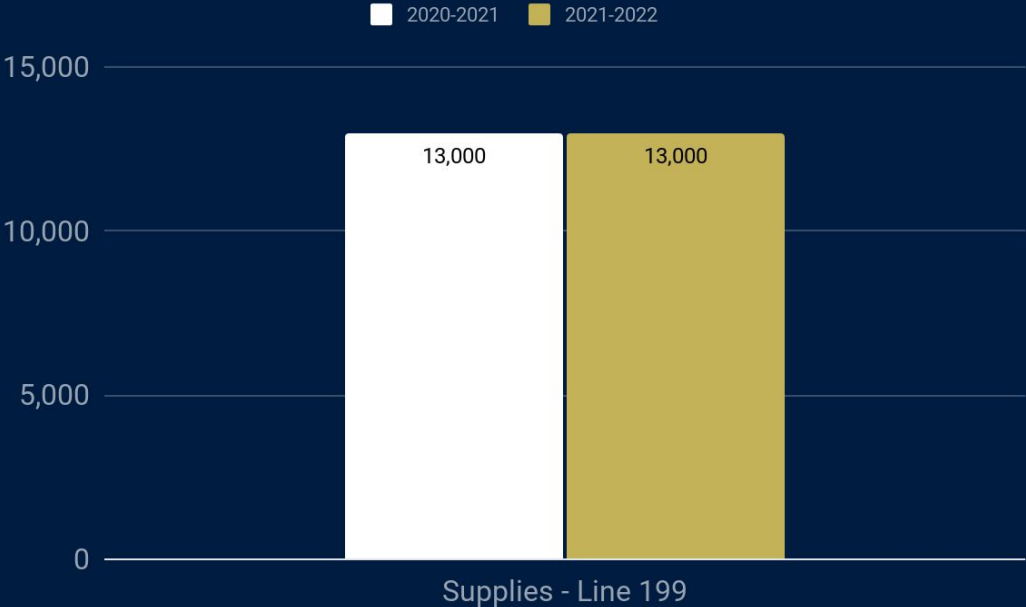
1. Estimated cost remains stable even with an anticipated increase in usage due to price-lock at a lower rate of \$1.748

# WATER



- 1. Reduction based on current water usage due to COVID-19

# SUPPLIES



1. Supplies budgeted based on anticipated need



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# FISCAL SERVICES

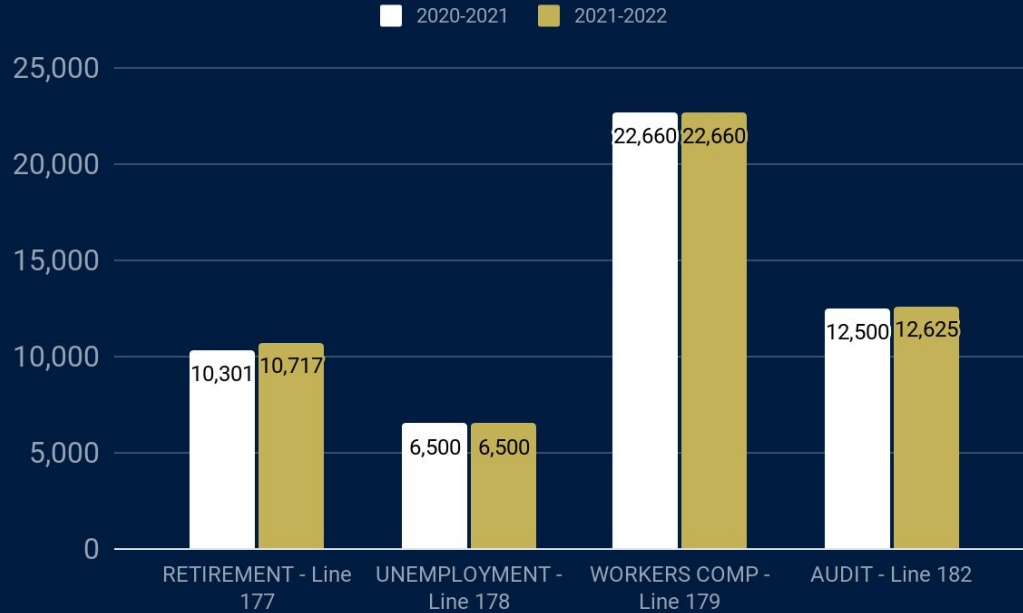


# BENEFITS



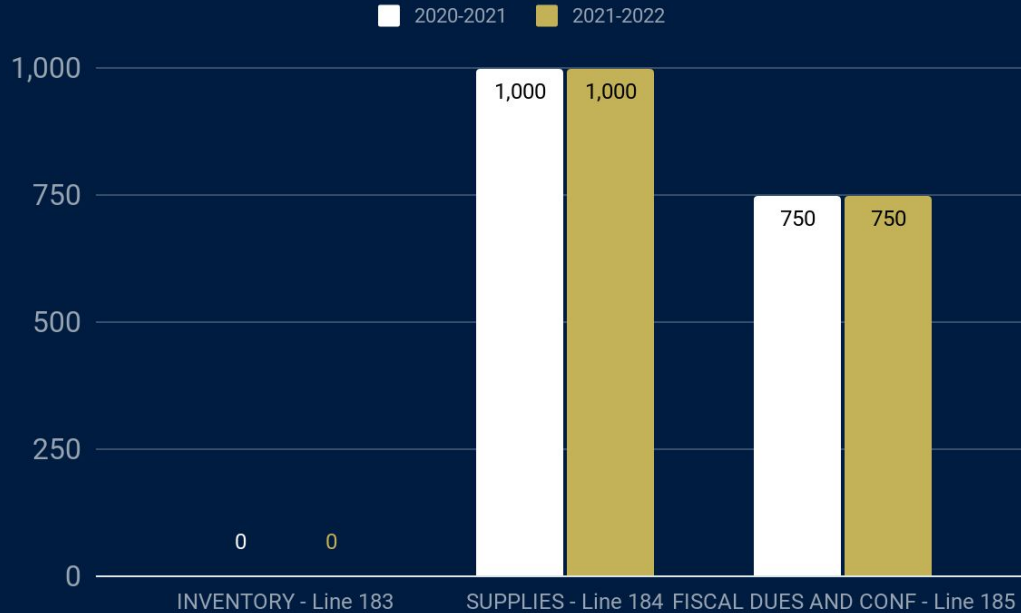
1. Cost for benefits includes estimated 9.75% premium cost increase

# FISCAL SERVICES



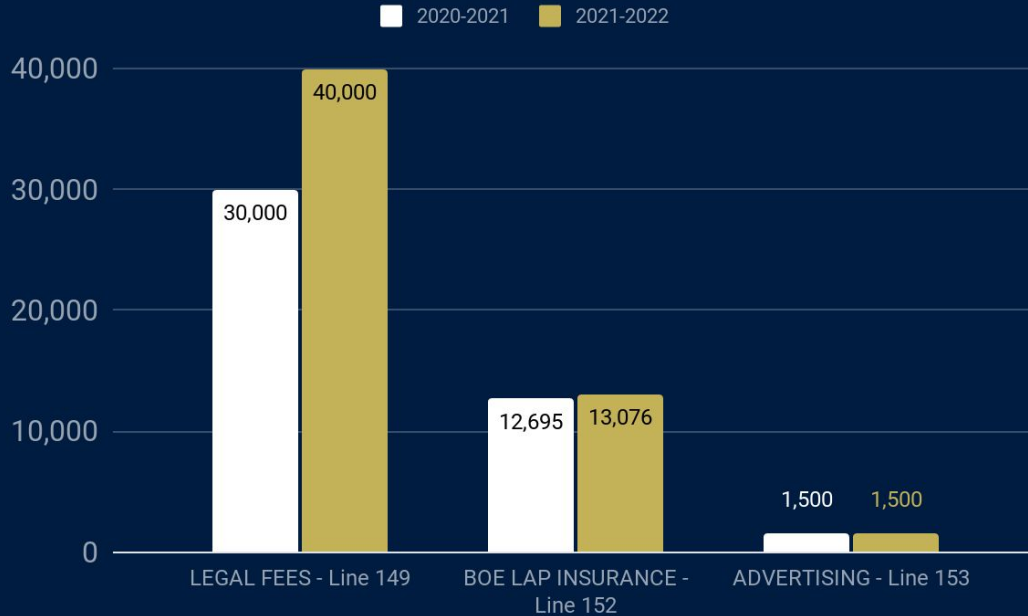
1. Slight increase in retirement contributions based on actuals
2. Unemployment costs increased due to anticipated reduction in FTE

# FISCAL SERVICES



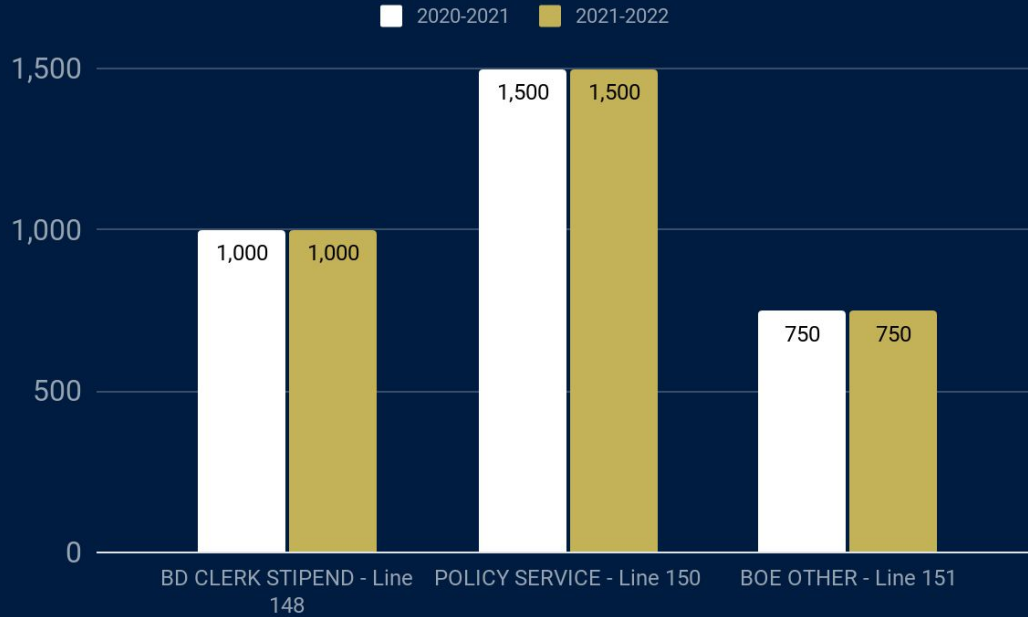
1. Inventory performed in-house to save costs
2. Dues and Fees includes annual members in CASBO

# BOARD OF EDUCATION



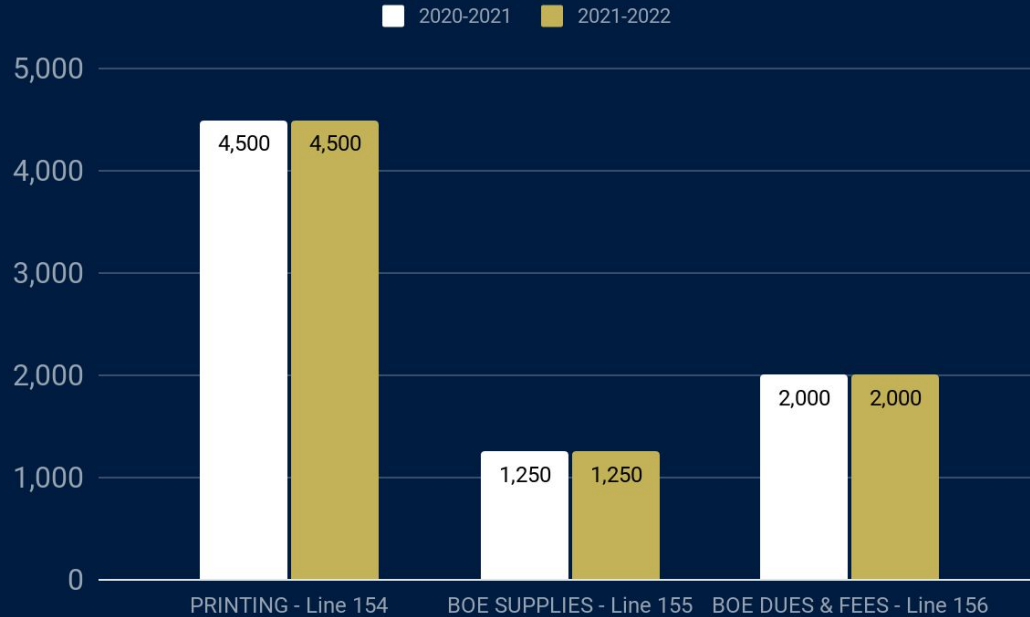
1. Legal fees increased for negotiations with SEA
2. Includes CIRMA as well as Liability, Property and Casualty Insurance (LAP). Remaining 50% of this total cost found in line 196

# BOARD OF EDUCATION



1. Budget based on anticipated actuals

# BOARD OF EDUCATION



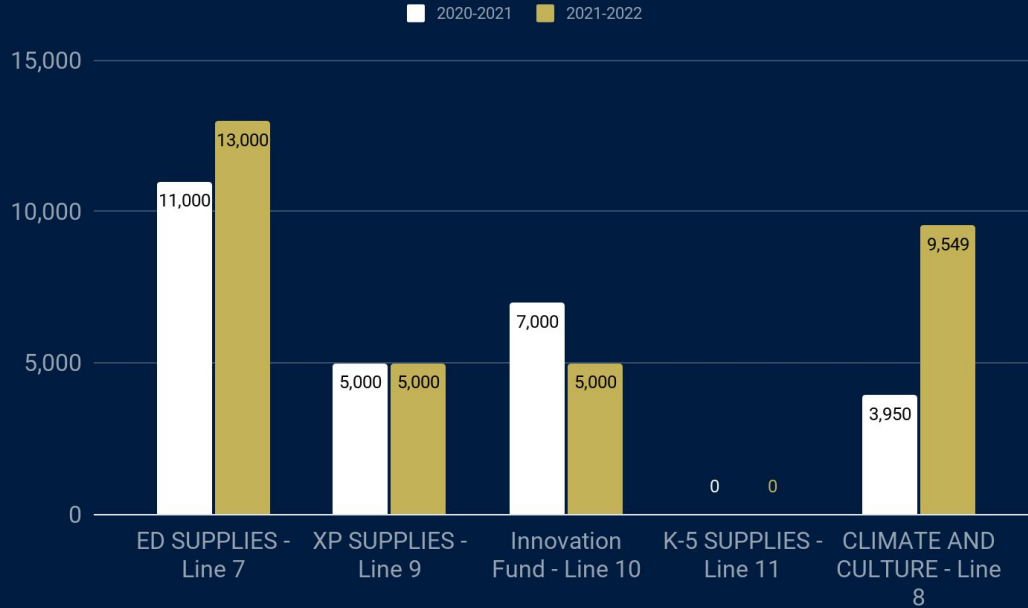
1. Printing for bi-annual *Spotlight on Sherman*
2. BOE dues and fees includes membership in CABA and Board conference attendance



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**GENERAL SUPPLIES AND ALL OTHER**

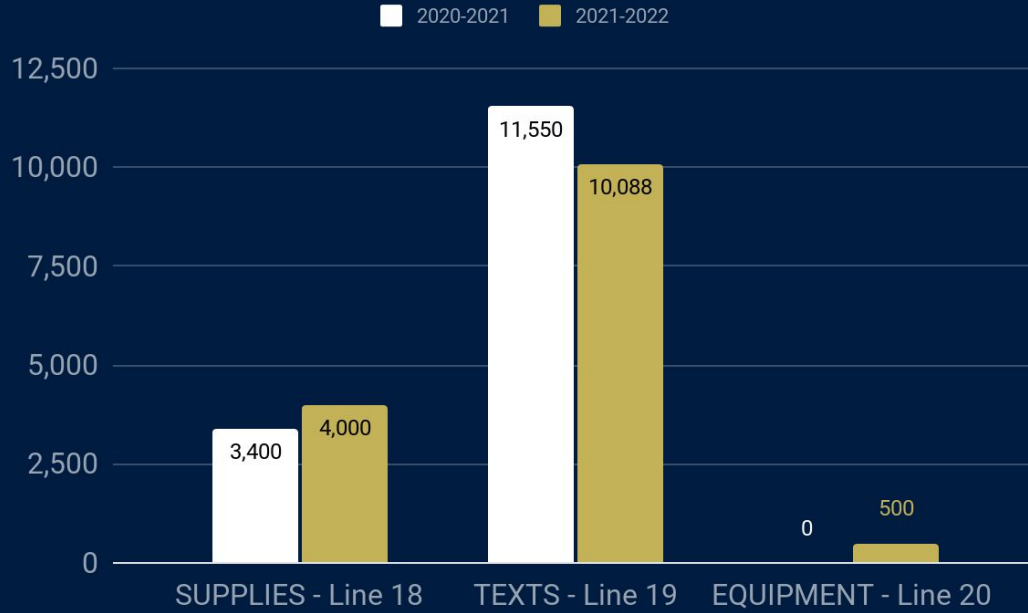
# GENERAL



1. Climate and Culture investment includes subscription for Second Step SEL Program, summer work for anti-bullying event, and school climate survey

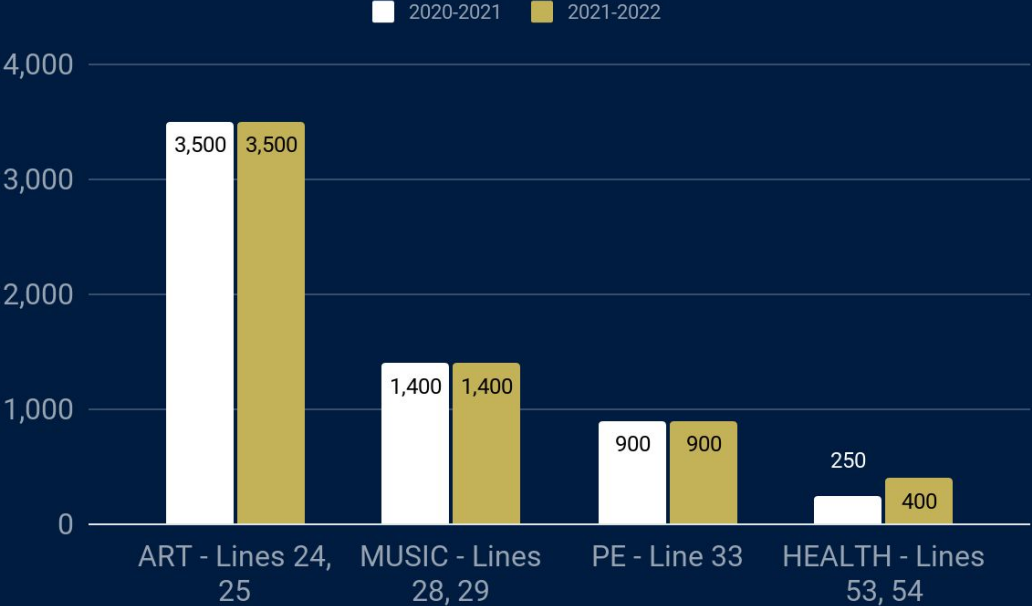


# PRIMARY



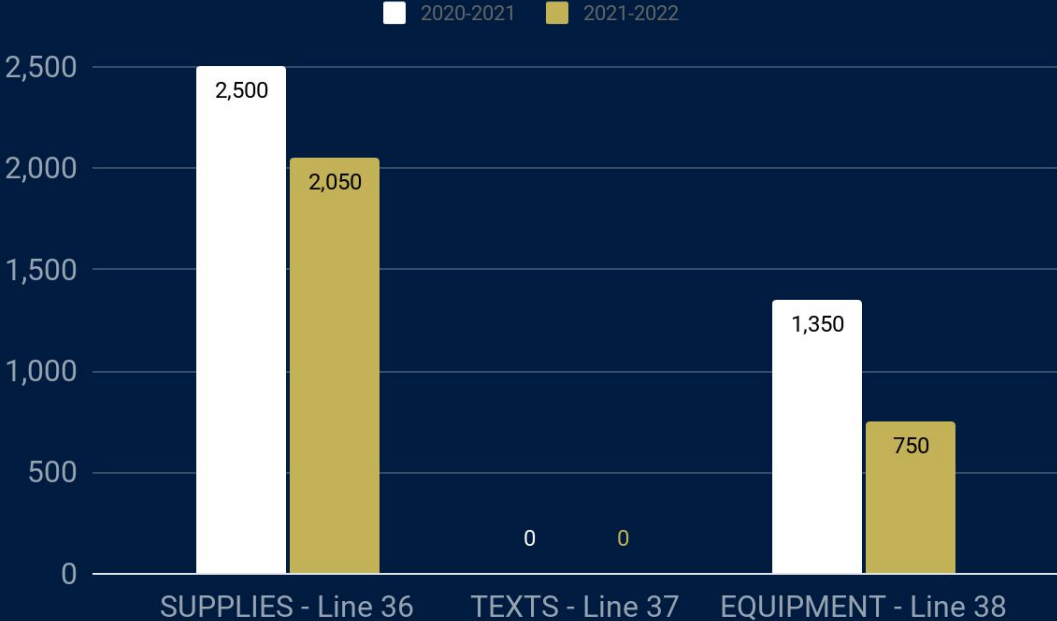
1. Increase in equipment for purchase of rugs, seating for 2nd grade students, and headphones

# SPECIAL AREA SUPPLIES AND EQUIPMENT



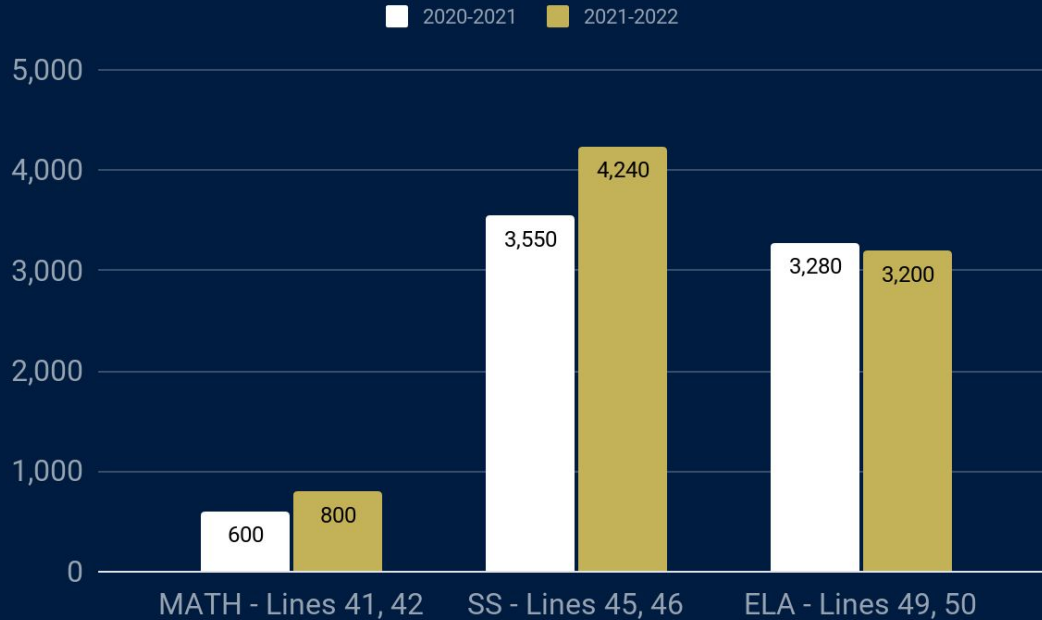
1. Budget based on needs for programs

# SCIENCE PS-8



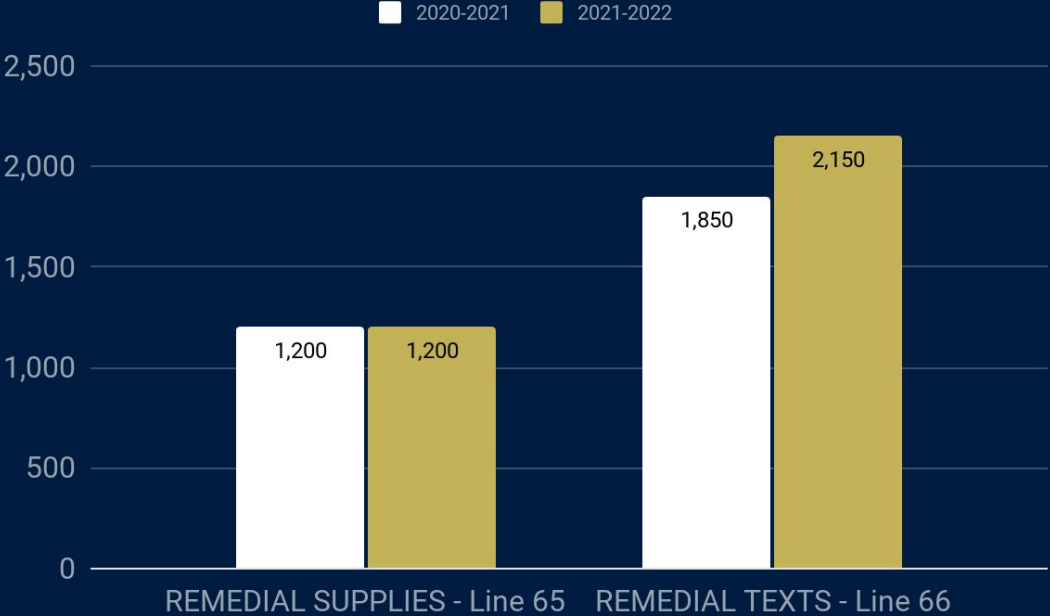
- 1. Decrease in supplies and equipment reflect change in program needs
- 2. Costs for Science Text and Workbook reflected in Curriculum Subscription line (140)

# MATH, SOCIAL STUDIES, LANGUAGE ARTS



1. Increase in SS line to reflect renewal of online textbooks for middle school and purchase of current events resources

# OTHER REGULAR PROGRAMS



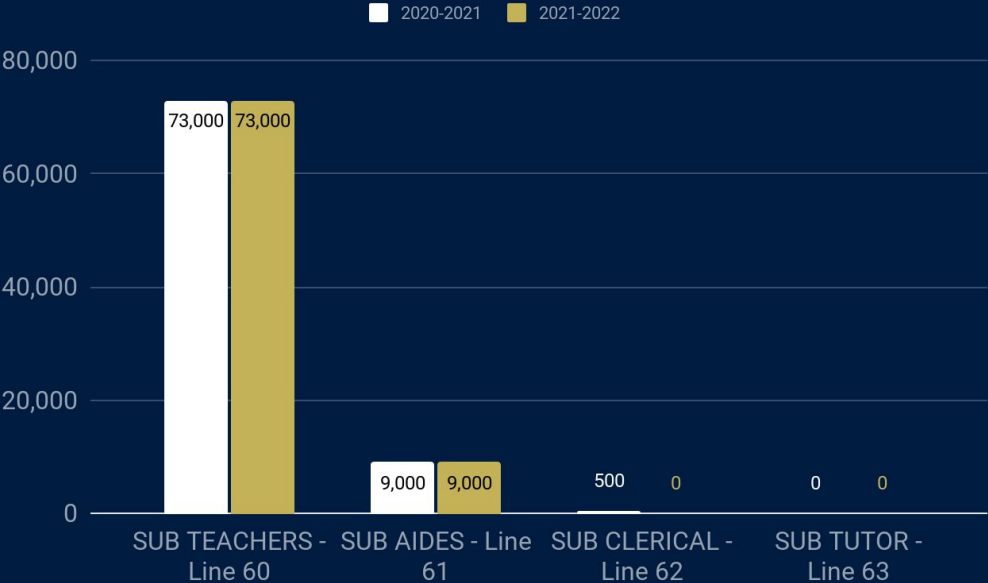
- 1. Increase in Remedial Texts due to maintenance and expansion of math remedial program

# GENERAL OTHER



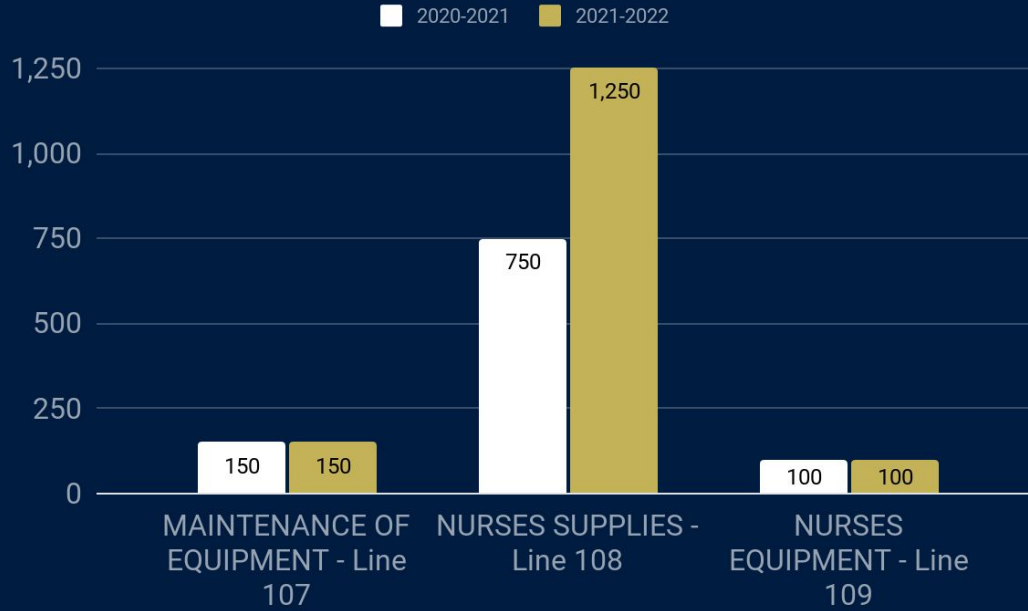
1. Travel budget reduced based on anticipating prominent use of videoconferencing
2. Postage costs for mailing *Spotlight on Sherman* twice annually

# SUBSTITUTES



1. Anticipated need for substitute teachers and aides remains constant

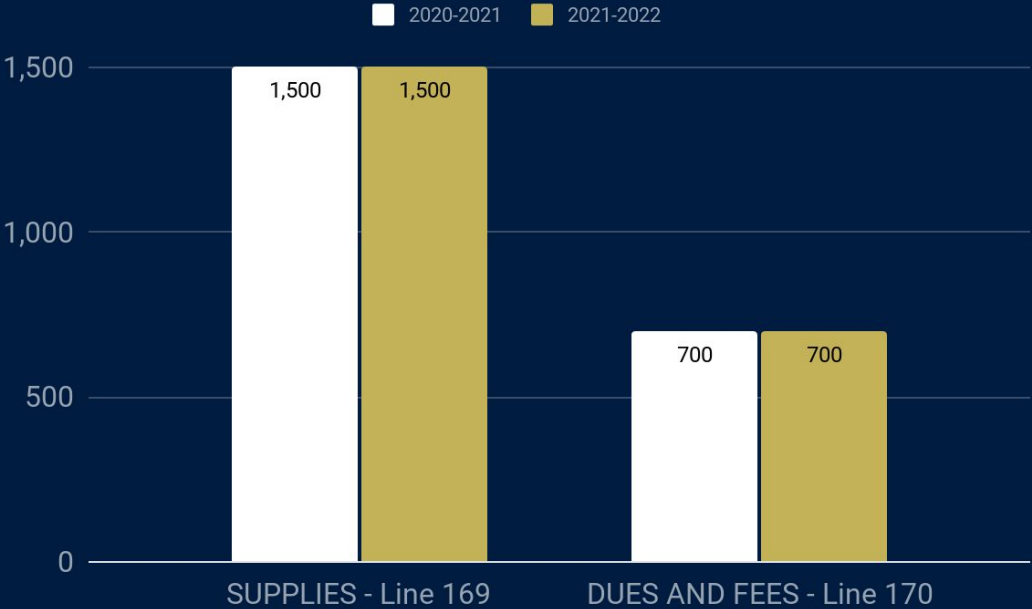
# MEDICAL SERVICES



1. Increase in nurses supplies to reflect need

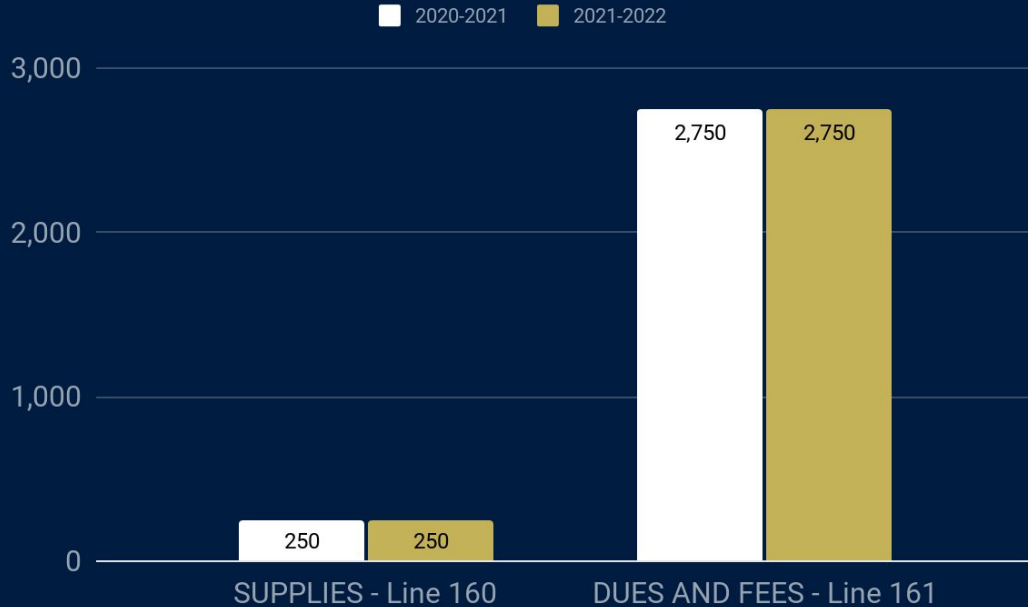


# OFFICE OF PRINCIPAL



1. Anticipated needs for supplies, dues, and fees remain constant

# OFFICE OF SUPERINTENDENT



1. Anticipated needs for supplies, dues, and fees remain constant
2. Dues and Fees reflect cost of membership in CAPSS (Connecticut Association of Public School Superintendents)



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**END OF PRESENTATION**