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***THE PUBLIC IS REQUESTED TO TURN OFF CELL PHONES OR PLACE THEM ON VIBRATE
PRIOR TO THE START OF THE MEETING***

Board of Education
Fairfield Public Schools
Fairfield, CT

Tuesday, March 8, 2011

REGULAR MEETING

7:30 P.M.

501 Kings Highway East
2nd Floor Board Conference Room

AGENDA

I. Call to Order and Roll Call

II. Pledge of Allegiance

III. Presentation

A. Presentation of Elementary Health Curriculum, Grades K-5

IV. Approval of Minutes

Recommended Motion: "that the Board of Education approve the Minutes of the Special Meeting of January 18, 2011, the Special Meeting of January 20, 2011 and the Regular Meeting of January 25, 2011"

(Enclosures No. 1, 2, 3)

V. Student/Committee/Liaison Reports

Allison Reich Fairfield Ludlowe High School Student Liaison

Dan Callahan/
Stephanie Teixeira Fairfield Warde High School Student Liaison

Albin, Catherine Finance, Budget & Community Relations Subcommittee
Cooperative Education Services (CES) Representative Council Member

Brand, Sue	Curriculum, Policy and Special Programs Subcommittee Board of Health Member**** Cooperative Education Services (CES) Representative Council Member Six to Six Magnet School Liaison
Dow, Sue	Finance, Budget and Community Relations Subcommittee* CT Association of Boards of Education (CABE)** SEPTA
Fattibene, Paul	Curriculum, Policy and Special Programs Subcommittee Transportation Advisory Committee
Iacono, Pamela	Finance, Budget & Community Relations Subcommittee Special Projects Standing Building Committee Member*** Representative Town Meeting (RTM) Liaison** Board of Finance Liaison
Kery, Tim	Facilities, Technology and Long Term Planning Subcommittee* PTA Council Liaison
Liu, Perry	Facilities, Technology and Long Term Planning Subcommittee Fairfield Woods Building Committee Liaison****
Mitola, John	Facilities, Technology & Long Term Planning Subcommittee Stratfield School Building Committee Liaison*** Parks and Recreation Commission Member**** Fairfield Education Association (FEA) Liaison
Zahn, Stacey	Curriculum, Policy & Special Programs Subcommittee* High School Scholarship Foundation

* Committee Chairman ** Liaison Position Indicated per By-Laws *** Ad Hoc – Established by the First Selectman/Town **** Per Town Charter and Serving as a Voting Member

VI. Superintendent's Report

- A. Initial Response to the Operational Audit (Enclosure No. 4)
- B. Financial Report (Enclosure No. 5)
- C. Board of Finance Meeting Recap

VII. Old Business

A. Approval of High School Media Technology Curriculum

Recommended Motion: “that the Board of Education approve the High School Media Technology Curriculum”

B. Approval of Long Range Facilities Plan with MGT of America Capacity Deficiencies

Recommended Motion: “that the Board of Education approval the Long Range Facilities Plan with MGT of America capacity deficiencies”

(Enclosure No. 6)

C. Approval of Roof Warranty Extension Project

Recommended Motion: “that the Board of Education approve the Roof Warranty Extension Project – Roger Sherman Elementary School, North Stratfield Elementary School, Osborn Hill Elementary School, Riverfield Elementary School and Holland Hill Elementary School”

VIII. New Business

A. Authorize the Chairman to Send a Letter to the First Selectman Requesting a Building Committee for the Riverfield Elementary School Project

Recommended Motion: “that the Board of Education authorize the Chairman to send a letter to the First Selectman requesting a Building Committee for the Riverfield Elementary School Project

Acceptance of Tomlinson Middle School Project #051 – 112EA

Recommended Motion: “that the Board of Education accept the Tomlinson Middle School Project #051-112EA as complete”

IX. Public Comments and Petitions

During this period the Board will hear comments and receive petitions from any citizen present at the meeting. Any single presentation must be limited to two minutes, and audio-visual equipment cannot be used without the advance authorization of the Chairman. **The Board will not hear comment on individual personnel matters or comments addressed to a specific member(s) of the Board.** Decorum will be enforced. Citizens are asked to comment on any voting item at the time the item is under consideration by the Board.

X. Open Board Comment

XI. Convene to Executive Session

Recommended Motion: “that this regular meeting of the Board of Education convene to Executive Session to discuss pending collective bargaining agreements for Fairfield Education Paraprofessional Association, Fairfield Association of Educational Office Professionals and AFSCME Council 4, Information Technology Technicians”

XII. Reconvene Public Meeting to Take any Votes Necessary on Matters Discussed in Executive Session

XIII. Adjournment

Recommended Motion: “that this regular meeting of the Board of Education adjourn”

CALENDAR OF EVENTS

March 22, 2011 CANCELLED	Board of Education Regular Board Meeting	7:30 p.m. 501 Kings Highway East 2 nd Floor Conference Room
March 29, 2011	Board of Education Special Board Meeting	7:30 p.m. 501 Kings Highway East 2 nd Floor Conference Room

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Pupil & Special Education Services
501 Kings Highway East
Fairfield, CT 06825
Telephone: (203) 255-8379

FAIRFIELD BOARD OF EDUCATION
MINUTES OF THE SPECIAL MEETING OF THE BOARD OF EDUCATION

MAR 08 2011

Tuesday, January 18, 2011

Minutes of the Special Meeting of the Board of Education held Tuesday, January 18, 2011, at 501 Kings Highway East, 2nd Floor Conference Room.

The meeting was called to order at 7:34 p.m. by Mr. John Mitola, Chairman. Other Board members present were: Mrs. Sue Brand, Mrs. Sue Dow, Mr. Paul Fattibene, Mrs. Pamela Iacono, Mr. Tim Kery, Mr. Perry Liu and Mrs. Catherine Albin (arrived 7:35 p.m.). Ms. Stacey Zahn was absent. Also in attendance were Superintendent Dr. David Title and members of the administrative staff. Approximately 50 people comprised the remainder of the audience.

1. Mr. Mitola led the Board and audience in the Pledge of Allegiance.
2. Presentation and Discussion of the Superintendent's Recommended 2011-2012 Budget Request

Dr. Title stated that this budget is very different in format from previous budgets. The goal was to simplify and clarify the budget document so it would be easier to follow and less redundant. The budget book contains a detailed budget by object and a less detailed budget by department. Dr. Title highlighted a number of changes that were made in the budget book this year: to be as clear as possible about the way grants are used; to clarify staffing and show which staff members are paid out of the operating budget, which staff members are paid out of grants or other revenue, and for the first time the permanent part-time hourly staff members have been included. This budget also tries to clarify that sometimes when funds are needed for additional positions it is because grant funding for those positions is ending as opposed to adding new employees; where possible multiple accounts used for purchasing the same item have been combined into one account; the impact of the SFSF dollars that are going back to the town and now have to be included in our budget; and a page has been included that identifies where we have responded to some of the suggestions from the operational audit. The way money is allocated to the schools versus central allocation has changed. The goal of that change is to provide equity among the schools in staffing resources and technology resources and to remove from the schools' responsibility items that are beyond their control such as substitute teachers and interns. All of the expenses for substitute teachers and interns have been moved out of the school budgets and into central control, and all technology is now being budgeted centrally, including software. We know there are inequities amongst the schools but just don't have the funds to remedy all of the inequities. A new model of elementary staffing has been developed based on the size of the school and the number of sections to try to standardize and provide a better model of instructional delivery at the elementary schools.

Dr. Title stated that his overall goal is to preserve the excellent instructional program, keep class sizes where they are and keep up with the increasing enrollment. He briefly reviewed the proposed 2011-12 budget. With enrollment declining at the elementary level and increasing at the middle and high school level, in order to keep class sizes and programs in place, some extra staff members are needed. The net new staff is about 6 and enrollment is increasing by about 80. There are a few program improvements that have a cost, the Gifted Program and the Elementary Staffing Plan, and some changes in the preschool program that have a savings and will also be educationally beneficial. The preschool proposal is to increase slots in the Burr program where there is space and staff, and where we don't have space at McKinley to merge that program with the ECC program. He stated that he would like to keep the forward momentum going in technology and try to restore some of the major cuts that were taken in the maintenance projects last year. There are some budget lines where we haven't budgeted realistically and run a deficit every year, and it was time to move that around. The biggest area where we have historically overspent is special education tuition. When you under-budget, you end up freezing money in other accounts, so why not put it where it should go. There is a proposal to move the high school start time back to 7:30 a.m. to save \$500,000 and trying to save money in the medical costs by increasing the stop loss from \$150,000 to \$300,000 which would save about \$450,000.

The budget book also includes a detailed explanation of the Food Service Program that is not part of our budget but gives an explanation about the fund balance in that program. The last section is the proposed town capital improvement projects.

The gross budget increase is 4.90% and subtracting out the SFSF funding, the net budget increase is 4.54%.

Approximately one hour and thirty minutes of Board questions, comments and discussion followed regarding retiree insurance and pension obligation; student transportation for summer school, Center for the Arts, and Six to Six; extra-curricular transportation and extra-curricular transportation support; moving the high school start time back to 7:30 a.m. and how it will save money in terms of transportation; the preschool program at Burr and McKinley and expanding the program to include 3 year olds; charging tuition for the preschool program; exploring other sites to house the ECC program in order to free up classroom space at Fairfield Warde HS; the proposed elementary staffing model; no change in the kindergarten program for next year with the exception being in the description of the elementary staffing model where there is a change in the way paraprofessionals are allocated to the elementary schools; how many of these budget items are out of our control, e.g., contract negotiations, medical benefits; savings related to recommendations from the audit; changes in budgeting the special education tuition; grant money; SFSF funds; staffing; stop loss; technology budget; high school students opting out of bus transportation; the continuing education program; charging community members for building rentals; Dwight bathrooms; major maintenance projects; town capital improvement projects; and \$150,000 for the Fairfield Woods MS and Stratfield Elementary School non-building committee items for educational programs.

Dr. Title commented on the preschool program. Currently there are two preschool programs. The preschool at Burr and McKinley are a half day program 5 days a week for 4 year olds, 10 students in the morning and 10 students in the afternoon, with no tuition charge, and transportation is provided. The other program is the Early Childhood Center program that is run at Fairfield Warde HS. This program is under-utilized by typical peers and has room to increase the number of non-special education children. McKinley does not have space to expand the pre-k program; it is currently in the room that was the teachers' lounge. It would benefit everyone involved to merge the McKinley program with the ECC program. There would continue to be no tuition for the special education children who are guaranteed a slot in that program, and non-special ed students, typical peers, would pay tuition on a sliding scale. It would be open to all residents, although it would be geographically convenient to McKinley families, and slots would be allocated to them since their program is essentially being merged. Dr. Title stated that he is recommending opening the pre-school program to 3 and 4 year olds and increasing the slots at Burr since there is space and staff. No tuition would be charged at Burr. By increasing the slots available at Burr it will also help with the racial imbalance because the more kids who go to preschool at Burr, the more likely they will be to stay at Burr which will help the racial imbalance.

First Selectman Ken Flatto commented that all of the revenue designated for specific purposes is what the district has primary responsibility to set and those monies go directly to the district. The Town general fund doesn't get the IDEA, Title I, or Special Excess Cost monies but the ECS and monies that go to the Town general fund are considered general money in good years and bad, and those amounts have never formally been allocated. There have been some years when those funds go up and some years when those funds go down. He stated that in his discussions with Fiscal Officer Hiller, their feeling is that it is going to be hard to assume an increase in the ECS to replace the ARRA money. He also stated that he believes the Board of Ed does charge and get reimbursed for custodian overtime expenses for all after school and evening meetings except for school related groups like scouts or PTAs. He commented that this will not be an easy budget process and that the number the Superintendent is recommending appears to be higher than 80-90% of the other Fairfield County districts. He stated that it might be helpful to include some comparable statistics per capita spending for some of our Fairfield County colleagues, Greenwich, Darien, to try to explain where we stand in that regard. The more information you can provide would be helpful. This is going to be a difficult budget year. Lastly, he asked for a 3-4 year history on some of the key non-personnel related issues, technology, maintenance, etc.

Mrs. Iacono stated that the teachers in a lot of the municipalities the First Selectman mentioned are taking a zero this year in their budget and that is why they were able to come in with numbers less than ours. She stated that she is not sure if the custodian statement is entirely accurate.

3. Mrs. Albin moved, seconded by Mrs. Dow that this meeting of the Board of Education adjourn at 9:32 p.m.

Motion carried: 8:0:0.

FAIRFIELD BOARD OF EDUCATION
MINUTES OF THE SPECIAL MEETING OF THE BOARD OF EDUCATION
Thursday, January 20, 2011

MAR 08 2011

Minutes of the Special Meeting of the Board of Education held Thursday, January 20, 2011, at 501 Kings Highway East, 2nd Floor Conference Room.

The meeting was called to order at 7:35 p.m. by Mr. John Mitola, Chairman. Other Board members present were: Mrs. Sue Brand, Mr. Paul Fattibene, Mrs. Pamela Iacono, Mr. Tim Kery, Mr. Perry Liu and Mrs. Catherine Albin (arrived 8:30 p.m.). Mrs. Sue Dow and Ms. Stacey Zahn were absent. Also in attendance were Superintendent Dr. David Title and members of the administrative staff. Approximately 60 people comprised the remainder of the audience.

1. Mr. Mitola led the Board and audience in the Pledge of Allegiance.
2. Discussion of the Superintendent's Recommended 2011-2012 Budget Request

Chairman Mitola stated that at the last meeting on January 18, 2011 the Superintendent presented his recommended 2011-12 budget request, and the Board began their analysis of the budget with questions and comments. Board questions and discussion will continue tonight; and at the next meeting on Tuesday, January 25, the Board will vote on the budget. Before the Board votes on January 25, the public will have an opportunity to comment.

Approximately two hours of Board questions and discussion followed regarding increasing the number of slots in the preschool program and expanding the program to include 3 year olds, which would have no impact on the budget; the Early Childhood Center currently located at Fairfield Warde HS and the possibility of relocating it due to future increased enrollment at the high school and the need for that space; upgrading and resurfacing the existing ECC playground which really needs a rubberized surface to make it truly handicap accessible and expanding the playground; the impact of combining the Early Childhood Program and the McKinley preschool program; putting the ECC playground project in the capital improvement list versus the operating budget; the number of classes at the high school that have under 15 students enrolled and reasons why these classes would run with low enrollment; a suggestion was made to include an explanation of the number of classes that fall below 15 and the number of student requests for those classes which will provide an understanding behind running 1 section or 2 sections and the nuances of scheduling courses, i.e., sequence of courses, an extra support course, culminating course, and how a course comes to fruition, remains in existence and how courses are eliminated; if medical expenses are increasing why isn't the IBNR going up to match those increases; non-certified support staff at the high school; total staffing; grant funding, the stop loss and increasing it from \$150,000 to \$300,000; medical reserve fund; tech support staff at the elementary schools and the technology budget; ELL staffing and realigning them to meet the needs of the students. There was a suggestion to list items that did not make it into the budget, items that the administration would have liked to include but chose not to, and educational program enhancements that were not included.

Mr. Mitola stated that if any Board member has a specific item they want to cut, reduce, or increase, they should be prepared to do so at the next meeting on January 25. Board discussion followed on whether the Board needs to vote on the proposed capital improvement projects. Last year's minutes will be reviewed and the Board will get clarification on this.

3. Mrs. Albin moved, seconded by Mrs. Iacono that this meeting of the Board of Education adjourn at 9:32 p.m.

Motion carried: 7:0:0.

FAIRFIELD BOARD OF EDUCATION
MINUTES OF THE MEETING OF THE BOARD OF EDUCATION
Tuesday, January 25, 2011

MAR 08 2011

Minutes of the Regular Meeting of the Board of Education held Tuesday, January 25, 2011, at 501 Kings Highway East, 2nd Floor Board Conference Room.

1. Chairman Mr. John Mitola called the Regular Meeting to order at 7:32 p.m. Other Board members present were: Mrs. Catherine Albin, Mrs. Sue Brand, Mr. Paul Fattibene, Mr. Tim Kery, Ms. Stacey Zahn, Mr. Perry Liu (arrived 7:35 p.m.) and Mrs. Pamela Iacono (arrived 7:36 p.m.). Mrs. Sue Dow was absent. Also in attendance were Superintendent Dr. David Title, Fairfield Ludlowe HS Student Representative Allison Reich and members of the administrative staff. Approximately 100 people comprised the remainder of the audience.
2. Mr. Mitola led the Board and audience in the Pledge of Allegiance.
3. A Moment of Silence was held for Dr. Frank Scholan who passed away recently. He was a long-time Medical Advisor for the district.
4. Student/Committee/Liaison Reports-
 - ◆ Allison Reich reported that mid-terms are finishing at Fairfield Ludlowe HS. For a small fee, subscriptions to the school newspaper are now being delivered to people's homes.
 - ◆ Mrs. Albin – No report
 - ◆ Mrs. Brand – No report
 - ◆ Mr. Fattibene – No report
 - ◆ Mr. Kery – No report
 - ◆ Mr. Liu – No report
 - ◆ Mr. Mitola – No report
 - ◆ Ms. Zahn – No report
5. Superintendent's Report-

Dr. Title reported that there have been three snow days. There is one more snow day left, and any days after that will come out of April vacation.
6. Old Business
 - A. Mrs. Albin moved, seconded by Mrs. Brand that the Board of Education approve Policy #1430 – Public Performances by Students as presented at the January 11, 2011 Board of Education meeting.

Motion carried: 8:0:0.
 - B. Mrs. Iacono moved, seconded by Mrs. Albin that the Board of Education approve Policy #5330 – Bullying as presented at the January 11, 2011 Board of Education meeting.

Board comments and questions followed. Pursuant to State Statute, the updates to this policy are required at this time. The Policy Sub-committee will put this on a future agenda for review to strengthen the policy.

Motion carried: 7:1:0. Ms. Zahn voted in opposition.
 - C. Ms. Zahn moved, seconded by Mr. Kery that the Basic and Supplemental Textbook which has been reviewed and selected in accordance with the administration's selection process and presented for the Board's consideration at the January 11, 2011 meeting be adopted.

Motion carried: 8:0:0.

D. Discussion of 2011-2012 Budget Request-

Approximately two hours of Board comments, questions and discussion took place regarding the following: Executive Summary – instructional services; miscellaneous cumulative services; and the reason for a decrease in the benefits account for new staff when there is a net increase in staffing; Budget Detail – business services account for driver/custodian and custodians; middle school liaison; intramural costs-Fairfield Ludlowe HS versus Fairfield Warde HS; differential in the utilities for running Fairfield Ludlowe HS versus Fairfield Warde HS; maintenance services for the Burr HVAC system; the kitchen dehumidification system at McKinley; instructional services-the Director of Curriculum, 6 curriculum leaders and 5 support staff; fixed items and non-fixed items; increase in special education out of district tuition; percentage of reimbursement expected in terms of excess cost; clarification of the elementary staffing model; elementary staffing; the reason for two assistant principals at Roger Ludlowe Middle School; clerical services-elementary school secretaries and paraprofessional staffing; why each middle school does not have the same number of custodians; the possibility of trimming the wage and benefit reserve; concern with the increase in the pension line; utilities at the schools; technology; technology services-computer maintenance; maintenance projects-low voltage system preventative maintenance; clarification of the \$131,000 that is being paid as part of the new federal health care law; a stop loss somewhere in the middle of \$150,000 and \$300,000 and what type of savings that would yield; student parking at the high school and why there was a significant drop off of permits issued at Fairfield Warde HS this year; how many buses could be saved if we were to charge for student parking at the high school and then waive the fee for students who sign off and waive their seat on the bus; summary of savings found from the audit or tied to the audit; maintenance items that did not make it into this budget; and what would be sacrificed if the \$1.8 million in town capital improvement projects had not been funded.

- E. Mrs. Albin moved, seconded by Mrs. Iacono that a budget recommendation in the amount of \$148,505,841 be approved and forwarded to the Board of Finance for its consideration in the preparation of the town budget for the 2011-12 fiscal year; further that the Superintendent be authorized to distribute the said amount in a manner agreed to by the Board at this meeting.

Mrs. Brand moved, seconded by Mr. Liu to amend the motion and change the stop loss from \$300,000 to \$200,000 and take the difference from the reserve in the medical retention fund and balance it out that way. There would be no change in the operating budget.

Board comments followed on the procedure for this amendment. Since the line item would be the same, just a transfer of funds from one account to another, a motion would not be needed. The amendment was to change the stop loss from \$300,000 to \$200,000. If that part of the amendment is successful, Mrs. Brand could make a second amendment on how to move funds.

Mrs. Brand withdrew the amendment.

Mrs. Brand moved, seconded by Mr. Liu to amend the motion and increase the budget by \$280,000.

Board questions and comments followed on this proposed amendment.

Motion failed: 2:6:0. Mrs. Brand and Mr. Liu voted in favor. Ms. Zahn, Mr. Mitola, Mrs. Iacono, Mrs. Albin, Mr. Kery and Mr. Fattibene voted in opposition.

Public Comment on the Main Motion-

Anne Pasco, FEA President, spoke in support of changing the high school start time back to 7:30 a.m. in order to save \$500,000.

Dorene Herron, Forest Avenue, thanked the Board for the detail and clarity of this budget. As Roger Sherman's PTA President, she voiced support for the new elementary staffing model and thanked the Board for putting this forward and hopes the other town bodies keep it in the budget. It is much needed.

Kathryn Engle, Mill Hill Terrace, spoke in support of the increase in staff at the elementary level. She stated that she hopes the Board supports Dr. Title and his administrative staff and passes this budget as presented.

Nancy Trupp, a teacher in Fairfield, urged the Board to support this budget. She stated that NEASC evaluated both high schools and any subtraction from this budget would impact the accommodations that were made to NEASC.

Fran Wilder, a teacher in Fairfield, commented on two articles that were posted on the town's website. July 17, 2006 - Fairfield is ranked as one of the top 10 communities nationwide, and it is the number one community in the northeast for overall livability which includes the quality of schools. November 5, 2009 - according to Connecticut Magazine, Fairfield finally slipped past Greenwich to snag the top spot among communities. The most telling statistic came in the area of education where Fairfield topped Greenwich in mastery test scores, CAPT scores, and percentage of high school graduates going to college. She stated that her kids went through the Fairfield schools and she wants the same education her children got for her grandchildren.

Karen Lynch, North Startfield PTA President, applauded Dr. Title and the central office staff for incorporating the new elementary staffing model into the proposed budget and stated that she sincerely hopes the Board of Ed keeps those guidelines in tact as part of this budget, especially the increases to the math and science teachers and language arts specialists.

Sandra Kroll, Tahmore Court, stated that she hopes the Board will support the budget, especially the elementary staffing model for additional math, science, and language arts.

Mike Goughnour, Osborn Hill Budget Rep, thanked everyone for the elementary staffing model. He stated that he is a realist and knows that the budget will be tight but asked the Board to please do everything possible to maintain the elementary staffing model.

Elaine Davis, Fairfield Woods Middle School Budget Rep, asked the Board to please support Dr. Title's budget as presented and keep our impeccable level of service where it is.

Jill Kellerman, Brookfield Avenue, spoke in support of the new elementary staffing model and the budget.

Mary Hogue, Stonewall Lane, stated that it is clear that this is a very lean budget and everyone has worked very hard to make self-imposed cuts that aren't necessarily something that we are seeing. We only see the end result. She hopes everyone appreciates how much isn't in this budget and cutting from this would be a real problem. Fairfield has a wonderful school system, and this budget allows us to stay there and continue moving forward

GiGi Christel, PTA Council President-Elect speaking for herself, stated that she appreciates that Dr. Title and his staff went through the budget line item by line item and tried to find ways to save money. She stated that she also supports the elementary school model and hopes the Board will accept this budget as written.

Tracie Valentino, Jennings Road, thanked everyone for the easy budget format and spoke in favor of the elementary school staffing model. Keeping it in the budget would be a great asset to our already spectacular school system.

J. Alfred Dunn stated that he remembers the later start time discussions and the traffic experts from the Fairfield Police Department who were against it. He remembers the situation concerning this movement. Cut \$500,000; we need it.

Mr. Kery asked for a Point of Personal Privilege to thank Dr. Title and his staff. He also thanked everyone for dropping everything this week to answer Board members' questions.

Mr. Mitola stated that this is a very responsible budget; it is a lean budget and is in line with other districts in the area. He thanked Dr. Title and the administration for putting this book together.

Vote on motion: "that a budget recommendation in the amount of \$148,505,841 be approved and forwarded to the Board of Finance for its consideration in the preparation of the town budget for the 2011-12 fiscal year; further that the Superintendent be authorized to distribute the said amount in a manner agreed to by the Board at this meeting"

Motion carried: 8:0:0.

7. Proposed Town Capital Improvement Projects-

Mr. Mitola commented on the Proposed Town Capital Improvement Projects that are in the budget book but are not part of the operating budget. There have been discussions/differences of opinion as to whether or not the Board needs to vote on this. He stated that he checked with Town Attorney Dick Saxl, and he indicated that it would be appropriate if the Board voted on the proposed Town Capital Improvement Projects and put in an estimated dollar amount.

8. Mr. Kery moved, seconded by Mrs. Albin to add moving forward to the appropriate town bodies the Proposed Town Capital Improvement Projects to this agenda.

Motion carried: 8:0:0.

9. Mrs. Iacono moved, seconded by Mrs. Brand that the Board move forward to the appropriate town bodies the Proposed Town Capital Improvement Projects for the 2011-12 fiscal year in the estimated amount of \$1,845,000.

Mrs. Brand moved, seconded by Mr. Liu to reduce the Town Capital Improvement Projects funding by \$255,000, by eliminating \$150,000 for Fairfield Woods Middle School and Stratfield Elementary School and \$105,000 for the Early Childhood Center.

Mr. Kery asked to split the motion and separate the two reductions.

This was accepted as a friendly amendment.

"to reduce the Town Capital Improvements Projects by \$150,000 by eliminating funding for Fairfield Woods Middle School and Stratfield Elementary School"

Board questions and comments followed. Dr. Title will try to identify in this line what some of the possible unexpected and/or unforeseen issues/items are that could come up during the building project. Dr. Title suggested having a discussion between the Board and the Building Committee to explain that the Board doesn't have funds to pay for unanticipated expenses that are directly related to the project. Mrs. Brand asked if the Building Committee liaisons could address the Building Committee to stress if they see anything that is unanticipated to give us a heads up.

Public Comment-

Andrew Crawford, 146 Lawrence Road, stated that he doesn't understand why the Board is arguing who is going to pay. If the Board is uncomfortable with it being in the capital budget, why not move it to the operating budget and move on.

Vote on amendment carried: 8:0:0.

Mrs. Brand moved, seconded by Mr. Liu to reduce the Town Capital Improvement Projects by \$105,000 by eliminating the Early Childhood Center.

Board comments and questions followed regarding the Early Childhood Center being located at Fairfield Warde HS and the possibility of moving it elsewhere so that space could be available to the high school, comparing costs of moving this program versus how much it would cost to add on to one of the high schools when the population increases, and delaying this project while we investigate the space further. Mrs. Albin asked if there is a safety component to this item. Dr. Title stated that rubberizing/resurfacing the existing playground is a safety issue. It is an unstable surface and not accessible for all of the children in the program. The other component is an expansion of an additional fully enclosed motor skills playground and that is not a safety issue. It is an issue of having appropriate space for all of the children in the program and fully enclosing it. \$45,000 is considered a safety issue and \$60,000 would be having an appropriate space. An outdoor learning environment is a critical component of Early Childhood learning not just a place for kids to run around. It is part of the instructional program.

Mrs. Brand stated that she would amend her amendment to change the amount and put back the \$45,000 for resurfacing the existing playground because that is a safety issue.

Mrs. Brand withdrew her amendment.

Mrs. Brand moved, seconded by Mr. Liu to amend the motion and reduce the Town Capital Improvement Projects by \$60,000 for the Early Childhood Center.

Board discussion followed regarding putting off the playground.

Public Comment-

Dorene Herron, Forest Avenue, commented on the importance of keeping this in the budget for educational reasons. It needs to be included and not put off any longer.

Vote on amendment failed: 3:5:0. Mr. Liu, Mrs. Brand and Ms. Zahn voted in favor. Mr. Mitola, Mrs. Iacono, Mrs. Albin, Mr. Kery and Mr. Fattibene voted in opposition.

Board questions and comments continued regarding Roger Ludlowe MS and McKinley School roof repairs and whether they are truly a capital project or a typical maintenance project being put in the capital account. There was also concern that some of the other items should be maintenance items. Mr. Cullen stated that due to the scale and size, past practice has been to do large roofing repairs like this through town capital. Our roofing preventative maintenance program wouldn't pick up the scale and magnitude of these repairs. There was also a question about the Jennings bathrooms and if it is worthwhile to do a study/analysis to see whether or not it would be cost effective to hire another full time master plumber/tradesperson to do this work in-house.

Vote on motion as amended: "that the Board move forward to the appropriate town bodies the Proposed Town Capital Improvement Projects for the 2011-12 fiscal year in the estimated amount of \$1,695,000"

Motion carried: 8:0:0.

10. Public Comments and Petitions-

Bruce Monte, Sky Top Terrace, commented on changing the high school start time and expressed concern over the year of work that was done by the Board, by the administration, and by the high school start time task force that was overturned through a budgeting process. He stated that he is curious as to how much discussion of policy that took a year to set went into this decision. The data is clear, consistent, and credible. More sleep is practically a magic bullet for many of the things that ail our youth. He encouraged the Board at some point in the future to take up the policy aspect of this and see if there is another place to find that money and to continue to provide our high school students with every opportunity to succeed.

11. Open Board Comment-None

12. Ms. Zahn moved, seconded by Mrs. Iacono that this meeting of the Board of Education adjourn at 10:24 p.m.

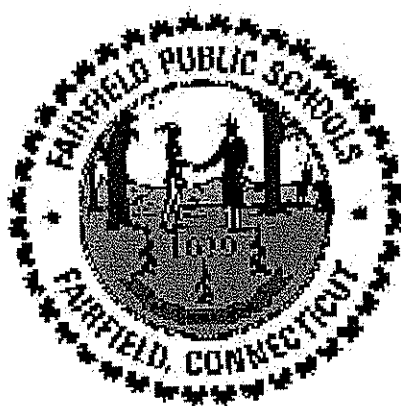
Motion carried: 8:0:0.

Stacey Zahn
Secretary

ENCLOSURE NO. 4

MAR 08 2011

Initial Response to the Operational Audit



David G. Title, Superintendent of Schools
March 8, 2011

The Operational Audit of the Fairfield Public Schools contains 24 commendations and 74 recommendations and was released to the public on December 14, 2010. Some recommendations have dollar savings (or costs) attached; others have no financial impact but are recommendations on how to improve operations in the school district. For the purposes of this response I am limiting my comments primarily to those recommendations with a dollar impact. We will scrutinize all recommendations in due time but the public interest, at this point, appears to be in the recommendations that suggest savings to the school district.

At her public presentation, Tatia Prieto, lead author of the study, indicated that school districts study these recommendations and implement them over a period of several years. In some cases, there are recommendations for major changes in the organization and operation of our instructional program; these recommendations cannot be thoroughly analyzed in just a few months. Other recommendations can be implemented immediately.

For each item with a cost attached, I have attempted to ascertain whether or not that cost is completely accurate. As the Audit team had a limited amount of time to determine actual costs, we are providing a more accurate figure. In some cases, where the Audit team recommended savings, there may be, in fact, substantially less in savings than the Audit team suggests – or, in some cases, no savings at all.

One item missing from any savings is the impact of unemployment compensation on the town budget. In some cases, dramatic reductions in existing personnel are recommended. It is a virtual certainty that, were we to implement these recommendations in the short term (not through natural attrition), staff members would be laid off and entitled to unemployment compensation. Unemployment compensation is not a line item in the Board of Education budget and would be carried in the Town of Fairfield budget. The estimated costs of unemployment compensation (currently 99 weeks) need to be subtracted from the savings in this study to ascertain the true net savings to the Town.

Some recommendations that save money may have a significant and detrimental impact on our instructional program. Others may have a modest impact. In this response I try to give a sense of the impact on our services to students and families if these recommendations were to be followed. In some cases, a full study or program review needs to be conducted to ascertain whether or not the recommendation should be implemented and on what time line.

The first two chapters of the Audit give background information on the Audit methodology and an overview of the district. In general, the Audit team used two metrics for determining whether or not to recommend a change in practice. The first was a set of “peer districts” that the Audit team believed was similar in size and scope to Fairfield. The second was a standard from a credible professional organization for a particular service (where such a standard exists). In addition, the Audit team presented its interpretation of educational research on a particular issue or practices from districts around the country.

Commendations and recommendations begin with Chapter 3. For each chapter, I list the finding, the specific recommendation, the page number in the Audit Report and the savings (or cost) the Audit proposed. Where we calculate a different figure for savings, it appears as “FPS Savings” on the next line.

Chapter 3: Organization and Management

Finding 3-2

Recommendation – Adopt a new central office organizational structure (Page 3-7)

Audit Savings: an added cost of \$399,738

This recommendation is to add 2.55 central office administrators to the school district. Prismatic also introduced a new organizational structure for the central office if these positions were added. While this recommendation points out a number of areas where additional leadership is needed, in this fiscal climate it is not feasible to implement this recommendation in full. Rather, I have proposed to restore the Deputy Superintendent’s position to full-time status (an increase of .55 FTE) in an effort to address the areas of concern noted in the Audit. The new organizational structure in the Audit cannot be implemented as it assumes a 2.55 FTE increase.

Finding 3-9

Recommendation – Improve the organizational structure for curricular leadership (Page 3-19)

Audit Savings: an added cost of \$155,730

The Audit recommends adding a Curriculum Leader for Social Studies. The current Curriculum Leader serving that department doubles as the Curriculum Leader for Technology as well as Library-Media. The Audit Team believed that the district needs to separate those two positions and increase the Curriculum Leaders by 1.0 FTE. While I recognize the need, in this fiscal climate, I am not recommending this increase in 2011-2012.

Finding 3-11

Recommendation – Improve district allocation of resource positions to elementary schools (Page 3-23)

Audit Savings: an added cost of \$47,968

The Audit recommends eliminating the Instructional Improvement Teachers in each elementary school and increasing the Math Resource Teachers from .4 FTE to 1.0 FTE at each school. Prior to the Audit, we had begun a review of the equity and efficiency of our elementary staffing model. The first phase of our new plan is included in the 2011-2012 budget. The role of the Instructional Improvement Teachers was not well-understood by the Audit Team; they play a key role in providing services to students. A re-write of the Instructional Improvement Teacher’s job description to ensure consistency is underway.

Finding 3-12

Recommendation – Improve paraprofessional deployment (Page 3-24)

Audit Savings: \$551,040

FPS Savings: \$551,040 for reduction of 16 paraprofessionals

FPS Additional Costs: \$544,000 for addition of 8.0 certified staff as outlined in the recommendation

FPS Net Savings: \$7,040

Prismatic's recommendation is to improve paraprofessional deployment by eliminating 16.0 paraprofessionals while increasing certified supports and teacher leader/liaisons at each building. No costs were listed for these additional positions.

The Prismatic Operational Audit suggests that the paraprofessional staff growth over the past 5 years is not commensurate with overall enrollment growth. During this same time period the nation and the district were experiencing a significant increase in the number of students being identified with Autism. In order to respond to this growth, the district increased its capacity to educate the students most severely impacted by autism by developing the Student Support Centers (ECC, Jennings, Dwight and Osborn Hill). Therefore, the growth of paraprofessional staff is BOTH the result of the growth in overall student enrollment AND the development and growth of our Student Support Centers (SSC) that allow students severely impacted by Autism to attend district schools and not require outplacements.

We began that program in the 2005-2006 school year and have realized both improved instruction and financial savings. In fact, the Prismatic Audit commends the district for this on page 3-54. While the paraprofessional staffing for the SSC is a richer model overall, the capacity to serve this population in district is value added to Fairfield. Many of our peer districts rely more heavily on out-of-district, private placements to serve their needs at a higher overall cost. Below please find a growth analysis of special education paraprofessionals with the SSC separated. This is a better representation of the overall growth in this area. Additionally, Prismatic attributes a savings for each student in the SSC (who would otherwise be placed in a private special education school) at approximately \$35,000. Using this figure, a decrease in overall paraprofessionals in this area would, in all likelihood, result in the need for increased tuition to private schools.

Enrollment and Paraprofessional Staffing
2005-2010

Enrollment and Type of Position	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Number Change	Percent Change
Enrollment	9,195	9,424	9,709	9,880	10,032	837	9%
Paraprofessional Staffing (FTE)	160.5	165.3	166.4	179.6	178.7	18.2	11.3%
SPED Enrollment	958	1013	1048	1,066	1,075	117	12.2%
Special Education Para Staffing (FTE)	90.4	86.9	89.4	101.7	99.9	9.5	11%
SSC Para Staffing	24	27	29	26	28	4	17%

The Prismatic Audit, in its recommendation to reduce paraprofessionals, makes recommendations to increase Special Education teaching staff (to bring certified staffing into alignment with our peers) and create Special Education Liaisons at each school/house. This would result in a potential increase of \$544,000 based on replacing every two paraprofessionals with one certified staff member. If we were to move in this direction, this recommendation would take approximately three years to implement and would also require additional funding for staff development of approximately \$50,000 per year.

Finding 3-16

Recommendation – Adopt extended day as the only option for all kindergarten students (Page 3-36)

Audit Savings: \$189,840

FPS Savings: \$136,923

The implementation of this recommendation would save an estimated amount of \$136,923 instead of the savings noted above of \$189,840. Prismatic used the average teacher salary and benefits to calculate the savings; the true savings is based on the average of the salaries of the least senior employees in their respective departments. The savings are a result of one less music and art teacher; students would receive less instruction in these subjects in extended-day kindergarten than full-day kindergarten.

In prior years, as budget cuts loomed, the district estimated that implementation of a full day program as the district's only option would save an estimated \$150,000, virtually the same savings as the Audit's recommendation. Therefore, the decision about the kindergarten program does not

depend on, in the final analysis, dollar savings; rather, it depends on which program would be best educationally.

While Prismatic landed on extended day as the best option, full-day kindergarten has some research support behind it as well. In addition, the current model of parent choice has appeal, as this allows the kindergarten program to respond to individual student readiness for a full-day program. The choice model does have its own costs, specifically in the area of transportation.

Considering the high degree of public interest in this topic, the conflicting research, and the costs, the prudent course of action is to undertake a review of some of the practices in the existing kindergarten models, including the use of instructional time, the amount of time devoted to art, music and physical education, and small group instruction. No immediate change would be prudent.

Finding 3-18

Recommendation – Re-configure music schedules in the middle schools (Page 3-39)

Audit Savings: \$279,065

This recommendation calls for reducing the music lessons at the middle school level by 20 percent. This program took a cut in the 2010-2011 budget by increasing the number of students taught in lessons and by reducing the FTE by 1.0. I do not recommend further cuts to this program.

Prismatic refers to Fairfield's small group lessons as "enrichment opportunities" and "a wonderful benefit"; these statements are mischaracterizations. Small group lessons are necessary to provide the instructional time for quality instruction in instrumental music. Small group lessons are an integral part of Fairfield's instrumental music curriculum.

Prismatic states that in other districts, outside tutors are contracted to teach lessons and that aspects of the music program occur after school. This places the responsibility of curriculum implementation on independent contractors who may not meet the "highly qualified" teacher status required for those who teach core academic subjects that include music.

Prismatic also refers to Fairfield's small group lessons as "extensive opportunities for music instruction, beyond any that the Prismatic team has seen before" and as "private lessons." Not only are small group lessons common throughout Connecticut, they are common throughout the country. Fairfield's average lesson size of six students is consistent with the average lesson size of other Fairfield County districts. This is contrary to Prismatic's assertion that these are private lessons.

Where Fairfield is not consistent with other Fairfield County districts is in the length of time for each lesson and total student enrollment in instrumental music, which is considerably higher in our district. The average length of lessons for Fairfield County districts is 43 minutes; Fairfield Public Schools is 30 minutes.

Implementation of Prismatic's recommendation to re-configure the middle school music schedules by reducing the middle school instrumental music program by 20% would result in a dramatic loss of student-to-teacher contact time, making full implementation of our music curriculum impossible. Because the music curriculum is sequential, beginning in elementary school, any changes to the foundational programs, particularly middle school instrumental music, would have detrimental impact on the high school instrumental music program and student achievement.

Finding 3-19

Recommendation – Reorganize both FPS high schools to eliminate the House Plan (Page 3-44)

Audit Savings: \$1,666,280

FPS Savings: \$1,497,293

The report overstates the savings. The actual estimated savings would be \$1,497,293 rather than the amount of \$1,666,280 as referenced in the Audit Report. The details are as follows:

- The elimination of the six Housemaster positions would be replaced with four Assistant Principals and two Deans of Instruction positions; thus there would be no savings for this change.
- The elimination of six Deans of Students would result in an estimated savings of \$421,326 rather than the \$569,520 figure in the Audit Report. The six Deans would be transferred to a teaching position within the bargaining unit, replacing six less senior teachers. The reduction of six less senior teachers would save an estimated \$421,326.
- The elimination of six house secretaries would result in an estimated savings of \$347,076 rather than the \$339,360 figure in the audit report. The six house secretaries would be transferred to a position within their same grade in the bargaining unit, replacing six less senior secretaries.
- The elimination of five Guidance Counselors at the high school level would result in an estimated savings of \$394,215 rather than the \$474,600 figure in the Audit. Prismatic used the average teacher salary and benefits to calculate the savings; the true savings is based on the average of the salaries of the least senior employees in their respective departments.
- The elimination of six guidance secretaries would result in an estimated savings of \$334,767 rather than the \$282,800 figure in the Audit Report. The six guidance secretaries would be transferred to a position within their same grade in the bargaining unit, replacing six less senior secretaries.

This recommendation would eliminate the House Plan and replace it with a traditional high school structure. The House Plan has been part of the Fairfield schools since the 1950's. A shift of this magnitude could not be undertaken without a full study of all of the implications.

Implementing this recommendation would have a significant impact on the learning environment and on the schools' ability to maintain the standards of excellence in teaching and student services that our students deserve and our community has come to expect. The Audit contains significant inaccurate information and numerous statements that indicated that the authors did not fully understand the roles and responsibilities of the high schools' staff and administrative teams.

- The Audit Report stated that the content area departments are not represented or organized in the house system. At Fairfield Warde the departments are grouped by house and supervised and supported by the Housemaster.
- Student disciplinary and attendance issues are not initially addressed by the Housemaster; this is one of the responsibilities of the Dean.
- The Audit quoted a survey respondent who stated that funds that support The Battle of the Houses during Homecoming and similar school spirit events could be better used elsewhere. Homecoming, The Battle of the Houses, and other spirit generating events are not funded through the school budget and clearly promote a positive spirit among our students, for their school, and for the Houses to which they belong.
- The Audit reported that the work of the Housemasters was essentially the same as assistant or vice-principals, that their work is primarily monitoring student behavior and determining student discipline. The Housemasters' responsibilities differ greatly from Prismatic's view of the "traditional" assistant principal and are far more comprehensive in Fairfield's two high schools. The Audit Report stated that the Curriculum Leaders and the Deans make it unnecessary for Housemasters to become involved in curriculum implementation and teacher supervision and evaluation. This is inaccurate.
- Housemasters are responsible for coordinating the overall educational program for each student in their Houses. They initiate and guide the collaboration of the House Teams which respond to struggling students. Members of the House Support Teams are the Housemaster, Dean, school counselors, school psychologist, social worker, student assistance counselor, and several teachers. House support teams headed by Housemasters provide early intervention through weekly staffing and SRBI teaming, create proactive behavioral strategies in collaboration with special education, school counseling, and the counseling center, and closely monitor attendance, discipline and student performance for the students in their Houses. Housemasters provide the leadership and instructional supervision needed to develop individualized programs to promote student success.
- Each Housemaster is responsible for the direct supervision and evaluation of over 50 teachers and staff members. This includes multiple formal and informal observations, goal conferences, and all end of year evaluation meetings with individual teachers and staff members. The Housemaster is also the PPT chairperson for each special education student assigned to the House and 8th graders transitioning to the high school.

- The day-to-day management of student behavior and attendance in each house is the responsibility of the Deans. They initiate contact with parents regarding student discipline. The Deans also maintain attendance records and disseminate information on attendance to staff and parents. In the area of student attendance, they chair the Attendance Appeals Board in each House and maintain records of those student appeals hearings. They work closely with the Housemasters and the House Teams to develop plans for individual student success at the high school. Teachers often consult with the Deans to create intervention strategies to guide appropriate student behavior. They work closely with the security staff and with the SRO assigned by the Fairfield Police Department. Deans do not provide teacher supervision or curriculum leadership as reported by Prismatic.

The House Plan in the high schools of Fairfield supports the important work of teachers in numerous ways. Among the most important responsibilities of the Housemasters is to insure there is high quality instruction taking place in every classroom in their Houses. They establish high performance standards, implementing the Fairfield Plan for Teacher Evaluation, and by maintaining an active and visible presence in the classrooms. Being able to maintain this focus on instruction and student learning without primary responsibility for student behavior and related matters enables the high schools to create and sustain an atmosphere that emphasizes instruction and academic performance above all else. We may not be able to directly tie the consistently steady record of achievement by the students of Fairfield to the House Plan, but there is no refuting the fact that the priority on instruction in the current iteration of the House Plan demonstrates our commitment to sound instruction and student learning and makes a positive difference.

Regardless of whether the House system is in place, reducing the staff positions at the levels that would achieve these savings would result in a dramatic reduction in services to students and their families. Unwinding the House system based solely on this Audit, without a full study, is not a wise course of action.

Finding 3-20

Recommendation – Require high school English teachers to teacher five periods a day, which is the same as other core teachers (Page 3-48)

Audit Savings: \$569,520

FPS Savings: \$0

High school English teachers, by contract, have a maximum student load of 105, whether or not these students are taught in four periods per day or five. English teachers currently teach four periods and have an individual conference with students as their fifth assignment. Under the current contract, if English teachers taught five periods per day, they would be dividing their 105 students into five sections instead of four. There are no cost savings associated with this recommendation.

Consider a high school teacher with a student load of 100. That teacher can teach 5 classes of 20 students and no conference period (Prismatic proposal). Alternatively, the teacher can teach 4 classes of 25 students with a conference period (current practice). Either approach costs the same. The choice is an educational one (smaller class size vs. individual conferences); it is not a financial one.

The English department teaches writing based on research-based best practice. One element of this best practice is the writing conference, NOT "tutoring." The practice should not be labeled as "tutoring sessions" (page 3-48). Conferencing is individualized writing instruction. It is individualized writing instruction for all high school students, not just those who "need help." Referring to writing conferences as tutoring demonstrates a lack of understanding about Fairfield's writing conferences.

All students are required to meet with their English teachers. It is required that students meet at least 3 times in the year. That number was calculated based on the following formula. We calculated the average length of the writing conference and the average number of students to arrive at a number equivalent to one class meeting for 45 minutes for 182 days. Students may and often do come in every marking period or many times in a marking period. It is not uncommon for a student to come once in a marking period and another to come 5 times. Therefore, it is most likely that the amount of time spent in writing conferences exceeds the time required by an additional 45-minute period of instruction. Therefore, currently, each English teacher spends more time with students than the additional 45-minute class would require. Hence, the district is "getting more out of" English teachers.

Other successful districts in our area that have writing conferences: Staples HS in Westport has a four class teacher load and writing conferences. Also, Ridgefield HS English teachers have a four class and writing conferences teacher load. In New Canaan, English teachers also have time for writing conferences (four classes one semester, five another).

Finding 3-22

Recommendation – Charge non-handicapped students a fair tuition for preschool (Page 3-51)

Audit Savings: \$55,000

FPS Savings: to be determined

As part of the revision to the pre-kindergarten programs that will take place in 2011-2012, we are implementing this recommendation for the Early Childhood Center at Fairfield Warde High School. Because we do not know the number of slots available to non-disabled students, we cannot estimate revenue at this time. After one year of implementation we can get a clearer picture as to whether Prismatic's estimate is accurate.

Finding 3-25

Recommendation – Bring FPS psychologist and social worker staffing ratios closer to those recommended by ASHA (Page 3-57)

Audit Savings: \$455,616

FPS Savings: \$429,600

The elimination of five school psychologists would result in an estimated salary and benefits savings of \$448,584 rather than the \$474,600 figure in the audit report. We concur with the estimate of \$18,984 for the increase of a .2 FTE Social Worker position.

The recommendation to reduce staffing in the area of student support services based solely on the ASHA staffing ratios fails to take into account the staffing ratios of other Fairfield County Districts and the community expectations for services. In a review of our neighboring districts, staffing ratios for Fairfield are consistent with Fairfield County. A reduction of staff of this magnitude would result in an unacceptable decrease in services to students, families, and teachers. These services include (but are not limited to): individual/group/parent/and family counseling, positive behavioral interventions, learning strategies instruction, teacher consultation, etc. While not mandated by state or federal law/regulation, these services have come to be expected in Fairfield. These prevention services assist students in developing the necessary social/emotional/coping skills to allow for improved student learning.

Should we choose to implement this recommendation the district would need to reassign school psychologists to mandated services only (evaluations, PPT meetings, direct services to students with IEPs and 504 plans only). The ability of these professionals to address primary prevention services (positive behavioral supports, crisis management, teacher consultation, SRBI) would be limited. The unintended consequences of such a decrease in services include an increase in students being identified with disabilities, increased fees for private evaluations and increased legal fees to defend our programs.

Chapter 4: Technology

Finding 4-1

Recommendation – Recommit the district to technology (Page 4-7)

Although no costs or savings are associated with this recommendation, the reorganization of the central office (recommendation 3-1) relates to this area. I have increased the focus on technology by assigning the overall responsibility in this area to the Deputy Superintendent of Schools. With the increase of this position from .45 FTE to 1.0 FTE in the 2011-2012 school year, a major responsibility will be the recommitment of the district to the instructional use of technology to improve student learning. An additional focus will be the improved use of technology for the overall functionality of the schools and district, including Human Resources, Instruction, and Business and Operations. Some specific areas include student information systems, data collection systems, building reservations, MUNIS®, Protraxx®, and AppliTrack®.

Finding 4-8

Recommendation – Include in planning and budgeting the purchase of integrated student management data collection and reporting systems and require universal use (Page 4-16)

Audit Savings: an added cost of \$298,830

While we agree with this need, the fiscal climate indicates that we should use 2011-2012 as a year to research the best student management system for Fairfield and include its purchase in the 2012-2013 budget. We are presently exploring student management systems, e.g., Aspen®, Infinite Campus®, PowerSchool®, Chancery SMS®, as a replacement for our present system, Antares®.

Finding 4-9

Recommendation – Develop a formula-driven technician staffing ratio (Page 4-19)

Audit Savings: \$177,265

FPS Savings: \$135,225

The elimination of the five least senior IT Field Technician positions would result in an estimated salary savings of \$145,225 rather than the figure of \$187,265 in the audit report.

The District attempted to begin consolidation of technical staff at the elementary level in the fall of 2010. It was attempted as recommended with insufficient support from the school and administrative staff since the Help Desk staff was not adequately prepared to supplement building based services on an “as need” basis. Recently, we have developed a formula-based system for the staffing of specialists at the elementary level. A formula-driven technician staffing ratio will be reintroduced through a long-term plan. The plan will be developed in consultation with the Assistant Superintendent of Human Resources and other administrators following a review of the responsibilities of media technicians, possibly with the elimination of all non-technology related activities. Concurrently, a process will be developed with the district Help Desk to ensure that there will be no reduction in required services at the building level. Additional training will be required for end users for minor tech issues, e.g., paper jams.

Chapter 5: Financial Management

Finding 5-2

Recommendation – Create separate finance and operations departments organized under a Chief Operations Officer, as noted in Chapter 3 (Page 5-4)

This item was discussed in Finding 3-2. It cannot be implemented at this time due to fiscal constraints.

Finding 5-10

Recommendation – Eliminate weekly payrolls for all employees not required to be paid weekly per union contracts and attempt to eliminate the requirement in future negotiations when contracts are renewed (Page 5-12)

Audit Savings: staff time

I agree with this recommendation; no dollar savings are projected.

Finding 5-15

Recommendation – Improve the district's budget document and submit it for review to the Association of School Business Officials and the Government Finance Officers Association for continued improvement (Page 5-20)

Audit Savings: none

We implemented a new budget format for the 2011-2012 budget document. We will submit it to CABE for its Excellence in Educational Communication award as a first step.

Finding 5-16

Recommendation – Reduce funding for Principals' Account (Page 5-23)

Audit Savings: \$297,773

The savings is predicated on reducing the "principals' accounts" by ten percent. With the reconfiguring of what is in the principals' budgets for the 2011-2012 school year, it is unclear whether this figure would still be accurate. There is no data in the report indicating that principals' accounts are above the peer group average or a national standard.

Finding 5-17

Recommendation – Work with the Town of Fairfield to develop purchasing procedures that allow principals and department heads to purchase small dollar items without preapproval (Page 5-26)

While the audit team did not identify savings, we believe that a revision of the Town's purchasing guidelines would, in fact, save money. Current practice prohibits the Board from using consortiums (other than the State's bid list) and "reverse auction" to obtain the best price for goods and services. We would estimate savings of at least \$50,000 annually from participating in purchasing consortiums (such as CREC) and reverse auction (through LEARN).

Chapter 6: Human Resources

Finding 6-2

Recommendation – Discontinue the funding and participation in the Intern Program after the current year (Page 6-8)

Audit Savings: \$198,980

FPS Savings: \$159,000

After a review, we made some significant changes to the intern program for the upcoming year that will yield savings of approximately \$159,000. Interns must serve as substitute teachers for a minimum of 150 days per year. Interns cannot student teach during their internship. Permanent substitutes will be hired in lieu of interns as recommended in the Audit. We have reduced the number of interns from 42 to 21. Further reductions in interns would not produce additional savings.

Chapter 7: Facilities Use and Management

Finding 7-2

Recommendation – Implement a computerized maintenance management system (Page 7-8)

Audit Savings: an added cost of \$7,943

FPS Savings: an added cost of \$10,000

The district's Maintenance Department has an existing Computerized Maintenance Management System that was developed in 2002 by our internal Information Technology Department. We have made it work well over the past 8 years. However, there are many pieces of the program that do not work and make it difficult to produce accurate reporting. The system does not have the capability to incorporate our new Preventative Maintenance Programs. The advancement of technology has improved computerized maintenance management systems that can improve efficiency, productivity, and profits as well as provide better documentation for tracking staff time for repairs and replacements to improve budget requests.

We will recommend for the 2012-2013 fiscal budget an increase in funds to support the purchase of a new Computerized Maintenance Management System software for our Maintenance Department.

Finding 7-3

Recommendation – Implement a technology solution for event management (Page 7-10)

Audit Savings: \$25,507

FPS Savings: \$50,000

This recommendation is to purchase a software program, such as School Dude, and reduce the scheduling clerk's position to half-time. The district's Business Services reservation division continues to be a labor intensive paper process for all event management bookings.

All requests are handled on an as-needed basis. Although the program has been reviewed and revised in the past 5 years it continues to be handled as the requests come into the office. There are too many organizational exemptions and therefore a majority of costs incurred for utilities and the wear and tear of furniture, fixtures, and equipment are not captured.

We recommend for the 2012-2013 fiscal budget an investment of \$5,000 to support the purchase of a new Event Management Software System for our Business Services reservation division. Furthermore, we recommend a change in policy for all event management bookings be considered to eliminate the need for a full-time staff member and to charge organizations for utility usage as well as for furniture, fixtures, and equipment usage.

With the new software program and a change in policy language we can cut the full time position to half-time and therefore save the district approximately \$25,000. We can also capture costs related to utilities used and the wear and tear of furniture, fixtures, and equipment which should show a return of at least \$25,000.

Finding 7-5

Recommendation – Conduct a thorough review of policy and procedures as they are actually employed in the time and attendance program for custodians, with a view toward eliminating all "summer cleaning" overtime (Page 7-16)

Audit Savings: \$83,314

FPS Savings: no savings

This is currently not possible with the amount of school building reservations logged into the Business Services Office. There are too many uses, rentals, athletic programs, summer school programs, Town of Fairfield "park and recreation" programs, and other instructional programs provided at many of the school buildings over the summer months.

However, the issue of custodial overtime bears some further review. We are reviewing our practices with respect to filling day-to-day custodial vacancies and are in conversations with the bargaining unit about ways of reducing overtime costs. No specific savings can be estimated at this time; however, we are keeping the line item for custodial overtime the same in 2011-2012 as it is in 2010-2011 despite the fact that we will over expend that account during the current year. We believe that changes in our practices with custodial overtime will allow us to keep our expenditures within the currently budgeted amount.

Finding 7-6

Recommendation – Improve the day-to-day supervision of custodians (Page 7-17)

Audit Savings: an added cost of \$24,345

A change of this magnitude will require some "up – front" costs before it will yield any savings in future budgets. There is a long term plan for staffing the Maintenance/Custodian Department that was developed in 2008 that identified better supervision, especially for evening work and processes, however, the past budgets and the proposed budget is not set up to accept any "up – front" costs at this time.

Finding 7-7

Recommendation – Seek reimbursement from the food service fund for the cost of providing custodial services in the dining rooms (Page 7-19)

Audit Savings: \$118,440

FPS Savings: \$100,000

The custodial services for the kitchens were broken out via square footage occupied and the total number was a maximum of \$100,000 in savings. The dining rooms are difficult to assign to the Food Service Department when they really only provide the food. The dining rooms are called APR's (all purpose rooms) because they are used for all kinds of instructional program reasons throughout the day. Because the financial position of the Food Service Program is not well known, we are conservatively taking \$50,000 in savings from this charge. The change to the Healthy Food Certification program and the initiatives from the Wellness Committee will result in additional costs to the program. The Food Service Program needs to be self-sustaining and incurred an operating loss in 2009-2010 as pointed out in the audit. In future budgets it may be possible to transfer another \$50,000 in costs to the Food Service Program.

Finding 7-8

Recommendation – Seek reimbursement from the food service fund for the cost of kitchen and dining room utilities (Page 7-20)

Audit Savings: \$160,761

FPS Savings: \$60,000

We calculated the utility costs for each school and allocated those costs to the kitchen areas which yield a maximum allowable savings of \$60,000. This figure has been incorporated into the 2011-2012 operating budget.

Finding 7-9

Recommendation – Ensure specifications are appropriate and enforced (Page 7-21)

Audit Savings: \$4,050

FPS Savings: no savings

Town of Fairfield building committees are given the charge for all large school building projects, and the only document the BOE is allowed to provide is an educational specification which does not allow specific product specifications. As we meet with project teams, we identify and strongly recommend products in use that are standards for Fairfield school buildings, however, the building committees are not required to follow these standards. In most cases the standards are incorporated, however, there are times when they deviate.

Chapter 8: Food Services

Finding 8-5

Recommendation – Increase regular student meal prices (Page 8-13)

Audit Savings: \$58,000

FPS Savings: already factored into custodial and utilities from Chapter 7

The Food Services Department will be working on this recommendation during the months of March and April of 2011 as we identify and provide a list of all the things that will involve an increase in student meal prices. There are a lot of changes coming up that will affect 2011 and future years. We are working with the Food Services Department to develop a long term plan for their program, equipment, and staffing. The new Federal School Lunch bill may mandate an increase in lunch prices. However, the increase may be needed to cover the costs of moving the custodial and utility charges to the Food Services Program.

Finding 8-6

Recommendation – Address secondary access issues (Page 8-17)

Audit Savings: \$128,898

FPS Savings: to be determined

This issue revolves around changing the high school schedule to allow students to take 8 courses at one time without sacrificing lunch. Renovating and/or increasing the size of the cafeterias at each high school will be necessary to accomplish this recommendation, and funds are included in the district's Long Range Facilities Plan for this purpose. In addition, because of the increased number of students who would opt for the 8-course option, additional teaching staff would be required. This increase in teaching staff would more than offset the savings noted in the Audit. In any event, this recommendation would take several years to implement.

Finding 8-10

Recommendation – Implement menu planning software (Page 8-23)

Audit Savings: an added cost of \$2,500

FPS Savings: already completed at an added cost of \$7,000

The district's Food and Nutritional Services Department has purchased a computerized menu planning software application through our Information Technology support company Network Synergies in 2010. The company has been working with (and training) the Food and Nutritional Services Department staff to incorporate this new program into all the Fairfield Schools menu data, planning, and more importantly the nutritional facts integration into the menu's for the public.

Chapter 9: Transportation

Finding 9-3

Recommendation – Provide additional training in Edulog (Page 9-6)

Audit Savings: an added cost of \$10,000

FPS Savings: an added cost of \$10,000

This is a worthwhile idea but is cost-prohibitive at this time.

Finding 9-4

Recommendation – Implement a “use it or lose it” policy regarding bus transportation (Page 9-6)

Audit Savings: \$36,956

FPS Savings: to be determined

The school district will begin a process regarding this recommendation. Step one will be to communicate to all bus drivers to monitor and identify stops throughout their routes and runs where no students (or very few students) are waiting on a regular basis in order to identify if we can eliminate any of these stops. Step two will be to identify the cost savings for any eliminated stops. Typically, parents are reluctant to “give up” their child's seat on a permanent basis.

Finding 9-5

Recommendation – Require high school students to opt out in order to obtain a parking spot (Page 9-9)

Audit Savings: \$174,963

FPS Savings: to be determined

The school district will begin a process regarding this recommendation. Step one will be to communicate to the headmasters of both high schools that all juniors and seniors that apply for

and are given a parking spot/permit will forfeit their place on a bus. The savings will be identified as we review the list for this step and identify if the quantity of students actually eliminates a bus. Then our transportation department will need to monitor these students that may call in for a spot/seat on a bus for reassignment. The audit report hedges its dollar value of this recommendation: "Depending on which specific seats can be eliminated and how the reduced need for seats impacts routes overall, the district may experience a different level of savings." We would need to implement this practice to determine the actual savings – making 2012-2013 the earliest budget that could be impacted.

Finding 9-7

Recommendation – Review bell times (Page 9-11)

Audit Savings: to be determined

FPS Savings: \$500,000

Prior to the Audit, the District had begun the process of reviewing the impact of moving the high school bell schedule back to 7:30 a.m. at each high school. We determined that this change would result in the savings of 10 buses for a net savings of an estimated \$500,000. This was not a specific recommendation of the Audit. We will continue to look for other savings in this area.

Finding 9-8

Recommendation – Seek legal counsel regarding reduction of nonpublic student transportation (Page 9-14)

Audit Savings: \$408,559

FPS Savings: no savings

Non-public transportation is currently budgeted in the Town of Fairfield's budget, not the school system's. Any savings in this area would accrue to the Town's budget, not the Board of Education. However, we analyze non-public transportation for efficiencies on a regular basis and do not see any savings in this area.

Chapter 10: Safety and Security

While none of the recommendations in this chapter has savings attached, I believe it is important to show that we are planning to implement most of these immediately.

Finding 10-1

Recommendation – Implement OSHA required training for maintenance and custodial staff to ensure worker and workplace safety (Page 10-3)

This recommendation will be incorporated immediately. Most of our training seminars have been through our CIRMA Insurance Company and our licensed consultants through the State of Connecticut. We will contact OSHA for incorporation to our existing program.

Finding 10-2

Recommendation – Develop a database of all fire safety equipment (Page 10-4)

This recommendation will be incorporated immediately. The Maintenance Supervisor is working with the current contractor/vendor to provide appropriate drawings of all our schools specifically identifying each and every fire extinguisher throughout the district. The savings will be identified as we monitor all fire extinguishers being tagged yearly for use in an emergency. We need to make sure that they have been tested for good working condition.

Finding 10-4

Recommendation – Request that the Town Public Works Department maintain the two storm water retention ponds as previously agreed (Page 10-6)

For three years now the town has not maintained these ponds with repeated attempts to DPW to make time to do so. We will formally draft and write a letter to the First Selectman regarding this to seek compliance so we are not fined by the State and/or local Conservation Department.

The chart on the next page summarizes Prismatic's estimated savings/added cost and the FPS estimated savings/added costs.

Finding #	Audit – Savings	Audit - Added Cost	FPS - Savings	FPS - Added Cost
3-2		(\$399,738)		(\$399,738)
3-9		(\$155,730)		(\$155,730)
3-11		(\$47,968)		(\$47,968)
3-12	\$551,040		\$551,040	(\$544,000)
3-16	\$189,840		\$136,923	
3-18	\$279,065		\$279,065	
3-19	\$1,666,280		\$1,497,293	
3-20	\$569,520		\$0	
3-22	\$55,000		TBD	
3-25	\$455,616		\$429,600	
4-8		(\$298,830)		(\$298,830)
4-9	\$177,265		\$135,225	
5-16	\$297,773		\$297,773	
6-2	\$198,980		\$159,000	
7-2		(\$7,943)		(\$10,000)
7-3	\$25,507		\$50,000	
7-5	\$83,314		\$0	
7-6		(\$24,345)		(\$24,345)
7-7	\$118,440		\$100,000	
7-8	\$160,761		\$60,000	
7-9	\$4,050		\$0	
8-5	\$58,000		\$0	
8-6	\$128,898	TBD	\$0	
8-10		(\$2,500)		(\$7,000)
9-3		(\$10,000)		(\$10,000)
9-4	\$36,956		TBD	
9-5	\$174,963		TBD	
9-7	\$0		\$500,000	
9-8	\$408,559		\$0	
TOTAL	\$5,639,827	(\$947,054)	\$3,619,081	(\$1,497,611)
NET	\$4,692,773		\$2,121,470 + TBD	

In summary, the differences in savings attributed to the Operational Audit can be summarized as follows:

Prismatic Estimated Savings: \$4,692,773
FPS Estimated Savings: \$2,121,470 plus savings TBD (minus unemployment comp)
Savings Already Realized: \$ 866,500
Savings Not Yet Realized: \$1,254,970 plus savings TBD (minus unemployment comp)

Conclusion

The Audit thoroughly examined many of the major operational practices in the school system. Several of the recommendations have been implemented immediately; some will take time to study; some are inaccurate and will not yield the savings as specified in the Audit. We will review all of the recommendations in the Audit for implementation even if they do not yield any dollar savings. Some recommendations in the Audit recommend an additional expenditure of funds. In most cases we have not recommended implementation of these items due to the fiscal climate.

To finish on a positive note, I have included a list of Audit Commendations on the following page.

Audit Commendations

- 3-1 The Superintendent has immediately made positive organizational changes.
- 3-6 The Superintendent has streamlined and re-directed the focus of administrative meetings from business topics to administrative development.
- 3-8 FPS has only minimally increased its administrative staff, and at rates that compare favorably to the increase in student enrollment over the past five years.
- 3-13 FPS has opened Advanced Placement classes to all students, resulting in more students taking and passing AP test and earning college credit while still in high school.
- 3-14 FPS is commended for working to ensure that identification procedures more accurately identify students who are truly Gifted and Talented and for developing programs targeted to their needs and interests.
- 3-21 District special education leaders and parents are commended for instituting a strong partnership that benefits both children and educators.
- 3-23 The special education department has increased direct services to students by building capacity in FPS staff while, at the same time, working diligently to contain expenditures.
- 4-6 FPS has begun implementing technology to streamline procedures and begin to reduce paper processes.
- 5-1 FPS is commended for successfully implementing the Munis payroll, purchasing, and accounting modules with little negative impact on operations.
- 5-3 FPS is commended for closely analyzing and monitoring high dollar budgets and authorized full-time equivalent positions.
- 5-4 FPS is commended for development and use of a Payroll Run Sheet for each payroll to ensure completeness and accuracy of payrolls.
- 5-5 FPS is commended for cross-training employees in the critical functions of processing employee payrolls and vendor payments.
- 5-12 FPS is commended for making budget information readily available by distributing widely copies of its annual budget document.
- 6-1 The FPS HR department is commended for its exemplary work in the areas of personnel, employee records, and employee staffing.
- 6-3 FPS is commended for supporting continuing education.
- 6-4 District leaders have begun developing professional development models that are most likely to result in fidelity of implementation of programs, a more uniform approach to instructional programs, and potentially save the district funds.
- 7-1 FPS maintains its facilities in very good condition. All of the schools are attractive, pleasant-looking, and appear to be conducive to learning.
- 7-4 FPS employs a number of custodians that is able to maintain satisfactory levels of cleanliness and sanitation in its facilities, and is in consonance with national standards.
- 7-10 The construction manager was able to put together the required forms for FEMA funding in minimal time. As a result of his knowledge and documentation regarding FPS facilities, the response from FEMA was in minimal time.
- 8-1 FPS is commended for joining the Connecticut Healthy Food Certification program as part of its continuous efforts to improve its meal program.
- 8-2 The FPS food services department is an efficient and effective operation in a number of areas.
- 8-3 The FPS food services department makes an abundance of information available through the district website.
- 8-4 FPS elementary schools are adhering to best practices by providing recess before lunch.
- 9-1 The FPS transportation department is a responsive, effective organization.
- 9-2 The FPS transportation department provides students with short ride times.

Statement of Account - Summary by Major Classification

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Fairfield Public Schools
As of February 28, 2011

ENCLOSURE NO. 5

MAR 08 2011

Major Classification	Appropriation As Adopted	Spec Approp and Transfers	Appropriation Amended	Total Expenditures	Outstanding Encumbrance	Outstanding Requisitions	Unencumbered Balance	% Used
Personnel Services	\$95,919,674.00	\$99,431.00	\$96,019,105.00	\$51,836,636.77	\$41,499,288.58	\$21,680.00	\$2,661,499.65	97.23%
Fixed Charges	\$18,703,782.00	(\$94,441.00)	\$18,609,341.00	\$17,664,507.21	\$0.00	\$0.00	\$944,833.79	94.92%
Pupil Personnel Expense	\$4,148,187.00	\$0.00	\$4,148,187.00	\$4,596,212.75	\$1,915,356.53	\$0.00	(\$2,363,382.28)	156.97%
School Expenses	\$3,058,870.00	(\$4,990.00)	\$3,053,880.00	\$1,378,533.15	\$574,516.01	\$33,404.75	\$1,067,426.09	65.05%
Support Expenses	\$3,288,821.00	\$0.00	\$3,288,821.00	\$1,760,623.99	\$252,205.01	\$16,248.34	\$1,259,743.66	61.70%
Maint/Oper/Trans	\$15,294,961.00	\$0.00	\$15,294,961.00	\$7,633,074.35	\$4,285,046.79	\$17,172.58	\$3,359,667.28	78.03%
Capital	\$1,157,130.00	\$0.00	\$1,157,130.00	\$1,032,820.07	\$111,568.36	\$439.05	\$12,302.52	98.94%
Grand Total	\$141,571,425.00	\$0.00	\$141,571,425.00	\$85,902,408.29	\$48,637,981.28	\$88,944.72	\$6,942,090.71	95.10%

Major Classification of Accounts for Reporting Purposes

1 Personnel Services

All salary related accounts including contracted salaries, hourly salaries, interns, extra curricular salaries, substitutes, degree changes, and attrition

2 Fixed Charges

All benefit accounts

3 Pupil Personnel Expense

All Special Education expenses (excluding contracted salaries, gifted, and capital outlay)

4 School Expenses

All School budgeted accounts (excluding Personnel Services). This include accounts funded centrally to support the schools: supply, text, and material accounts; sports and activity accounts; conference/staff development; copying; hourly tutoring; gifted; facility rentals; and extra curricular transportation

5 Support Expenses

Program Implementation; Early Literacy; centrally funded instructional programs; non SE tuition; central support business operations

6 Maintenance/Operation/Transportation

All Maintenance/Operation accounts including utilities, equipment repair and maintenance accounts, and technology maintenance accounts. All transportation accounts (with the exception of school budgeted extra curricular transportation)

7 Capital

Capital outlay accounts including replacement and new purchase

**Statement of Account - Summary by
Major Classification and Summary Object**

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Fairfield Public Schools
As of February 28, 2011

Major Classification Summary Object	Appropriation As Adopted	Spec Approp and Transfers	Appropriation Amended	Total Expenditures	Outstanding Encumbrance	Outstanding Requisitions	Unencumbered Balance	% Used
Personnel Services								
101 TEACHING STAFF	\$64,327,115.00	(\$623,709.60)	\$63,703,405.40	\$33,057,908.70	\$30,645,430.13	\$0.00	\$66.57	100.00%
103 CERTIFIED SUPPORT STAFF	\$6,320,924.00	(\$174,009.00)	\$6,146,915.00	\$3,128,594.81	\$3,018,316.14	\$0.00	\$4.05	100.00%
105 SCHOOL ADMINISTRATION STAFF	\$5,162,625.00	(\$11,172.00)	\$5,151,453.00	\$3,447,858.19	\$1,678,902.93	\$0.00	\$24,691.88	99.52%
107 CENTRAL ADMINISTRATION STAFF	\$918,926.00	\$3,820.00	\$922,746.00	\$621,078.97	\$301,666.87	\$0.00	\$0.16	100.00%
109 DIRECTOR/SUPERVISOR/MANAGER	\$664,604.00	\$13,291.00	\$677,895.00	\$456,275.59	\$221,619.80	\$0.00	(\$0.39)	100.00%
111 SECRETARIAL/CLERICAL STAFF	\$3,234,628.00	(\$47,832.00)	\$3,186,796.00	\$1,934,883.79	\$1,251,895.46	\$0.00	\$16.75	100.00%
113 PARAPROFESSIONAL STAFF	\$3,633,622.00	(\$186,475.00)	\$3,447,147.00	\$1,928,366.98	\$1,518,773.33	\$0.00	\$6.69	100.00%
115 CUSTODIAN STAFF	\$3,447,310.00	(\$109,257.55)	\$3,338,052.45	\$2,251,581.70	\$1,086,410.84	\$0.00	\$59.91	100.00%
117 MAINTENANCE STAFF	\$991,063.00	\$19,578.00	\$1,010,641.00	\$679,452.28	\$331,182.27	\$0.00	\$6.45	100.00%
121 SUPPORT STAFF	\$1,119,336.00	\$1,135.00	\$1,120,471.00	\$718,604.91	\$401,864.18	\$0.00	\$1.91	100.00%
123 INFO TECH SUPPORT STAFF	\$935,128.00	(\$54,783.00)	\$880,345.00	\$532,560.67	\$347,783.74	\$0.00	\$0.59	100.00%
125 SE TRAINER STAFF	\$696,549.00	(\$67,087.00)	\$629,462.00	\$427,046.35	\$203,032.53	\$0.00	(\$616.88)	100.10%
129 PART-TIME EMPLOYMENT	\$2,688,331.00	\$162,271.00	\$2,850,602.00	\$2,070,831.59	\$468,194.36	\$21,680.00	\$289,896.05	89.83%
131 WAGE/BENEFIT RESERVE	\$1,029,044.00	(\$177,342.00)	\$851,702.00	\$16,179.61	\$0.00	\$0.00	\$835,522.39	1.90%
133 STAFF REPLACEMENT	(\$862,168.00)	\$1,640,158.15	\$777,990.15	\$0.00	\$0.00	\$0.00	\$777,990.15	0.00%
135 DEGREE CHANGES	\$257,537.00	(\$289,155.00)	(\$31,618.00)	\$0.00	\$0.00	\$0.00	(\$31,618.00)	0.00%
307 OTHER SERVICES	\$1,355,100.00	\$0.00	\$1,355,100.00	\$565,412.63	\$24,216.00	\$0.00	\$765,471.37	43.51%
Total for Personnel Services	\$95,919,674.00	\$99,431.00	\$96,019,105.00	\$51,836,636.77	\$41,499,288.58	\$21,680.00	\$2,661,499.65	97.23%
Fixed Charges								
201 HEALTH INSURANCE	\$14,902,854.00	(\$94,606.00)	\$14,808,248.00	\$14,804,998.00	\$0.00	\$0.00	\$3,250.00	99.98%
203 LIFE/DISABILITY INSURANCE	\$471,888.00	(\$2,256.00)	\$469,632.00	\$320,897.36	\$0.00	\$0.00	\$148,734.64	68.33%
205 SOCIAL SECURITY	\$2,052,910.00	(\$10,829.00)	\$2,042,081.00	\$1,260,879.85	\$0.00	\$0.00	\$781,201.15	61.74%
207 PENSION/RETIREMENT	\$1,276,130.00	\$13,250.00	\$1,289,380.00	\$1,277,732.00	\$0.00	\$0.00	\$11,648.00	99.10%
Total for Fixed Charges	\$18,703,782.00	(\$94,441.00)	\$18,609,341.00	\$17,664,507.21	\$0.00	\$0.00	\$944,833.79	94.92%
Pupil Personnel Expense								
301 INSTRUCTIONAL SERVICES	\$135,000.00	\$0.00	\$135,000.00	\$54,004.17	\$0.00	\$0.00	\$80,995.83	40.00%
303 PUPIL PERSONNEL SERVICES	\$1,258,247.00	\$0.00	\$1,258,247.00	\$850,478.50	\$275,535.50	\$0.00	\$132,233.00	89.49%
307 OTHER SERVICES	\$95,000.00	\$0.00	\$95,000.00	\$331,936.50	\$136,099.40	\$0.00	(\$373,035.90)	492.67%
315 RENTALS	\$8,000.00	\$0.00	\$8,000.00	\$0.00	\$0.00	\$0.00	\$8,000.00	0.00%
317 STUDENT TRANSPORTATION	\$117,397.00	\$0.00	\$117,397.00	\$186,239.08	\$0.00	\$0.00	(\$68,842.08)	158.64%
319 CONFERENCE & TRAVEL	\$13,700.00	\$0.00	\$13,700.00	\$5,707.66	\$0.00	\$0.00	\$7,992.34	41.66%
327 PRINTING/COPYING	\$6,800.00	\$0.00	\$6,800.00	\$3,106.95	\$3,693.05	\$0.00	\$0.00	100.00%
329 TUITION	\$2,462,108.00	\$0.00	\$2,462,108.00	\$3,135,714.03	\$1,487,323.91	\$0.00	(\$2,160,929.94)	187.77%
401 INSTRUCTIONAL SUPPLS/MATLS	\$30,000.00	\$0.00	\$30,000.00	\$16,942.33	\$10,362.49	\$0.00	\$2,695.18	91.02%
404 SUPPLS, BKS & MATLS-DIST SPRT	\$20,000.00	\$0.00	\$20,000.00	\$9,880.48	\$2,342.18	\$0.00	\$7,777.34	61.11%
411 TEXTBOOKS	\$0.00	\$0.00	\$0.00	\$1,929.05	\$0.00	\$0.00	(\$1,929.05)	#Div/0!
415 OTHER SUPPLIES/MATERIALS	\$1,000.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$1,000.00	0.00%
601 DUES AND FEES	\$935.00	\$0.00	\$935.00	\$274.00	\$0.00	\$0.00	\$661.00	29.30%
Total for Pupil Personnel Expense	\$4,148,187.00	\$0.00	\$4,148,187.00	\$4,596,212.75	\$1,915,356.53	\$0.00	(\$2,363,382.28)	156.97%

**Statement of Account - Summary by
Major Classification and Summary Object**

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Fairfield Public Schools
As of February 28, 2011

Major Classification Summary Object	Appropriation As Adopted	Spec Approp and Transfers	Appropriation Amended	Total Expenditures	Outstanding Encumbrance	Outstanding Requisitions	Unencumbered Balance	% Used
School Expenses								
129 PART-TIME EMPLOYMENT	\$73,264.00	\$0.00	\$73,264.00	\$38,845.50	\$0.00	\$0.00	\$34,418.50	53.02%
301 INSTRUCTIONAL SERVICES	\$56,159.00	\$0.00	\$56,159.00	\$7,984.41	\$2,987.66	\$799.88	\$44,387.05	20.96%
303 PUPIL PERSONNEL SERVICES	\$30,000.00	\$0.00	\$30,000.00	\$9,442.00	\$0.00	\$0.00	\$20,558.00	31.47%
307 OTHER SERVICES	\$59,392.00	\$0.00	\$59,392.00	\$8,581.94	\$3,005.34	\$5,522.50	\$42,282.22	28.81%
315 RENTALS	\$84,575.00	\$0.00	\$84,575.00	\$12,694.00	\$130.00	\$6,294.50	\$65,456.50	22.61%
317 STUDENT TRANSPORTATION	\$34,655.00	\$0.00	\$34,655.00	\$10,797.19	\$1,020.92	\$282.78	\$22,554.11	34.92%
319 CONFERENCE & TRAVEL	\$40,442.00	\$285.00	\$40,727.00	\$11,920.76	\$2,997.35	\$100.00	\$25,708.89	36.88%
321 PROFESSIONAL DEVELOPMENT	\$2,000.00	\$0.00	\$2,000.00	\$1,810.50	\$0.00	\$0.00	\$189.50	90.53%
327 PRINTING/COPYING	\$303,161.00	\$0.00	\$303,161.00	\$139,147.15	\$138,734.27	\$0.00	\$25,279.58	91.66%
400 SUPPLIES, BOOKS & MATERIALS	\$1,543,269.00	(\$4,090.00)	\$1,539,179.00	\$756,787.99	\$274,718.78	\$12,166.41	\$495,505.82	67.81%
401 INSTRUCTIONAL SUPLS/MATLS	\$5,000.00	\$0.00	\$5,000.00	\$1,882.38	\$136.72	\$361.74	\$2,619.16	47.62%
402 INSTRUCTIONAL SPLS-DIST SUPPRT	\$35,000.00	\$0.00	\$35,000.00	\$13,263.23	\$11,804.33	\$0.00	\$9,932.44	71.62%
404 SUPLS, BKS & MATLS-DIST SPRT	\$207,455.00	\$0.00	\$207,455.00	\$105,849.16	\$104,017.70	\$234.88	(\$2,646.74)	101.28%
409 STUDENT ACTIVITY SUPPLIES	\$554,153.00	\$0.00	\$554,153.00	\$239,200.00	\$33,850.86	\$7,609.09	\$273,493.05	50.65%
415 OTHER SUPPLIES/MATERIALS	\$4,895.00	(\$950.00)	\$3,945.00	\$986.23	\$963.08	\$32.97	\$1,962.72	50.25%
601 DUES AND FEES	\$25,450.00	(\$235.00)	\$25,215.00	\$19,340.71	\$149.00	\$0.00	\$5,725.29	77.29%
Total for School Expenses	\$3,058,870.00	(\$4,990.00)	\$3,053,880.00	\$1,378,533.15	\$574,516.01	\$33,404.75	\$1,067,426.09	65.05%
Support Expenses								
301 INSTRUCTIONAL SERVICES	\$509,836.00	\$0.00	\$509,836.00	\$263,541.44	\$15,365.15	\$0.00	\$230,929.41	54.71%
305 PROFESSIONAL/TECHNICAL SVCS	\$286,500.00	\$0.00	\$286,500.00	\$131,717.13	\$2,073.61	\$0.00	\$152,709.26	46.70%
307 OTHER SERVICES	\$2,600.00	\$0.00	\$2,600.00	\$1,286.73	\$0.00	\$0.00	\$1,313.27	49.49%
309 SECURITY SVCS/EXPENSES	\$200,000.00	\$0.00	\$200,000.00	\$97,609.54	\$13,421.73	\$793.50	\$88,175.23	55.91%
313 MAINTENANCE SERVICES	\$410,690.00	\$0.00	\$410,690.00	\$196,707.77	\$126,550.04	\$0.00	\$87,432.19	78.71%
319 CONFERENCE & TRAVEL	\$39,360.00	\$0.00	\$39,360.00	\$10,895.27	\$1,785.00	\$0.00	\$26,679.73	32.22%
321 PROFESSIONAL DEVELOPMENT	\$647,808.00	\$0.00	\$647,808.00	\$346,594.69	\$19,331.94	\$2,650.00	\$279,231.37	56.90%
323 POSTAGE	\$98,083.00	\$0.00	\$98,083.00	\$68,015.01	\$3,216.15	\$0.00	\$26,851.84	72.62%
325 PERSONNEL/RECRUITMENT EXP	\$25,000.00	\$0.00	\$25,000.00	\$3,124.33	\$0.00	\$0.00	\$21,875.67	12.50%
327 PRINTING/COPYING	\$70,950.00	\$0.00	\$70,950.00	\$34,760.10	\$29,958.11	\$0.00	\$6,231.79	91.22%
329 TUITION	\$313,616.00	\$0.00	\$313,616.00	\$326,093.00	\$0.00	\$0.00	(\$12,477.00)	103.98%
401 INSTRUCTIONAL SUPLS/MATLS	\$425,778.00	\$0.00	\$425,778.00	\$150,178.08	\$18,131.32	\$5,820.00	\$251,648.60	40.90%
402 INSTRUCTIONAL SPLS-DIST SUPPRT	\$60,425.00	\$0.00	\$60,425.00	\$22,553.81	\$1,438.71	\$0.00	\$36,432.48	39.71%
403 OFFICE/GENERAL SUPPLIES	\$20,000.00	\$0.00	\$20,000.00	\$7,206.80	\$5,409.11	\$0.00	\$7,384.09	63.08%
411 TEXTBOOKS	\$5,000.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$5,000.00	0.00%
415 OTHER SUPPLIES/MATERIALS	\$123,575.00	\$0.00	\$123,575.00	\$62,056.79	\$5,340.14	\$6,984.84	\$49,193.23	60.19%
424 OTHER SUPPLIES	\$7,800.00	\$0.00	\$7,800.00	\$0.00	\$10,184.00	\$0.00	(\$2,384.00)	130.56%
601 DUES AND FEES	\$41,800.00	\$0.00	\$41,800.00	\$38,283.50	\$0.00	\$0.00	\$3,516.50	91.59%
Total for Support Expenses	\$3,288,821.00	\$0.00	\$3,288,821.00	\$1,760,623.99	\$252,205.01	\$16,248.34	\$1,259,743.66	61.70%
Maint/Oper/Trans								
305 PROFESSIONAL/TECHNICAL SVCS	\$100,000.00	\$0.00	\$100,000.00	\$63,852.75	\$3,850.00	\$0.00	\$32,297.25	67.70%
311 UTILITY SERVICES	\$4,993,135.00	\$0.00	\$4,993,135.00	\$2,692,823.50	\$107,196.31	\$0.00	\$2,193,115.19	56.08%
313 MAINTENANCE SERVICES	\$2,589,482.00	\$0.00	\$2,589,482.00	\$1,445,158.41	\$463,749.68	\$4,365.32	\$676,208.59	73.89%
317 STUDENT TRANSPORTATION	\$6,783,781.00	\$0.00	\$6,783,781.00	\$2,898,291.93	\$3,650,891.18	\$0.00	\$234,597.89	96.54%
319 CONFERENCE & TRAVEL	\$26,100.00	\$0.00	\$26,100.00	\$11,740.56	\$0.00	\$0.00	\$14,359.44	44.98%
321 PROFESSIONAL DEVELOPMENT	\$25,750.00	\$0.00	\$25,750.00	\$19,643.50	\$1,350.00	\$208.11	\$4,548.39	82.34%
404 SUPLS, BKS & MATLS-DIST SPRT	\$298,041.00	\$0.00	\$298,041.00	\$205,886.83	\$0.00	\$0.00	\$92,154.17	69.08%
424 OTHER SUPPLIES	\$37,172.00	\$0.00	\$37,172.00	\$6,418.79	\$16,478.96	\$11,570.35	\$2,703.90	92.73%
429 MAINTENANCE/REPAIR SUPPLIES	\$441,500.00	\$0.00	\$441,500.00	\$289,258.08	\$41,530.66	\$1,028.80	\$109,682.46	75.16%
Total for Maint/Oper/Trans	\$15,294,961.00	\$0.00	\$15,294,961.00	\$7,633,074.35	\$4,285,046.79	\$17,172.58	\$3,359,667.28	78.03%

**Statement of Account - Summary by
Major Classification and Summary Object**

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Fairfield Public Schools
As of February 28, 2011

Major Classification Summary Object	Appropriation As Adopted	Spec Approp and Transfers	Appropriation Amended	Total Expenditures	Outstanding Encumbrance	Outstanding Requisitions	Unencumbered Balance	% Used
Capital								
501 CAPITAL OUTLAY	\$206,907.00	\$0.00	\$206,907.00	\$174,575.36	\$27,437.31	\$439.05	\$4,455.28	97.85%
503 TECHNOLOGY	\$950,223.00	\$0.00	\$950,223.00	\$858,244.71	\$64,131.05	\$0.00	\$7,847.24	99.17%
Total for Capital	\$1,157,130.00	\$0.00	\$1,157,130.00	\$1,032,820.07	\$111,568.36	\$439.05	\$12,302.52	98.94%
Grand Total	141,571,425.00	\$0.00	141,571,425.00	\$85,902,408.29	\$48,637,981.28	\$88,944.72	\$6,942,090.71	95.10%

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Fairfield Public Schools
 Long Range Facilities Plan
 2011-2015 Summary

School	2011-2012	2012-2013*	2013-2014*	2014-2015*	Total
Burr Elementary School	\$ -	\$ -	\$ -	\$ -	\$ -
Dwight Elementary School	315,000	279,605	1,494,842	7,530,268	9,619,714
Holland Hill Elementary School	228,642	17,105	9,486,525	-	9,732,272
Jennings Elementary School	250,000	-	-	-	250,000
McKinley Elementary School	100,000	-	-	-	100,000
Mill Hill Elementary School	250,000	262,500	-	11,993,435	-
North Stratfield Elementary School	196,429	-	-	315,000	511,429
Osborn Hill Elementary School	252,646	6,175,628	315,000	551,250	7,294,524
Riverfield Elementary School	9,092,164	-	-	-	9,092,164
Sherman Elementary School	188,581	17,105	-	-	205,686
Stratfield Elementary School	-	-	-	-	-
Fairfield Woods Middle School	-	-	-	-	-
Roger Ludlowe Middle School	300,000	-	-	5,585,962	279,298.1
Tomlinson Middle School	250,000	-	-	577,500	827,500
Early Childhood Center	105,000	-	-	-	105,000
Fairfield Ludlowe High School	1,500,000	4,000,000	-	461,614	5,961,614
Fairfield Warde High School	1,576,814	1,576,814	4,351,814	2,887,500	10,392,942
Total - Gross	14,605,276	12,328,755	15,648,181	24,316,566	66,898,778
Estimated SDE Reimbursement	(3,087,465)	(2,611,756)	(3,874,672)	(5,279,951)	(14,853,844)
Total - Net	\$ 11,517,811	\$ 9,716,999	\$ 11,773,509	\$ 19,036,615	\$ 52,044,934

*Includes 5 percent construction inflation adjustment

Fairfield Public Schools
Long Range Facilities Plan
2011-2012 Summary

School	Description	Cost
Dwight Elementary School	Replace two 1962 boilers*	\$ 315,000
Holland Hill Elementary School	Major roof warranty extension	103,642
	Replace 1978, 10,000 gallon, oil tank*	125,000
	Subtotal Holland Hill Elementary School	228,642
Jennings Elementary School	Renovate bathrooms*	250,000
McKinley Elementary School	Roof/Coping repair*	100,000
Mill Hill Elementary School	New ceiling and lights*	250,000
North Stratfield Elementary School	Major roof warranty extension	196,429
Osborn Hill Elementary School	Major roof warranty extension	252,646
Riverfield Elementary School	New classroom addition and renovations with core upgrades	8,931,995
	Major roof warranty extension	160,169
	Subtotal Riverfield Elementary School	9,092,164
Sherman Elementary School	Major roof warranty extension	188,581
Roger Ludlowe Middle School	New exterior siding*	250,000
	Partial roof repair*	50,000
	Subtotal Roger Ludlowe Middle School	300,000
Tomlinson Middle School	Front facade cornice work and painting*	250,000

Fairfield Public Schools
 Long Range Facilities Plan
 2011-2012 Summary

Early Childhood Center		
	New motor skills playground (fully enclosed)*	60,000
	New rubber surfacing on existing playground*	45,000
	Subtotal Early Childhood Center	105,000
Fairfield Ludlowe High School		
	New windows*	1,500,000
Fairfield Warde High School		
	Major roof replacement (Phase 2 of a 4 phase program)	1,576,814
	Gross Total	14,605,276
	Estimated SDE Reimbursement	(3,087,465)
	Net Total	\$ 11,517,811

* potential short-term capital improvement projects

Fairfield Public Schools
 Long Range Facilities Plan
 2012-2013 Summary

School	Description	Cost
Dwight Elementary School	Renovate bathrooms*	\$ 262,500
	Minor roof replacements*	17,105
	Subtotal Dwight Elementary School	279,605
Holland Hill Elementary School	Minor roof replacements*	17,105
Mill Hill Elementary School	New bathrooms*	262,500
Osborn Hill Elementary School	Minor roof replacements*	17,105
	Classroom addition and renovations with core upgrades	6,158,523
	Subtotal Osborn Hill Elementary School	6,175,628
Sherman Elementary School	Minor roof replacements*	17,105
Fairfield Ludlowe High School	Enrollment driven renovations and upgrades	4,000,000
Fairfield Warde High School	Major roof replacement (Phase 3 of a 4 phase program)	1,576,814
	Gross Total	12,328,755
	Estimated SDE Reimbursement	(2,611,756)
	Net Total	\$ 9,716,999

*potential short-term capital improvement projects

Fairfield Public Schools
 Long Range Facilities Plan
 2013-2014 Summary

School	Description	Cost
Dwight Elementary School	Renovate bathrooms*	\$ 262,500
	Major roof replacement*	1,232,342
	Subtotal Dwight Elementary School	1,494,842
Holland Hill Elementary School	New classroom addition and renovation with core upgrades	9,486,525
	Subtotal Holland Hill Elementary School	9,486,525
Osborn Hill Elementary School	Renovate Bathrooms*	315,000
Fairfield Warde High School	Enrollment driven renovations and upgrades	1,200,000
	New windows*	1,575,000
	Major roof replacement (Phase 4 of a 4 phase program)	1,576,814
	Subtotal Fairfield Warde High School	4,351,814
	Gross Total	15,648,181
	Estimated SDE Reimbursement	(3,874,672)
	Net Total	\$ 11,773,509

*potential short-term capital improvement projects

Fairfield Public Schools
 Long Range Facilities Plan
 2014-2015 Summary

School	Description	Cost
Dwight Elementary School	New classroom addition and renovations with ADA and core upgrades	\$ 7,530,268
Mill Hill Elementary School	Minor roof replacement*	461,614
	New addition and renovations with core upgrades	11,531,821
	Subtotal Mill Hill Elementary School	11,993,435
North Stratfield Elementary School	Replace two 1964 boilers*	315,000
Osborn Hill Elementary School	New windows*	551,250
Tomlinson Middle School	Ceiling and lights*	577,500
Fairfield Ludlowe High School	Minor roof replacement*	461,614
Fairfield Warde High School	New windows*	1,575,000
	Renovate bathrooms*	1,312,500
	Subtotal Fairfield Warde High School	2,887,500
	Gross Total	24,316,566
	Estimated SDE Reimbursement	(5,279,951)
	Net Total	\$ 19,036,615

* potential short-term capital improvement projects