



NEW CANAAN PUBLIC SCHOOLS

BOARD OF EDUCATION'S

PROPOSED BUDGET

2026-2027

January 20, 2026

www.ncps-k12.org/budget

NEW CANAAN BOARD OF EDUCATION

220 Elm Street
New Canaan, Connecticut

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TO: The Boards of Selectmen, Finance and Town Council
FROM: Bryan D. Luizzi, Ed. D., Superintendent of Schools
on behalf of the New Canaan Board of Education
DATE: January 21, 2026

Presented for your review and consideration is the New Canaan Board of Education's proposed budget request of $118,283,765 for fiscal year 2026 - 2027. This budget request represents a 3.94% or $4,486,495 increase from the current fiscal year operating budget.

As an itemized estimate of anticipated expenditures, this budget request appropriately resources items necessary to actualize the mission, vision, values, and goals of the New Canaan Public Schools, with a laser focus on providing every child a world-class educational experience. While it is an estimate of anticipated expenditures, in actuality this budget is better understood as an investment in the ongoing excellence of the New Canaan Public Schools.

Several key factors were considered when establishing this budget. These include (1) maintaining the excellence that exists throughout the NCPS for every child, staff member, parent, and community member (2) continuing the investment in high-leverage, student-focused initiatives, such as our Early Literacy Academy across the elementary schools; (3) funding the anticipated increase in projected claims in our self-managed employee health insurance plan; (4) maintaining the successful classroom coach program in the elementary schools; (5) meeting our contractual obligations to the district's 800+ faculty and staff; (6) continuing high-leverage, cost-conscious initiatives, such as The Dome, Launch, and the Downtown Campus at 220 Elm Street, in alignment with District Goals; (7) capitalizing upon cost savings opportunities such as solar, natural gas, propane, insourcing, and lighting upgrades, to manage operational costs; (9) serving as responsible stewards of the district's approximately 1,000,000 sq/ft of facilities and (10) flexibly planning for the potential increase of Kindergarten sections without overcommitting the town's resources until more information is known.

Board of Education budgets are complex, and therefore best explained in parts, beginning with the largest budget drivers. As a people business, our largest annual expenses are in Salaries and Benefits; combined, they constitute 83% of the overall annual expenditure. The "Salaries" object

line includes salaries for the district's employees, including substitutes, nurses, drivers, custodians, teaching assistants, administrators, and faculty members. In total, the salary object is increasing by $3,547,241 in this proposed budget, accounting for a 3.12% increase to the overall budget. Looking more closely at that number, $2,531,190 is for certified salaries, $308,504 is for non-certified salaries, and $707,548 funds other salary needs such as grid progression and enrollment variability adjustments.

Similarly, the "Employee Benefits" object line includes the Internal Services Fund Deposit required to appropriately fund our employee health care plan, along with FICA/Medicare and Worker's Compensation costs. The Employee Benefits object is increasing $265,129, of which $139,468 is budgeted for the Internal Services Fund. This increase is being offset by the positive performance of the fund throughout the 2024-2025 fiscal year, which is decreasing the request by $781,000.

Taken together, the requested increase in the salaries and benefits areas account for a 3.35% year to year budgetary increase; clearly, they are the two largest drivers in this year's budget, which is requesting a 3.94% increase overall.

Other significant drivers in this year's budget are Transportation Related ($121,569), Electricity ($137,400), and our investment in Interns ($106,800), which offsets the substitute line.

The Board's comprehensive budget documentation offers a detailed view of all cost centers, outlines in greater detail the drivers of this budget, and provides a narrative of the goals of the district with respect to proposed changes in staff and services for the upcoming year.

Throughout the process, as administrators worked with staff across the district to build this budget, every decision was guided by a cost benefit analysis, seeking to leverage all resources in alignment with our district goals and objectives for optimal student outcomes. After presentation of the Superintendent's Budget Proposal, the Board of Education carefully reviewed the requests, questioned and received responses and feedback in a budget workshop, and adopted this budget proposal as their own.

This budget request preserves the high-quality attributes of the New Canaan Public Schools while also positioning us to remain a world-class school system in the years ahead. On behalf of the Board of Education, I am proud to share this 2026-2027 Board of Education Budget, and look forward to the thoughtful dialogue we will share in the months ahead.

Onward,

Bryan D. Luizzi, Ed. D.
Superintendent of Schools

NEW CANAAN PUBLIC SCHOOLS
NEW CANAAN, CONNECTICUT

BOARD OF EDUCATION'S PROPOSED BUDGET FOR 2026-2027

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Welcome to the New Canaan Public Schools
Board of Education's
Proposed Budget for 2026-2027
Helpful Hints for Navigating the Budget Document

How to access the electronic budget document:

- The district transitioned to an electronic version of the budget document for the 2022-2023 proposal.
- The electronic version follows the same format as the prior hard copy document.
- The PDF copy will be posted at https://www.ncps-k12.org/o/ncps/page/board-of-education-budget
- The electronic document can be navigated in three ways:
    - Hyper-links in the Table of Contents
    - PDF Navigation Tool in the upper righthand corner of the PDF
    - Scrolling page to page
- The district will make modifications to the electronic version of this document as it moves through the approval process. The most current version will be on-line.

Budget document format:

- The budget is comprised of 12 cost centers: 5 school-based budgets and 7 departments.
- Budgets are aligned with the district's organizational lines of authority and responsibility.
- An administrator or manager is responsible for the budget and related expenditures of each cost center.
- The school-based budgets reflect the instructional programs for that school.
- The department budgets reflect the following areas of services:
    - Athletics and Visual and Performing Arts
    - Curriculum and Instruction (Development, Implementation, Assessment)
    - Special Education & Pupil Personnel Services
    - Digital Learning & Technology Services
    - District Administration (Superintendent, Finance, Human Resources)
    - Facilities
    - District-Wide (Transportation, Campus Monitors, Employee Benefits, Other Salary Adjustments, Liability & Property Insurances & Other Programs

- The document begins with the Executive Summary.
- The enrollment (p. 11), staffing (p. 12-16) and financial (p. 17-24**)** information presented in the Executive Summary reflects the total of all 12 cost centers.
- The Executive Summary and each of the 12 cost centers follow the same presentation format:

    - Introduction (explanation of budget request)
    - Enrollment & Staffing
    - Budget Request
- There are 9 objects in the budget request:
    - Salaries
    - Employee Benefits
    - Contracted Services
    - Property Services
    - Purchased Services
    - Materials and Books
    - Equipment
    - Other
    - Budget Offsets
- There are sub-accounts within the 9 objects.
- The Executive Summary provides additional financial information that explains the budget changes by comparing (p. 20-23):
    - the projected cost for the current budget year (2025-2026) to the proposed budget for 2026-2027.
    - Historical actual/audit expense information for the previous fiscal years.
    - Presentation of budget drivers, with the budgetary impact.
- The document includes exhibits that both summarizes and details expenses by object.
- The detailed budget by object is followed by a section that describes "YTY Drivers (p. 24-26)." The order of the explanations aligns with the order of the financial information by object and sub-account in the detailed budget exhibit.
- Detailed budget information for the 2026-2027 Internal Services Fund budget can be found on pages:
    - Internal Services Fund (p. 98-100)
- The Capital Budget (p. 101-105) includes a summary of the 2026-2027 proposal, and concludes with a 5-year look ahead for anticipated needs.
- The district expends other, non-general fund, resources for the following:
    - Grant p. 107
    - Food Service p. 108-110
    - Facilities Rental, Donations, Summer Programs p. 111-113
- Supplementary information can be found in the appendix.

2026 - 2027
New Canaan Public Schools
Superintendent's Proposed Budget

Dear New Canaan Board of Education and Community,

It is my privilege to share the Superintendent's Proposed Operating and Capital Budgets for the New Canaan Public Schools for the 2026-2027 (FY27) school year.

Over 150 years ago, Horace Mann described the public school as "the greatest discovery made by man." Mann believed, as we do today, that our public schools are the cornerstone of our communities and our democracy, and that educating students is the most important work on the planet. It is an honor and a privilege to spend our days working with children as they experience, learn, reflect, and grow, and we are committed to providing an exceptional educational experience for every student in each of our schools.

Our district's efforts are guided by rigorous standards of performance in an engaging, caring, and supportive environment. We are committed to ensuring our students thrive in all domains of their lives, in and out of school. In pursuit of this goal, our expert faculty design and implement engaging classroom experiences while continually honing their craft through professional learning and collaboration; our administrators practice human-centered leadership with wisdom, courage, trust, and skill; our Board of Education oversees and guides our work with knowledge, clarity, and focus; and our many community partners, such as the Parent Teacher Councils (PTC) and Parent Faculty Association (PFA), All Sports Booster Club, New Canaan Community Foundation, NC Cares, and others, encourage, inform, and support our work.

We believe that our nation's public schools are the greatest discovery ever made, and that our collective future depends upon what we do daily in our schools. Our work is both individual and collective; our students graduate as well-educated and prepared individuals empowered to excel in life; and in doing so, they also possess the tools required to make meaningful contributions locally, nationally, and world-wide.

Our aspirational mission, to prepare every student to thrive as educated, healthy, happy, and successful individuals, drives our belief that the work we do in schools is the most important work on the planet. We eagerly and proudly accept this responsibility. There is no greater calling than to spend our days teaching students to be their very best in all domains of their lives, and together with our families and the community, the New Canaan Public Schools do so extraordinarily well.

Every day in our schools, students are immersed in active, engaging, and inquiry-based educational experiences that are designed by our expert faculty, with a focus on the acquisition of knowledge, skills, and dispositions valuable in today's world and indispensable for tomorrow's success. Together with our students and community members, we developed a "Portrait of a Graduate" that incorporates these skills and dispositions into an aspirational vision for every child. Our Portrait of a Graduate framework is built upon the core competencies of Adaptability, Communication, Critical Thinking, Curiosity, and Empathy, and it serves as our district's North Star. Indeed, our core beliefs agree with the poet Yeats who said, "Education is not the filling of a pail but the lighting of a fire!" We strive, every day, to stoke the fires of curiosity, innovation, knowledge, and skill in every student in our schools.

Our efforts have yielded outstanding results through the years, as shown by our well-deserved state and national reputation as a premier school system. District-wide, our world-class faculty and staff lead our students' experiences within the instructional core (students – teachers – content). Supporting this work, our engaged parent community provides a wide array of outstanding opportunities and support for our students, in and out of the classroom. And at the town level, the New Canaan community provides resources and support as we strive ever onward in our mission. This collaborative relationship between students, faculty, staff, parents, and the community has yielded outstanding results, and has led to the NCPS being regarded among the very best

in the state and nation. It is our mission, our commitment, and our passion to continue providing the very best schools for our students, faculty, staff, parents, and the greater New Canaan community.

Budgeting Philosophy
The Board of Education, administration, faculty, and staff are committed to maintaining and, where appropriate, increasing the breadth and depth of programs and opportunities available to students. Simultaneously, we also recognize and accept our responsibilities as stewards of the district's resources, financial, human resource, facility, and others. Over the past decade, we have expanded our programs to include areas of high interest and relevance for today's learners. While doing so, we have continuously reviewed and revised existing programs to adapt, revise, or eliminate those no longer meeting our goals. In all that we do, we are dedicated to meeting and exceeding the high expectations and standards of the New Canaan community as we prepare our students for the complex, dynamic, and exciting future ahead.

Budgeting Process – District Goals and Related Indicators
The New Canaan Board of Education is an active participant and partner in the work of the district, and as such it remains a model of effective governance for the state and country. Our nine (9) member volunteer Board brings a wealth of knowledge and insight to the governance of our school district. As volunteer members of an elected Board, each member serves the school system on behalf of the students and community. Their efforts contribute towards the excellence of our school system, and their ongoing work directly impacts the quality of the educational experience for all our students. As Superintendent, I am honored to work alongside such dedicated community members and volunteers, and I am grateful for their service to our students and schools.

Budgeting Process – Budget Assumptions and Related Priorities
A school district's budget is much more than a spreadsheet. Along with being an itemized estimate of anticipated expenditures, it also serves as an expression of the mission, vision, values, and goals of a school system. In essence, it functions as a policy document representing the district's beliefs about students and learning. In recognition of the budget's significance, the administration and Board of Education take a systematic, purposeful approach to budget alignment and preparation. Early in the process, "Budget Assumptions and Related Priorities" are developed, refined, and shared as a guide to budget development and articulation. These "Budget Assumptions" flow directly from the "District Goals" and help ensure that budget requests are anchored by the district's strategic priorities for the year ahead. By using the "Budget Assumptions" as a guide, the community's values and beliefs about learning remain forefront throughout the process, and the focus remains on student learning outcomes district-wide. Both of these documents are available in the Appendix.

As the budget process has unfolded for the 2026 - 2027 school year, we have dedicated our efforts to maintaining the quality of our programs, containing operational budget drivers wherever possible, strategically approaching unknown Kindergarten enrollment dynamics, adapting and adjusting to changing enrollment and demographic patterns in grades 1-12, identifying high-leverage program areas for support, investing in areas of critical need, and resourcing critical initiatives for our district's ongoing improvement and growth.

Budget Overview – Appropriation and Management
A Board of Education's budget is comprised of two primary components, operating and capital. The operating budget is the financing required to run the schools and district each year – in essence, what is required to "operate" the school district. Likewise the capital budget represents investments required to maintain and/or enhance the town's assets used by the BOE. The BOE holds responsibility for the implementation and management of the operating budget. Unlike operating budgets, Board of Education capital budgets are held by the town and accessed by the Board of Education on a project-by-project basis.

By statute, Connecticut Boards of Education are regarded as state agencies, and as such they are granted autonomy over the implementation and management of their operating budget. Essentially, Boards of

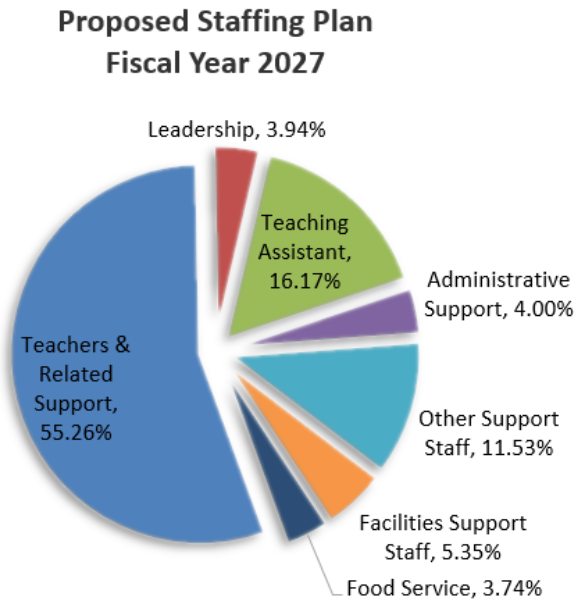
Education develop and present a detailed, line-item estimate of anticipated future expenses, and request one appropriation for this overall amount. This single appropriation, the "Operating Budget," is then implemented and managed by the BOE, and the BOE has the autonomy to use the resources towards fulfillment of its mission, vision, values, and goals. This balancing of authority, with towns determining the total amount of the allocation and BOEs determining the best use of the funds, has worked extremely well in Connecticut, and for our New Canaan Public Schools. This structure empowers districts to be responsive to changing conditions on behalf of students and the schools, while simultaneously holding districts accountable to the taxpayers and community by requiring them to operate within the bounds of the total funding appropriation, to report budget performance regularly throughout the year, and to provide a detailed anticipated spending plan in advance of every year.

2026-2027 Operating Budget Overview

The FY27 Superintendent's Proposed Operating Budget is $118,283,765, an increase of $4,486,495 year to year. This represents an overall increase of 3.94%. The school district's budget is comprised of hundreds of lines and thousands of items; however, there are typically a handful of items that are primary drivers in school district budgets, and this year is no exception.

Operating Budget Drivers & Highlights – Salary

As is common in school districts, employee costs (salary and benefits) are the largest budget items and most significant drivers of our budget. Education is a people business, and strategies focused on talent acquisition, development, and retention are essential to our success. Combined, employee costs represent **83%** of this Budget Proposal. The salary budget consists of contracted wages for the NCPS's six (6) bargaining units, (teachers, administrators, custodians, teaching assistants, secretaries, and food services), as well as our unaffiliated employees, such as our campus monitors, van drivers, central office employees, nurses, and others. Our staffing model is based upon enrollment demands and demographic needs. In addition to wages, salary costs also include costs for building substitutes, itinerant substitutes, overtime, and other salary related items. An example of an "other salary related item" is "grid progression," which is the change in salary earned by faculty after they complete and receive additional degrees from accredited institutions related to their service in the NCPS. The anticipated amount of these increases is calculated annually and included in the "grid progression" budget line. Another example is the costs associated with salaries for unaffiliated employees and bargaining units anticipated to be in negotiations when the fiscal year begins; these are included in the "Salary Adjustments" budget line.



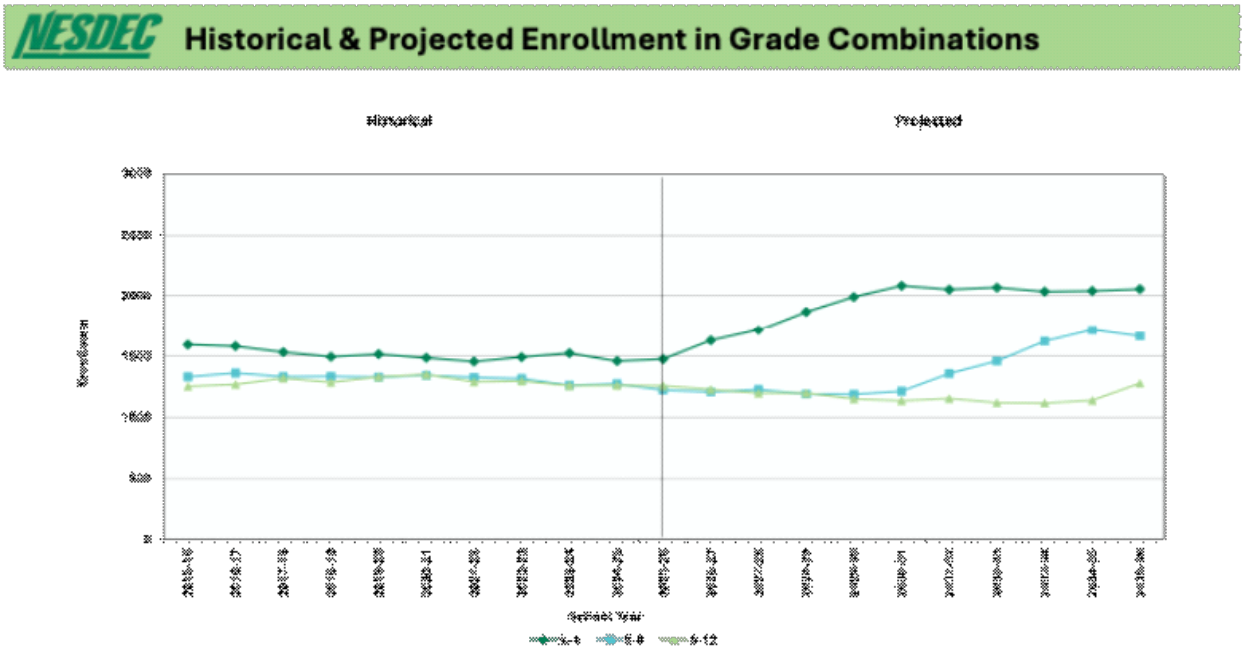
Salary for the district's personnel is the largest account in the budget, comprising 64% of the overall budget. Driven by enrollment, the community's high expectations, and by negotiated labor contracts, the salary account, totaling $76,226,336, represents an increase of $3,547,241 (4.88%). Our staffing plan is driven by student

enrollment and need, and we strive to keep all class sizes within Board of Education approved guidelines (16-20 grades K-4; 20-24 grades 5-8; 14+ grades 9-12).

The sharp increase in New Canaan's birth rates beginning in 2020 has created some uncertainty regarding upcoming Kindergarten enrollments. Therefore, this budget maintains our existing staffing model across the grades, and addresses the possibility of enrollment variation in grades 1-4 through a request for 1.2 FTE under "Enrollment Variability." As we have in the past, this allocation provides the district with the flexibility to address one grade level at a school that would otherwise be over class size guidelines due to in-migration of children.

Kindergarten Enrollment Uncertainty

In response to the uncertainty regarding kindergarten projections for 2026-27 we are taking a different, strategic approach towards staffing at that grade level. Instead of building a budget inclusive of the projections, which would have led to significant increases in staffing, facilities, and materials, this budget is built with the assumption that increases in kindergarten enrollment above current levels will be funded through a "Non-Lapsing Account" created by the Board of Education in partnership with the Board of Finance and Town. With NESDEC projecting an increase of 129 children enrolled in kindergarten next year, the resources certainly may be needed. Nonetheless, since this would be the highest enrollment we've experienced in decades and an independent demo, this approach is both prudent, strategic, and reflects our good stewardship of all resources.



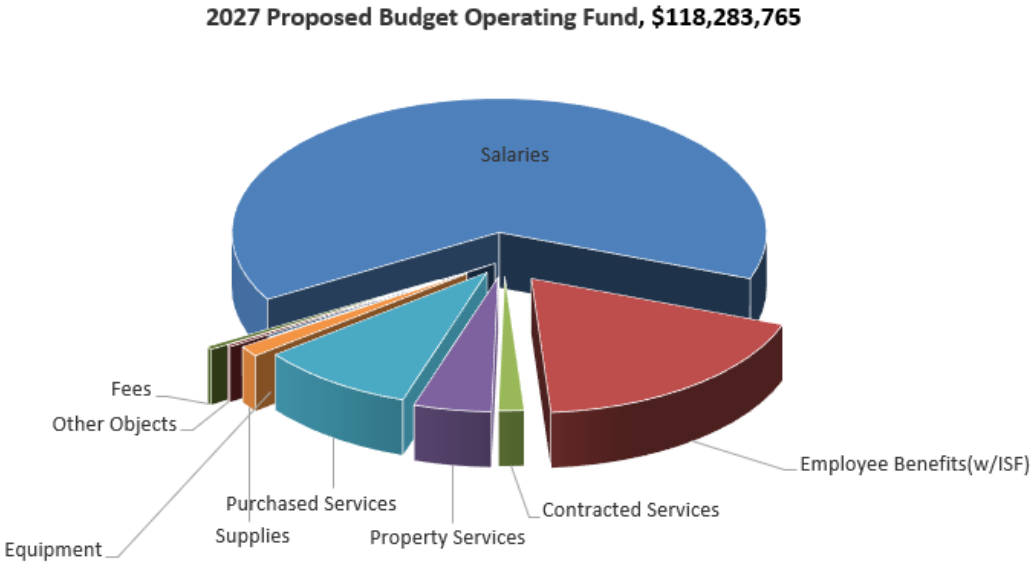
Operating Budget Drivers & Highlights – Internal Services Fund (Health Insurance)

The Board of Education has managed a self-insured health insurance plan with great success for close to 30 years. It utilizes a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA), which has been mutually beneficial for members and the district. To manage costs, the district actively pursues cost-mitigation strategies, and these efforts have yielded a cumulative savings well over $10,000,000 over the past ten years. This self-insured health insurance plan is funded through an Internal Services Fund (ISF). Thanks to the good work of the Board, the expert advice of our consultant, and the cooperative partnership with our employee unions, our health insurance costs have trended well below market averages in recent years. The FY27 budget includes an ISF deposit of $18,551,374, an $139,468 (0.76%) year to year increase. A more detailed analysis and explanation is provided in the "Internal Services Fund" section of this budget presentation.

Operating Budget Drivers & Highlights - Out of District Tuition Costs

Each year, Connecticut reimburses districts a percentage of the expenses for high-cost special education students using the "excess cost reimbursement grant." In 2025-2026, our threshold amount for this grant is $118,552 per student ($26,345 (NCEP) x 4.5). This same-year reimbursement grant is Connecticut's approach to funding special education and reducing extreme volatility in district budgets, and is tiered based on community wealth factors. In New Canaan, we've agreed upon a strategy where the Board fully-funds the anticipated out of district tuition budget instead funding at the "Net" level. Although this inflates our budget compared to our peers, it has reduced volatility in this account by acting as a backstop if needed, while also providing the town with up to $1,000,000 in revenue. Given the positive experiences with this arrangement for the BOE and the town, this budget proposal fully-funds "Outplacements" at $4,979,500, with no increase year to year.

These three drivers (salary, benefits, out of district placements), along with transportation and utilities, account for 93% of the Superintendent's 2025-2026 Budget Request and 90% of the YTY growth.



Capital Budget Overview

Unlike the operating budget, the capital budget requests the financing required to maintain the district's investments in facilities, technology, and other areas. These are longer-term investments, such as boilers, flooring, vehicles, etc., and are a necessary responsibility for the district as good stewards of our resources. Unlike the operating budget, capital budget funding is managed at the town, and the Board of Education submits requisitions to the town expending the funds that have been approved for each project. Since both operating and capital budgets are necessary to successfully operate and sustain a school system, they are both included in the Superintendent's Budget proposal, and both are part of our presentations to the boards and community.

This year's capital budget request includes investments at each building as identified through our ongoing preventative maintenance program. Some highlights in this year's request include:

- PA System/Security Upgrade/Classroom Audio System at Saxe School: Our PA systems at NCHS and Saxe have become antiquated, and we're in the final stages of replacing the NCHS system. As discussed in last year's budget conversations, with the success of the NCHS implementation we're looking to install a similar system at Saxe School in the summer of 2026. This new system provides multiple functions, including public address, classroom audio amplification, security alert and quick response, bells, and real-time language translation. Furthermore, the system is also connected into our security network, including our cameras and doors, and it provides an additional layer of security in every classroom. We are looking to install the system in the summer of 2026 at Saxe.

- Rubber Surfacing of Playgrounds: Our PTCs continue to be excellent partners for our schools, and their generosity has helped us to maintain and enhance our playgrounds through the years. In order to ensure every child has access to a safe and enjoyable playground, we're requesting funding to replace the rubberized surface at the Saxe playground and to install a new surface at the South school playground. These investments have a projected lifespan of 10-15 years, and will provide a safe and accessible play surface for all children.

- Acoustical Shell at NCHS: Our high school auditorium is an excellent venue. However, given its dimensions, especially its width, sound does not travel well throughout the space. This negatively impacts our VPA performances and audiences' experiences. An acoustical shell sits behind the performers and targets the sound directly at the audience, correcting the issues with the width of the space. New Canaan's performing arts are outstanding, and an investment in an acoustical shell will further support these strong and growing programs.

Along with facilities repairs and upgrades, our capital budget includes replacement vans for our in-house transportation system and funding in support of our district-wide technology efforts. This budget maintains the cycle of transportation vehicle replacement, with a request for three new vehicles annually. Additionally, it includes a replacement vehicle for our in-house maintenance team. In support of technology, this Budget request includes $800,000 in support of the district's technology and cyber-security strategy.

As in years past, the 2026-2027 Superintendent's Budget Proposal balances the needs of our students with a commitment to managing spending. We are relentless in our pursuit of excellence and improvement, and tireless in pursuit of efficiency and savings. This commitment is reflected in the careful and transparent approach to budgeting, our alignment with district goals, and the collaborative approach we use to develop and share this proposal. The New Canaan Public Schools are among the very best in the state and the nation, and this resourcing plan helps ensure we continue being so in the years ahead.

It is a privilege to share this Superintendent's Budget Proposal for 2026-2027. It has been developed with great care and careful consideration, and I look forward to our ongoing dialogue on behalf of New Canaan students, staff, and entire community.

Onward!



Bryan D. Luizzi, Ed. D.
Superintendent of Schools

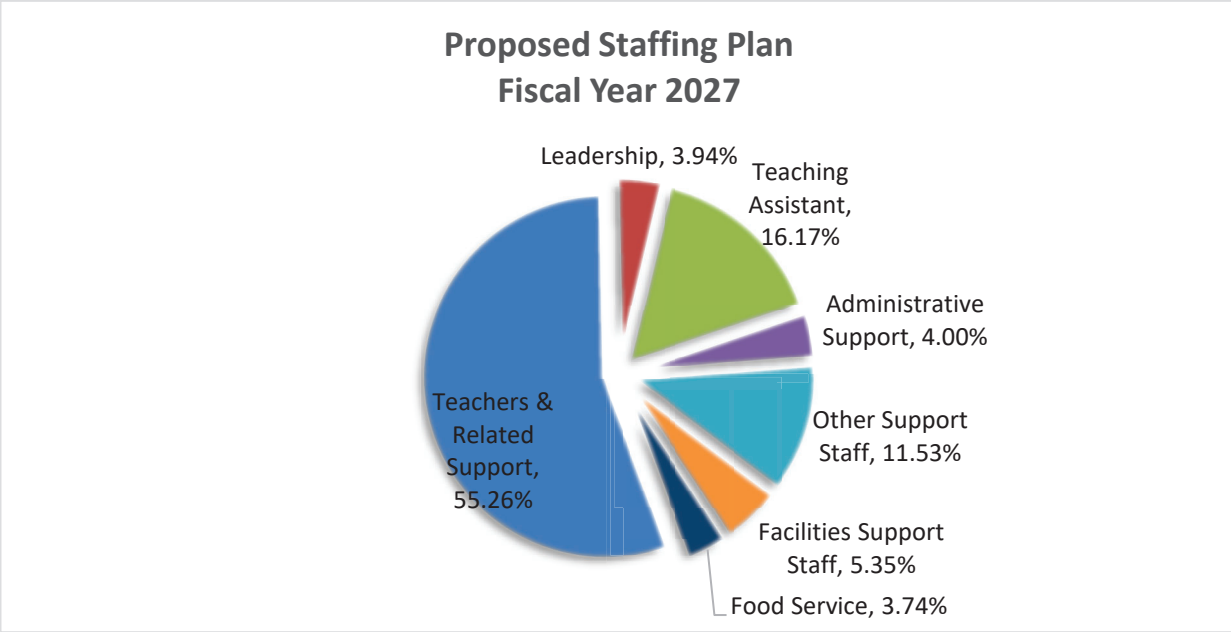
ENROLLMENT PROJECTIONS

School/Grade	Actual Enrollment October 1, 2025	Projected Enrollment 2026-2027*	Change (Over)/Under
East Elementary School			
Kindergarten	112	162	50
Grade 1	107	117	10
Grade 2	111	112	1
Grade 3	118	113	(5)
Grade 4	117	118	1
East Elementary School Total	**565**	**622**	57
South Elementary School			
Kindergarten	99	135	36
Grade 1	89	103	14
Grade 2	97	94	(3)
Grade 3	109	98	(11)
Grade 4	95	109	14
South Elementary School Total	**489**	**539**	50
West Elementary School			
Kindergarten	77	120	43
Grade 1	82	80	(2)
Grade 2	91	86	(5)
Grade 3	90	92	2
Grade 4	81	90	9
West Elementary School Total	**421**	**468**	47
Saxe Middle School			
Grade 5	296	290	(6)
Grade 6	336	294	(42)
Grade 7	292	337	45
Grade 8	297	285	(12)
Saxe Middle School Total	**1221**	**1206**	(15)
New Canaan High School			
Grade 9	332	290	(42)
Grade 10	320	331	11
Grade 11	298	311	13
Grade 12	307	295	(12)
New Canaan High School Total	**1257**	**1227**	**(30)**
Total Enrollment	**3953**	**4062**	**109**

The administration budgets for staffing using the Board of Education's class size guidelines:

Grades Kindergarten to Grade 3:	16 to 20 pupils
Grades 4 to 8	20 to 24 pupils
Grades 9 to 12	14 to 25 pupils

Data source obtained from NESDEC



	2025-2026 Actual Staff	2026-2027 Proposed Staff
Teachers & Related Support	441.86	444.06
Leadership	32.70	31.70
Teaching Assistant	129.93	129.93
Administrative Support	32.15	32.15
Other Support Staff	92.35	92.68
Facilities Support Staff	43.00	43.00
Food Service	30.04	30.04
Total Staff	**802.03**	**803.56**
Total Staff Change		**1.53**

		2025-26 Budget	2025-26 Actuals	2026-27 Proposed	Change
K-12 ENROLLMENT	East Elementary School		565	622	57
	South Elementary School		489	539	50
	West Elementary School		421	468	47
	Total Elementary		**1475**	**1629**	**154**
	Saxe Middle School		1221	1206	**-15**
	New Canaan High School		1257	1227	**-30**
			3953	**4062**	**109**

STAFFING	2025-26 Budget	2025-26 Actuals	2026-27 Proposed	Change
Certified Staff				
Core Subject Classroom Teachers				
East Elementary School	30.00	30.00	30.00	0.00
South Elementary	26.00	26.00	26.00	0.00
West Elementary	24.00	23.00	23.00	0.00
Saxe Middle School	64.00	62.00	62.00	0.00
New Canaan High	57.56	57.76	57.76	0.00
Special Education	50.20	52.00	52.00	0.00
Enrollment Variability Adjustment	0.00	0.00	1.20	1.20
Total Classroom Teachers	251.76	250.76	251.96	**1.20**
Special Subject Classroom Teachers				
Art	11.00	10.20	10.20	0.00
Business Education & STEM	3.50	2.80	2.80	0.00
Cooperative Work Experience (NCHS)	0.00	0.00	0.00	0.00
Family & Consumer Science	2.40	2.40	2.40	0.00
Health & Physical Education	16.20	15.50	15.50	0.00
Independent Study/Academic Workshop (NCHS)	1.20	1.20	1.20	0.00
Music	16.00	16.10	16.10	0.00
Science (Kindergarten - Grade 5)	6.00	6.00	6.00	0.00
Challenge Program	2.80	2.80	2.80	0.00
Technology Education (NCHS)	2.10	2.30	2.30	0.00
Computer Instruction/Technology Integration	6.00	6.00	6.00	0.00
World Language/Foreign Language	26.80	26.10	26.10	0.00
English as a Second Language Teacher	1.00	1.00	1.00	0.00
Special subjects adjustment for classroom sections	0.00	0.00	0.00	0.00
Enrollment Variability Adjustment	0.00	0.00	0.00	0.00
Total Special Subject Classroom Teachers	95.00	92.40	92.40	0.00
Academic Support				
Math Specialist	7.40	7.40	7.40	0.00
Language Arts Specialist	2.20	2.20	2.20	0.00
Reading/Literacy Specialist	7.80	8.40	8.40	0.00
Writing Specialist	4.10	4.10	4.10	0.00
Academic Assistance/Interventionist (SAXE)	2.20	2.20	2.20	0.00
Total Academic Support	23.70	24.30	24.30	0.00

		2025-26 Budget	2025-26 Actuals	2026-27 Proposed	Change
Student Support Services					
Counselors		15.00	15.00	15.00	0.00
Psychologists		10.90	10.90	10.90	0.00
Social Worker		9.10	10.10	10.10	0.00
Speech, Language, Hearing, Visually Impaired		12.76	11.90	11.90	0.00
Total Support Services		47.76	47.90	47.90	0.00
Other School-Wide					
Athletic Director		1.40	1.40	1.40	0.00
Curriculum and Instructional Leaders/TEAM Facilitator		5.00	5.00	6.00	**1.00**
Dean of Students (Saxe)		1.00	1.00	1.00	0.00
Department Leaders (NCHS)		1.90	2.10	2.10	0.00
Building Substitutes	**8.00**	0.00	8.00	8.00	0.00
Classroom Coach (ES)		2.00	2.00	2.00	0.00
Math Coach		1.00	1.00	1.00	0.00
Library Media Specialist		6.00	6.00	6.00	0.00
Total Other School-Wide		18.30	26.50	27.50	**1.00**
Administrators					
Superintendent of Schools		1.00	1.00	1.00	0.00
Deputy Superintendent of Curriculum & Instruction		1.00	1.00	1.00	0.00
Assistant Superintendent of Pupil & Family Services		1.00	1.00	1.00	0.00
Special Education Administrators		3.00	3.00	3.00	0.00
Pre-K Administrator		0.60	0.70	0.70	0.00
Director of Finance and Operations		1.00	1.00	1.00	0.00
Principals		6.00	6.00	6.00	0.00
Assistant Principals		8.00	8.00	8.00	0.00
Director of Visual & Performing Arts		1.00	1.00	1.00	0.00
Director of Digital Learning		1.00	1.00	0.00	**-1.00**
Director of World Language & ELL		1.00	1.00	1.00	0.00
Director of Innovation		1.00	1.00	1.00	0.00
Total Administrators		25.60	25.70	24.70	**-1.00**
Total Certified Staff		**470.12**	**467.56**	**468.76**	**1.20**
Non-Certified Staff					
Administrative Support Staff					
East Elementary School		2.40	2.40	2.40	0.00
South Elementary School		2.39	2.39	2.39	0.00
West Elementary School		2.35	2.35	2.35	0.00
Saxe Middle School (Bookkeeper is listed below)		5.67	6.41	6.41	0.00
New Canaan High School (Bookkeeper is listed below)		8.50	8.50	8.50	0.00
Athletics		0.53	0.53	0.53	0.00
Visual & Performing Arts		0.57	0.57	0.57	0.00
Special Education (Bookkeeper is listed below)		4.20	4.20	4.20	0.00
Curriculum & Instruction		1.00	1.00	1.00	0.00
District Administration		3.80	3.80	3.80	0.00
Total Administrative Support Staff		31.41	32.15	32.15	0.00

	2025-26 Budget	2025-26 Actuals	2026-27 Proposed	Change
Teaching Assistants				
Instructional				
East Elementary School	6.00	6.00	6.00	0.00
South Elementary School	6.00	6.00	6.00	0.00
West Elementary School	5.00	5.00	5.00	0.00
Saxe Middle School	5.00	4.00	4.00	0.00
New Canaan High School	4.62	4.62	4.62	0.00
Athletics	1.00	1.00	1.00	0.00
Special Education	92.95	94.33	94.33	0.00
Nursing Services	1.00	1.00	1.00	0.00
Supervisory				
East Elementary School	0.38	0.38	0.38	0.00
South Elementary School	0.46	0.46	0.46	0.00
West Elementary School	0.38	0.38	0.38	0.00
Saxe Middle School	3.33	3.33	3.33	0.00
New Canaan High School	3.43	3.43	3.43	0.00
Total Teaching Assistants	129.55	129.93	129.93	0.00
Other Services Staff				
New Canaan High School - Technical Support	3.00	3.00	3.00	0.00
Athletic Trainer/Therapist	2.00	2.00	2.00	0.00
Visual & Performing Arts Technician	1.00	1.00	1.00	0.00
Behavioral Analyst	2.00	2.00	2.00	0.00
Nursing Services	7.00	7.00	7.00	0.00
Physical Therapy	2.83	2.90	2.83	**-0.07**
Occupational Therapy	5.60	5.60	5.60	0.00
Network Administration	2.00	2.00	2.00	0.00
Data Support	3.00	3.00	3.00	0.00
End-User Technical Support Services	11.00	11.00	11.00	0.00
Document Reproduction Services	2.55	2.55	2.55	0.00
School & Program Based Bookkeepers	1.90	1.90	1.90	0.00
Human Resources	3.00	2.60	3.00	0.40
Accounting	3.80	3.80	3.80	0.00
Total Other Services Staff	50.68	50.35	50.68	0.33
Facilities Support Staff				
Maintenance Coordinator	1.00	1.00	1.00	0.00
Custodians	37.00	37.00	37.00	0.00
Maintenance	5.00	5.00	5.00	0.00
Total Facilities Support Staff	43.00	43.00	43.00	0.00
District-Wide Staff				
Transportation	31.00	31.00	31.00	0.00
Campus Monitors	11.00	11.00	11.00	0.00
Total Other	42.00	42.00	42.00	0.00

	2025-26 ***Budget***	*2025-26* ***Actuals***	*2026-27* ***Proposed***	**Change**
Food Service Staff				
Food Service Assistant/Bookkeeper	1.00	1.00	1.00	0.00
Food Service Staff	29.04	29.04	29.04	0.00
Total Food Service Staff	30.04	30.04	30.04	0.00
Supervision/Management				
Director of Human Resources	1.00	1.00	1.00	0.00
Director of Food Services	1.00	1.00	1.00	0.00
Facilities Services Manager	1.00	1.00	1.00	0.00
Transportation Coordinator	1.00	1.00	1.00	0.00
Supervisor of Nurses	1.00	1.00	1.00	0.00
Manager of District Technology Services	1.00	1.00	1.00	0.00
Budget Director	1.00	1.00	1.00	0.00
Total Supervision/Management	7.00	7.00	7.00	0.00
Total Non-Certified Staff	**333.68**	**334.47**	**334.80**	**0.33**
TOTAL STAFFING PLAN	**803.80**	**802.03**	**803.56**	**1.53**
		-1.77 FTE		

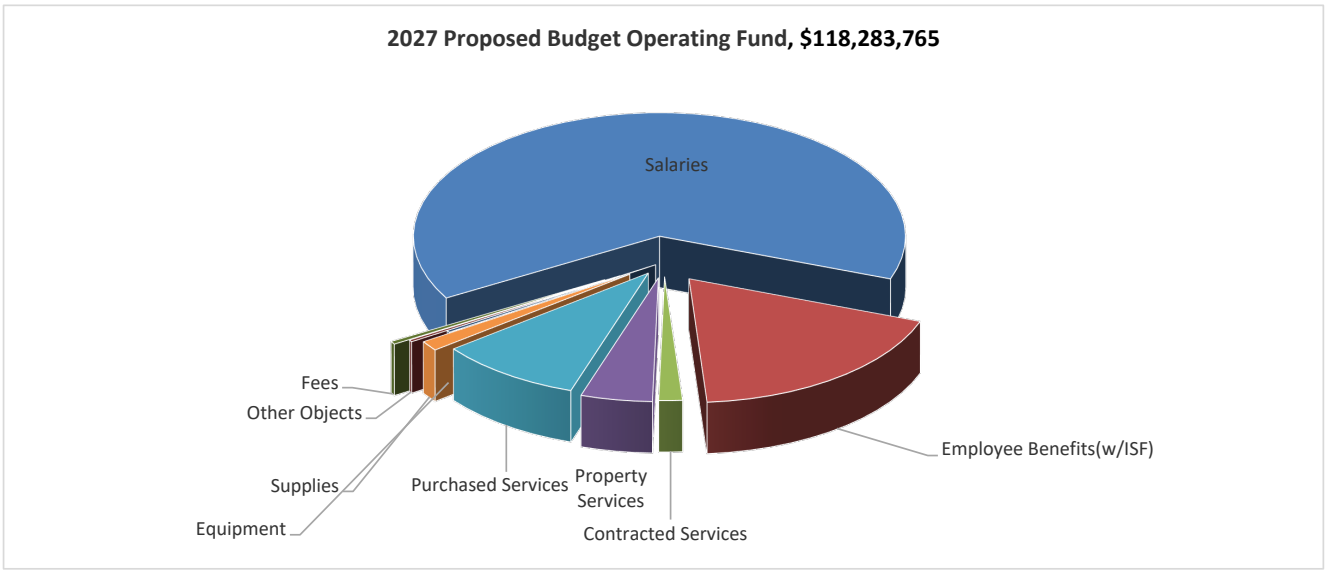
Notes: The staffing plan includes all FTE's for the district. Since grants and enterprise operations fund the following positions, the cost of the following FTEs is not included in the FY 2027 operating budget:
Certified: 8.7 FTE Non-Certified: 6.9 FTE Food Services: 31.04 FTE

BUDGET SUMMARY BY OBJECT

New Canaan Public Schools, New Canaan, CT

Board of Education's Proposed Budget for 2026-2027

	2023 Expended	2024 Expended	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
Salaries	64,177,604	67,647,475	69,963,882	73,301,198	72,679,095	76,226,336	3,547,241	4.88%
Employee Benefits(w/ISF)	16,385,477	17,554,113	20,636,236	21,356,976	21,457,889	21,723,018	265,129	1.24%
Contracted Services	1,233,109	1,462,413	1,423,577	1,577,039	1,636,573	1,843,850	207,277	12.67%
Property Services	4,993,882	4,623,622	4,921,225	5,027,649	5,430,801	5,606,279	175,478	3.23%
Purchased Services	9,870,288	10,043,445	10,082,056	10,990,458	11,081,335	11,229,265	147,930	1.33%
Supplies	1,735,715	1,201,252	1,279,763	1,506,944	1,474,571	1,549,389	74,818	5.07%
Equipment	364,731	237,810	271,339	310,557	310,557	284,398	(26,159)	-8.42%
Other Objects	221,152	221,407	236,045	262,772	262,772	281,553	18,781	7.15%
Fees	**(510,559)**	**(510,323)**	**(436,149)**	**(536,323)**	**(536,323)**	**(460,323)**	**76,000**	-14.17%
TOTAL BUDGET	98,471,399	102,481,214	108,377,974	113,797,270	113,797,270	118,283,765	4,486,495	3.94%



BUDGET SUMMARY BY OBJECT DETAIL

New Canaan Public Schools, New Canaan, CT

Board of Education's Proposed Budget for 2026-2027

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
Salaries						
Administrators	5,678,716	5,617,060	5,628,345	5,727,708	99,362	1.77%
Teachers:						
General Education	35,255,819	37,478,546	36,538,589	38,581,793	2,043,204	5.59%
Special Education	4,714,960	5,162,070	5,086,084	5,186,191	100,107	1.97%
Student Counselors	1,760,091	1,760,621	1,801,289	1,885,915	84,626	4.70%
Psychologists	1,014,027	1,105,371	1,051,707	1,107,214	55,507	5.28%
Social Workers	1,189,269	1,191,391	1,112,047	1,164,775	52,727	4.74%
Speech and Hearing Specialists	1,242,662	1,340,391	1,213,223	1,274,996	61,772	5.09%
Stipends	1,058,004	1,063,147	1,063,147	1,097,031	33,884	3.19%
Curriculum Writing	99,475	100,000	100,000	100,000	0	0.00%
Substitutes	1,093,385	836,237	1,112,915	1,112,915	0	0.00%
TOTAL CERTIFIED	53,106,409	55,654,834	54,707,346	57,238,536	2,531,190	4.63%
Instructional Support	128,579	111,400	111,400	111,400	0	0.00%
Managers/Supervisors	830,344	794,274	824,915	824,915	0	0.00%
Administrative Support	2,263,584	2,393,083	2,357,420	2,418,900	61,480	2.61%
Custodians/Maintenance	2,753,027	3,324,910	3,289,981	3,289,981	0	0.00%
Non-Represented	838,477	864,040	889,523	889,523	0	0.00%
Technology Support	1,118,031	1,183,317	1,202,773	1,209,485	6,712	0.56%
Teaching Assistants/Support	4,281,291	4,411,776	4,644,825	4,843,345	198,519	4.27%
Drivers/Bus Monitors	1,857,154	1,698,514	1,698,514	1,698,514	0	0.00%
OT/PT & Behavioral Analyst	1,075,681	1,157,769	1,141,929	1,183,721	41,793	3.66%
Athletic Trainer/Event Support	164,928	176,871	176,871	176,871	0	0.00%
Campus Monitors	435,107	393,459	458,662	458,662	0	0.00%
Nurses	817,705	829,855	871,236	871,236	0	0.00%
Temporary Help	29,929	26,000	26,000	26,000	0	0.00%
Overtime:						
Custodial/Maintenance	210,416	250,000	230,000	230,000	0	0.00%
Campus Monitors	16,135	27,000	20,000	20,000	0	0.00%
All Other	37,086	27,700	27,700	27,700	0	0.00%
TOTAL NON-CERTIFIED	16,857,473	17,669,969	17,971,749	18,280,253	308,504	1.72%
Grid Progression	0	269,127	0	295,199	295,199	0.00%
Salary Adjustments	0	307,268	0	573,583	573,583	0.00%
Leave of Absence Adjustment	0	(45,000)	0	(90,000)	(90,000)	0.00%
Enrollment Variability Adjustment - Ce	0	0	0	78,766	78,766	0.00%
Enrollment Variability Adjustment - Nc	0	0	0	0	0	0.00%
Change in Start & End Time Schedules	0	0	0	0	0	0.00%
Turnover Savings	0	(555,000)	0	(150,000)	(150,000)	0.00%
TOTAL OTHER	0	(23,605)	0	707,548	707,548	0.00%
TOTAL SALARIES	69,963,882	73,301,198	72,679,095	76,226,336	3,547,241	4.88%

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
Employee Benefits						
Employer Payroll Taxes	2,137,413	2,158,684	2,237,810	2,333,349	95,539	4.27%
Internal Services Fund Deposit	17,743,435	18,411,906	18,411,906	18,551,374	139,468	0.76%
Tuition Reimbursement	125,102	120,000	120,000	125,000	5,000	4.17%
Unemployment Compensation	53,949	40,000	52,683	52,683	0	0.00%
Workers' Compensation	492,639	508,586	508,586	523,754	15,168	2.98%
Retirement Supplement	78,000	111,500	111,500	111,500	0	0.00%
Custodial Benefits	5,698	6,300	5,875	6,300	425	7.24%
Admin Benefits	0	0	9,529	19,058	9,529	100.00%
TOTAL BENEFITS	20,636,236	21,356,976	21,457,889	21,723,018	265,129	1.24%
TOTAL SALARIES/BENEFITS	90,600,118	94,658,173	94,136,983	97,949,354	3,812,370	4.05%
Non-Salary						
Purchased Services	15,340	19,180	19,180	19,180	0	0.00%
Other Professional Services	45,682	5,800	30,800	51,000	20,200	65.58%
Staff Training	31,630	88,100	88,100	88,100	0	0.00%
Testing Services	71,909	81,790	81,790	89,065	7,275	8.89%
Interns	68,600	108,000	91,200	198,000	106,800	117.11%
Driver Drug Screening Tests	3,705	2,872	3,705	3,705	0	0.00%
Outsourced Services	793,411	773,862	824,363	850,600	26,237	3.18%
Club Sports	34,910	40,000	40,000	40,000	0	0.00%
Legal Matters	180,261	223,000	223,000	253,000	30,000	13.45%
OT/PT & Speech Intervention	33,510	39,285	39,285	75,000	35,715	90.91%
Athletic Training Services	1,295	2,000	2,000	2,000	0	0.00%
Athletic Aides/Referees	64,883	81,500	81,500	77,500	(4,000)	-4.91%
School Security	5,250	8,050	8,050	8,050	0	0.00%
Technical/Professional Services	48,300	70,000	70,000	57,850	(12,150)	-17.36%
Professional Test Services	24,890	33,600	33,600	30,800	(2,800)	-8.33%
TOTAL CONTRACTED SERVICES	1,423,577	1,577,039	1,636,573	1,843,850	207,277	12.67%
Water/Sewer	79,863	79,387	81,815	84,791	2,976	3.64%
Facility Specialists	25,200	50,000	50,000	50,000	0	0.00%
Repairs-Instructional Equipment	9,211	12,350	12,350	15,350	3,000	24.29%
Repairs-Non-Instructional Equipment	252,734	363,750	363,750	343,150	(20,600)	-5.66%
Maintenance Service Contracts	660,708	600,000	726,767	725,425	(1,342)	-0.18%
Software Support	459,327	519,375	519,375	550,974	31,599	6.08%
Software Licensing	594,829	646,742	646,742	678,345	31,603	4.89%
Maintenance Project Work	96,995	0	0	0	0	0.00%
Vehicle Repairs & Maintenance	59,244	72,136	72,136	68,656	(3,480)	-4.82%
Rent Space - Admin. & Educational	215,903	250,398	250,398	250,398	0	0.00%
Rent - Admin. Office Improvements	0	0	0	0	0	0.00%
Rent Space & Equip-Athletics/VPA	98,830	149,150	149,150	136,500	(12,650)	-8.48%
Wide-Area Network Fees	149,134	161,822	161,822	154,220	(7,602)	-4.70%
Facilities Supplies	280,299	343,200	343,200	343,200	0	0.00%
Electricity	1,340,882	1,074,925	1,348,882	1,486,282	137,400	10.19%
Heating Fuel	391,273	483,813	483,813	483,813	0	0.00%
Propane Gas	63,052	89,094	89,094	89,094	0	0.00%
Technical Support	143,743	131,507	131,507	146,081	14,574	11.08%
TOTAL PROPERTY SERVICES	4,921,225	5,027,649	5,430,801	5,606,279	175,478	3.23%

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
Other Purchased Services	643	2,750	2,750	2,750	0	0.00%
Purchased Transportation Services:						
General Education	4,709,313	4,860,314	4,860,314	4,952,783	92,469	1.90%
Special Education	3,313	0	0	0	0	0.00%
Field Trip Transportation	24,325	38,500	38,500	47,600	9,100	23.64%
Athletic Transportation	307,242	300,000	325,000	325,000	0	0.00%
Liability/Auto/Property Insurance	304,989	319,700	319,700	323,449	3,749	1.17%
Telephone	91,695	84,720	84,720	86,120	1,400	1.65%
Postage	6,529	18,850	18,850	16,600	(2,250)	-11.94%
Bldg. Prof. Development Expense	7,151	20,650	20,650	17,150	(3,500)	-16.95%
Recruiting	13,625	17,500	17,500	17,500	0	0.00%
Printing/Binding	3,343	4,625	4,625	4,625	0	0.00%
Tuition-Adult Education	13,892	14,000	14,000	14,000	0	0.00%
Tuition-Magnet/Online	10,589	11,570	11,570	11,570	0	0.00%
Outplacements	4,371,012	4,979,500	4,979,500	4,979,500	0	0.00%
Conferences/Travel	117,031	164,041	164,041	179,133	15,092	9.20%
Bus Fuel	147,177	149,825	149,825	154,375	4,550	3.04%
Fuel Reimbursement	(195,064)	(142,500)	(80,000)	(60,000)	20,000	-25.00%
Gasoline Fuel	65,943	63,000	63,000	65,500	2,500	3.97%
Mileage & Travel Allowance	79,309	83,413	86,790	91,610	4,820	5.55%
TOTAL PURCHASED SERVICES	10,082,056	10,990,458	11,081,335	11,229,265	147,930	1.33%
Extra Curricular Supplies	1,807	2,500	2,500	2,500	0	0.00%
Athletic Supplies	65,509	72,000	72,000	72,000	0	0.00%
Courant Newspaper	3,497	6,000	6,000	6,000	0	0.00%
Drama Supplies	12,000	12,000	12,000	12,000	0	0.00%
Spectator Publication	1,000	1,000	1,000	1,000	0	0.00%
District Newsletter	0	0	0	0	0	0.00%
Instructional Supplies	674,462	715,916	715,916	781,791	65,875	9.20%
Medical Supplies	11,184	13,200	13,200	13,200	0	0.00%
Uniforms	25,143	36,847	36,847	36,847	0	0.00%
Office Supplies	47,817	75,916	75,916	75,916	0	0.00%
Audiovisual Supplies	5,428	6,150	6,150	6,150	0	0.00%
Technology Supplies	112,249	121,400	121,400	117,500	(3,900)	-3.21%
Library Supplies	17,061	17,244	17,244	19,726	2,482	14.39%
Textbooks	141,726	249,625	217,252	221,347	4,095	1.88%
Reference Books	21	500	500	500	0	0.00%
Reference Software	46,302	47,845	47,845	49,278	1,433	3.00%
Professional Books	9,158	17,420	17,420	19,702	2,282	13.10%
Library Books	60,973	62,031	62,031	62,031	0	0.00%
Periodicals	17,526	17,701	17,701	17,701	0	0.00%
Non-Consumable Supplies	26,901	31,649	31,649	34,200	2,551	8.06%
TOTAL SUPPLIES	1,279,763	1,506,944	1,474,571	1,549,389	74,818	5.07%
Equipment	261,388	298,557	298,557	272,398	(26,159)	-8.76%
Non-Instructional Equipment	9,951	12,000	12,000	12,000	0	0.00%
TOTAL EQUIPMENT	271,339	310,557	310,557	284,398	(26,159)	-8.42%

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
Dues/Fees/Subscriptions	147,040	165,067	165,067	187,601	22,534	13.65%
Other Expenses	72,589	78,970	78,970	78,970	0	0.00%
Graduation Expense	16,416	18,735	18,735	14,982	(3,753)	-20.03%
TOTAL OTHER	236,045	262,772	262,772	281,553	18,781	7.15%
TOTAL NON-SALARIES/BENEFITS	18,214,005	19,675,419	20,196,609	20,794,734	598,125	2.96%
Fees	**-436,149**	**-536,323**	**-536,323**	**-460,323**	**76,000**	-14.17%
TOTAL	108,377,974	113,797,270	113,797,270	118,283,765	4,486,495	3.94%

2025-26 Projected Budget			**113,797,270**
2026-27 Board of Education's Proposed Budget			**118,283,765**
YTY $			**4,486,495**
YTY %			**3.94%**
Excluding ISF			
2025-26 Projected Budget			**95,385,364**
2026-27 Board of Education's Proposed Budget			**99,732,391**
YTY $			**4,347,027**
YTY %			**4.56%**
Salaries			
Certified			
Administrators			
Contractual wage increases	99,362		
Teachers:			
Contractual wage increases			
GWI/Step	2,143,328		
Net savings in FY 2026 from unpaid leaves of absences, full year salary in FY 2027	220,000		
K-8 Innov/Science Coordinator +1.0 FTE	68,500		
		2,431,828	
Total Certified Salaries			**2,531,190**
Non-Certified			
Instructional Support:			
No change			
Managers/Supervisors:			
Wage increase - TBD			
Administrative Support:			
Contractual wage increase	61,480		
Custodians & Maintenance:			
Contractual wage increase-TBD			
Technicians:			
Contractual wage increase	6,712		
Non-Represented:			
Wage increase - TBD			
Teaching Assistants:			
Contractual wage increase	198,519		
Drivers/Bus Monitors:			
Wage increase - TBD			
OT/PT/AT & Behavioral Analysts:			
Wage increase	41,793		
Athletic Support/Trainers:			
Wage increase - TBD			
Campus Monitors and Nurses:			
Wage increase - TBD			
Other increase			
Total Non-Certified Salaries			**308,504**

Other Salary Funding Needs			
Salary Adjustments	573,583		
Grid Progression	295,199		
Enrollment variability adjustment	78,766		
Allowance for Leaves of Absences	-90,000		
Turnover Savings	-150,000	707,548	
Total Other Salary Funding Needs			**707,548**
Total Salaries			**3,547,241**
Employee Benefits			
Internal Services Fund Deposit	139,468		
FICA/Medicare Matching - based on salary	95,539		
All Other (Wkr Comp/Tuition Reimb)	30,122		
		265,129	
Total Employee Benefits			**265,129**
Total Salary & Employee Benefits			**3,812,370**
Contracted Services			
Interns:			
ES-9/MS-2/HS-1	106,800		
Outsourced Services:			
Athletics-Prof Sevices at Sporting Events	-12,588		
Tech-Doc Repro Svcs contractual (CBS/Xerox)	25,110		
DA - Consulting - Enrollment/Redistricting	7,910		
VPA	5,650		
All Other	155		
		26,237	
Legal Svcs-SPED/Negotiations (Custodians)	30,000		
OT/PT & Speech Intervention	35,715		
Tech/Prof Svcs-add'l audit fees	-12,150		
Other Professiona Svcs	20,200		
All Other	475	74,240	
Total Contracted Services			**207,277**
Property Services			
Repairs- Instructional equipment:			
VPA - Repair of musical equipment	3,000		
Repairs- Non-instructional equipment			
Facilities	-20,000		
Technology	5,000		
Athletics-reconditioning	-3,700		
All Other (net)	-1,900	-20,600	
Tech/DL/innov Software Support	31,599		
- Zoom +$4K			
- AI S/W $5K			
- ClassLink +$7K			
- Diffit +$11K			
Tech/DL/Innov Software Licensing	31,603		
- EdAdvance S/W +$20K			
- KamiCompanion +$8K			
- Everyway +$5K			
Tech Support	14,574		
- Security Camera Maint +$3K			

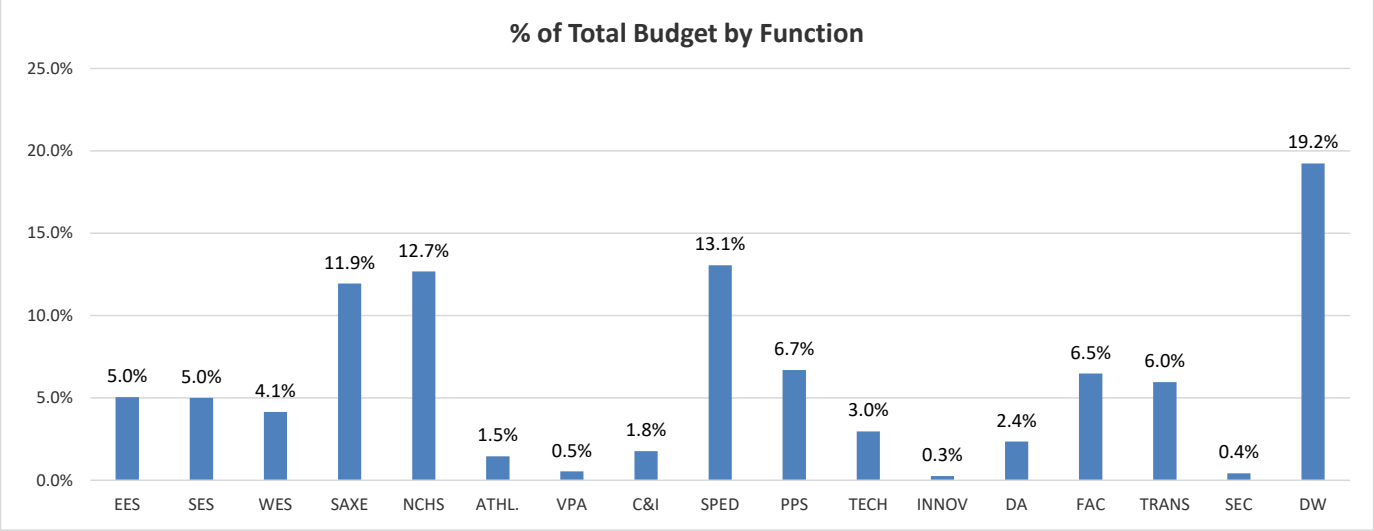
- School Gate Guardian +$5K			
- Palo Alto Firewall S/W +$4K			
- Audio Enhancements EPIC +$1K			
- Smartpass +$2K			
Athletics Rent Space & Equip (Turkey Bowl)	-12,650		
Vehicle Maint & Repair	-3,480		
Electricity	137,400		
Increase (10%) from Projected FY26			
All Other (net)	-5,968	175,478	
Total Property Services			**175,478**
Purchased Services			
General Ed Transportation (incl Field Trips)	101,569		
Liability Auto/Property Insurance	3,749		
Conferences/Travel	15,092		
SPED - Tuition Outplaced - Flat to Projected FY2026	0		
Redn Dattco Bus Fuel reimbursement (FY25)	20,000		
All Other (net)	7,520	147,930	
Total Purchased Services			**147,930**
Supplies			
Instructional Supplies	65,875		
Technology Supplies	-3,900		
Textbooks - enrollment, program and needs based	4,095		
Library and Prof Books	4,764		
Reference Software	1,433		
All Other (net)	2,551	74,818	
Total Supplies			**74,818**
Equipment			
HS Athletics	-7,500		
VPA Musical Equipment - YTY decrease	-10,509		
Innovation	-4,450		
SPED	-4,200		
All Other (net)	500	-26,159	
Total Equipment			**-26,159**
Other			
DA - Dues/Fees/Subscriptions	22,534		
Other Expenses - Graduation exps	-3,753		
Total Other		18,781	**18,781**
Total Non-Salaries & Benefits			**598,125**
Total Budget before Fees/Other Offsets			**4,410,495**
Fees/Other Offsets			
Decrease in Gate Receipts - Turkey Bowl / Bball Tourney	76,000		
		76,000	
Total Fees/Other Offsets			**76,000**
Total Operating Budget Net of Fees			**4,486,495**

BUDGET SUMMARY BY SCHOOL/COST CENTER

New Canaan Public Schools, New Canaan, CT

Board of Education's Proposed Budget for 2026-2027

	2022 Expended	2023 Expended	2024 Expended	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
1. East Elementary School	4,813,086	4,803,341	5,014,460	5,258,895	5,597,371	5,629,464	5,962,728	333,264	5.92%
2. South ElementarySchool	5,168,126	5,203,147	5,371,132	5,366,288	5,623,613	5,665,827	5,908,341	242,513	4.28%
3. West Elementary School	4,136,230	4,401,173	4,382,144	4,475,758	4,758,458	4,659,260	4,898,760	239,500	5.14%
4. Saxe Middle School	12,349,823	12,284,244	12,859,030	13,183,928	14,009,548	13,301,594	14,122,546	820,952	6.17%
5. New Canaan High School	12,210,164	12,680,729	13,339,808	13,576,515	14,289,361	14,255,958	14,993,062	737,104	5.17%
6. Athletics	1,379,133	1,538,419	1,645,434	1,571,491	1,627,284	1,649,458	1,727,431	77,973	4.73%
7. Visual & Performing Arts	568,501	589,038	750,339	758,051	629,209	632,404	641,567	9,163	1.45%
8. Curriculum & Instruction	1,710,571	1,864,791	1,701,928	1,806,203	1,934,243	1,978,423	2,093,201	114,778	5.80%
9. Special Education	12,123,400	12,392,563	13,164,897	13,797,180	14,991,145	15,186,609	15,438,896	252,287	1.66%
10. Pupil Personnel Services	6,239,407	6,504,687	6,734,222	7,482,491	7,754,449	7,581,931	7,916,851	334,919	4.42%
11. Technology	3,007,977	3,263,711	3,266,407	3,360,489	3,588,133	3,473,076	3,512,020	38,944	1.12%
12. Innovation	0	225,998	265,302	284,065	270,711	277,346	302,975	25,629	9.24%
13. District Administration	2,280,193	2,320,630	2,363,724	2,547,593	2,607,735	2,756,239	2,788,320	32,082	1.16%
14. Facilities	6,901,118	7,102,471	6,546,468	6,663,758	7,197,029	7,553,203	7,673,997	120,794	1.60%
15. Transportation	5,239,784	6,207,166	6,796,062	6,841,203	6,823,901	6,917,077	7,047,245	130,169	1.88%
16. Security	389,963	413,298	446,230	462,841	442,009	501,812	501,812	0	0.00%
17. Districtwide (Non-Benefit Accts)*	276,471	290,516	279,515	304,989	296,095	319,700	1,030,997	711,297	222.49%
SUB-TOTAL	78,793,949	82,085,922	84,927,102	87,741,738	92,440,294	92,339,381	96,560,747	4,221,366	5.27%
18. Districtwide (Employee Benefits)	13,146,867	16,385,477	17,554,113	20,636,236	21,356,976	21,457,889	21,723,018	265,129	1.24%
TOTAL PROPOSED BUDGET	91,940,816	98,471,399	102,481,214	108,377,974	113,797,270	113,797,270	118,283,765	4,486,495	3.94%



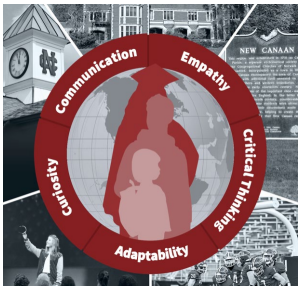
*Districtwide includes incremental changes for turnover savings, grid progression, salary adjustments, and enrollment variability.

ELEMENTARY SCHOOLS

The three elementary schools in New Canaan continue to uphold a long-standing tradition of academic excellence blended with strong attention to the social and emotional development of every child. Our classrooms are places where students think deeply, take ownership of their learning, and are encouraged to take intellectual and creative risks. Faculty and staff cultivate environments where students feel valued, connected, and supported. Collaboration with families and community partners remains central to strengthening each child's school experience and preparing them to be engaged and responsible citizens.

For FY 2026–27, each elementary school has collaboratively developed a budget that sustains our rigorous programs across academic areas; literacy, mathematics, science, social studies, and our rich offerings in the arts, Spanish, physical education, and library/ICT. Our instructional vision emphasizes cognitive engagement, inquiry-based learning, and the application of skills in new contexts, consistent with the district's Portrait of the Graduate competencies. These budget considerations reflect our commitment to high-quality instruction, whole-child development, and continued innovation.

This Superintendent's proposed budget assumes stable kindergarten enrollment and adjust based upon NESDEC projections in grades 1-4, refer to appendix for details.



As of October 1, 2025, East enrolled 565 students across 30 class sections. Projections for FY 2026–27 estimate 568 students (NESDEC 622) with 30 sections, maintaining consistency with current class size guidelines. With overall enrollment gradually increasing, our focus remains on ensuring teachers have the tools and support needed to implement high-impact instruction. Small-group teaching continues to be a priority as it allows for targeted feedback, differentiation, and strong student–teacher connections. As projections for enrollment continue to be assessed, Kindergarten enrollment will be monitored closely. East will continue to invest in professional learning and instructional resources that elevate teacher practice and support student growth.

South's October 1, 2025 enrollment was 489 students across 26 class sections, while projections for FY 2026–27 project a small increase to 504 students (NESDEC 539), while still maintaining 26 classroom sections. Shifts in sections will occur within grade levels, but the overall number of FTE classroom teachers is expected to remain stable. Budget priorities include replacing consumable materials, updating instructional resources, and addressing increased costs for furniture and equipment nearing end-of-life use. South continues to prioritize ongoing professional learning to support both newly hired and veteran staff as they refine and deepen their instructional practice, particularly in alignment with district initiatives and technology integration.

As of October 1, 2025, West enrolled 421 K–4 students with 23 sections, in addition to 56 preschool students across 5 sections. Projections for FY 2026–27 show an increase to 448 K–4 students (NESDEC 468) and 24 sections, while the preschool program is anticipated to serve 60

students across 5 sections, bringing the total to 29 sections. West's budget centers on sustaining high-quality classroom instruction with a continued emphasis on inquiry, small-group learning, and strong teacher-student relationships. These structures enable adaptable, targeted instruction that meets the diverse needs of learners and promotes strong academic and social-emotional outcomes.

Shared Commitments Across All Elementary Schools

Curriculum development continues to follow an Understanding by Design approach and remains a collaborative effort between teachers and district coordinators. As units are refined or newly developed, staff participate in aligned professional learning. The district's teacher evaluation and professional learning (TEPL) system continues to guide instructional growth, emphasizing continuous improvement and alignment with research-based best practices.Across the three elementary schools, we remain committed to providing equitable access to a full range of offerings. We also remain committed to maintaining a certified building substitute in each school. Over the past several years, this position has proven essential in maintaining continuity of instruction, particularly in periods of extended staff absence and given continued challenges in securing daily substitutes. Additionally, we consistently review and adjust staffing for teaching assistants, supervisory roles, and interns to ensure safe and well-supervised environments at arrival, dismissal, lunch, and recess, as well as adequate instructional support in classrooms.



Professional learning has been strengthened by the impactful work of the Classroom Coaches and the Math Coach. These roles, coupled with the expanded expectations of Domain 7 in the TEPL Framework (knowledge of adult learners, data analysis, and instructional expertise), create opportunities for staff to develop leadership skills and contribute to building-wide capacity. With an increase in newly hired educators in recent years, this investment in coaching and leadership pathways is essential to sustaining high-quality instruction.

The proposed budget prioritizes instructional materials that support core literacy and mathematics development, phonemic awareness, phonics, number sense, place value, and reasoning, as well as replenishment of consumable materials across science and social studies.

Assessment tools such as NWEA, DIBELS, and BAS remain central to monitoring student progress. Teachers use assessment data to adjust instruction, target interventions, and extend learning for high-performing students. This approach ensures that decisions remain responsive and grounded in evidence.





At our schools, we are deeply committed to fostering cognitive engagement in every classroom. Our focus is on creating learning experiences that challenge students to think critically, solve problems, and actively participate in discussions. Through hands-on tasks, inquiry-based activities, and purposeful questioning, we encourage students to connect ideas, apply knowledge, and take ownership of their learning, ensuring that each child is fully engaged and growing intellectually.

Supporting the whole child remains foundational to our work. Social-emotional instruction is guided by the SAPL framework and supported by RULER's emotional intelligence tools, helping students develop essential skills in recognizing and managing emotions, building relationships, and navigating challenges.

East Elementary School



Dr. Zoe Robinson, Principal
Ms. Maura Fruin, Assistant Principal

54 Little Brook Road
New Canaan, CT 06840

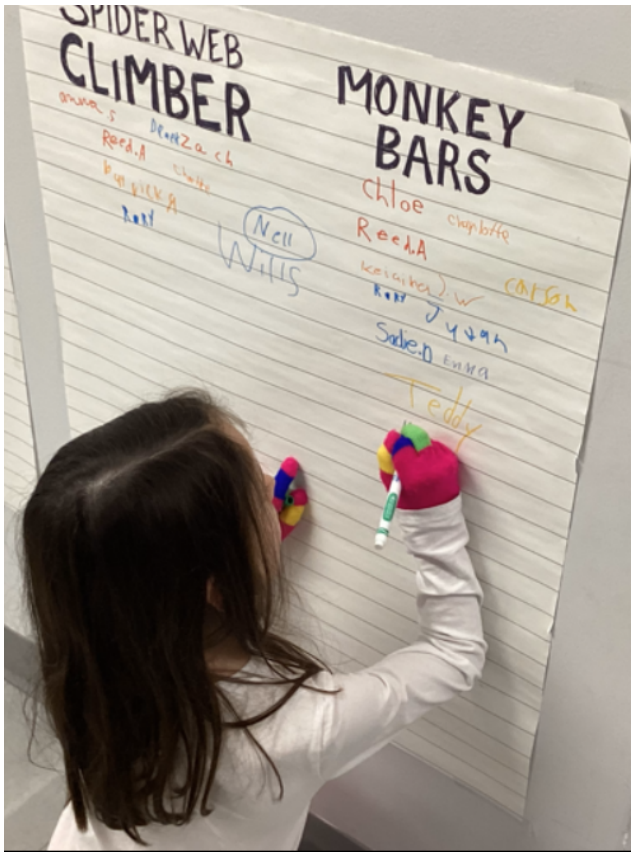
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EAST ELEMENTARY SCHOOL **KINDERGARTEN - GRADE 4**

ENROLLMENT AND STAFFING PLAN

2025-26 Actual					*2026-27 Proposed*				
Enroll-ment	# of Classes	Average Class Size	Staff		Enroll-ment	# of Classes	Average Class Size	Staff	**Change**
				Certified Staff					
				Classroom Teachers					
112	6	18.7	6.00	Kindergarten	162	6	27.0	6.00	0.00
107	6	17.8	6.00	Grade 1	117	6	19.5	6.00	0.00
111	6	18.5	6.00	Grade 2	112	6	18.7	6.00	0.00
118	6	19.7	6.00	Grade 3	113	6	18.8	6.00	0.00
117	6	19.5	6.00	Grade 4	118	6	19.7	6.00	0.00
565	30		30.00	**Total Classroom Teachers**	622	30		30.00	0.00
				Special Subject Classroom Teachers					
			1.10	Art				1.10	0.00
			1.70	Foreign Language Elementary School (FLES)				1.70	0.00
			1.40	Health & Physical Education				1.40	0.00
			1.60	Music				1.60	0.00
			1.10	Science				1.10	0.00
			1.20	Computer Instruction/Technology Integration				1.20	0.00
			8.10	**Total Special Subjects Classroom Teachers**				8.10	0.00
				Academic Support Teachers					
			1.00	Math Specialist				1.00	0.00
			0.70	Language Arts Specialist				0.70	0.00
			0.60	Reading Interventionist				0.60	0.00
			2.00	Reading Specialist				2.00	0.00
			1.00	Writing Specialist				1.00	0.00
			5.30	**Total Academic Support Teachers**				5.30	0.00
				School-Wide Teachers					
			2.00	Building Substitutes				2.00	0.00
			0.34	Math Coach				0.34	0.00
			0.68	Classroom Coach				0.68	0.00
			1.20	Library Media Specialist				1.20	0.00
			47.62	**Total Teachers**				47.62	0.00
				Administrators					
			1.00	Principal				1.00	0.00
			1.00	Assistant Principal				1.00	0.00
			2.00	**Total Administrators**				2.00	0.00
			49.62	***Total Certified Staff***				**49.62**	**0.00**
				Non-Certified Staff					
				Administrative Support Staff					
			1.00	Principal's Secretary				1.00	0.00
			1.00	School Secretary				1.00	0.00

2025-26 Actual					*2026-27 Proposed*				
Enroll-ment	# of Classes	Average Class Size	Staff		Enroll-ment	# of Classes	Average Class Size	Staff	**Change**
			0.40	Library Secretary				0.40	0.00
			2.40	**Total Administrative Support Staff**				2.40	0.00
				Teaching Assistants					
			6.00	Instructional				6.00	0.00
			0.38	Supervisory				0.38	0.00
			6.38	**Total Teaching Assistants**				6.38	0.00
			8.78	***Total Non-Certified Staff***				**8.78**	**0.00**
			58.40	**TOTAL STAFFING PLAN**				**58.40**	**0.00**



EAST ELEMENTARY SCHOOL (KINDERGARTEN - GRADE 4)

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrators	393,251	403,999	405,691	420,858	15,167	3.74%
Teachers	4,256,609	4,560,070	4,572,237	4,840,031	267,793	5.86%
Substitutes	122,480	83,745	111,453	115,381	3,928	3.52%
Stipends	9,212	9,213	9,213	9,213	0	0.00%
TOTAL CERTIFIED	4,781,552	5,057,027	5,098,595	5,385,483	286,888	5.63%
Administrative Support	146,075	167,008	150,824	155,726	4,902	3.25%
Teaching Assistants	212,392	222,979	232,687	240,248	7,561	3.25%
Overtime	354	500	500	500	0	0.00%
TOTAL NON-CERTIFIED	358,821	390,486	384,012	396,474	12,462	3.25%
TOTAL SALARIES	5,140,373	5,447,513	5,482,606	5,781,957	299,351	5.46%
Non-Salary Objects						
Interns	8,000	18,000	15,000	48,000	33,000	220.00%
Outsourced Services	660	800	800	800	0	0.00%
Repairs-Non-Instruct. Equip.	0	200	200	200	0	0.00%
Postage	0	1,250	1,250	200	(1,050)	-84.00%
Bldg. Prof. Devel. Expense	1,969	2,500	2,500	2,500	0	0.00%
Printing/Binding	0	0	0	0	0	0.00%
Conferences/Travel	2,855	6,218	6,218	6,456	238	3.83%
Mileage & Travel Allowance	3,000	3,000	3,000	3,500	500	16.67%
Instructional Supplies	70,682	77,908	77,908	79,133	1,225	1.57%
Office Supplies	1,345	2,500	2,500	2,500	0	0.00%
Library Supplies	799	800	800	800	0	0.00%
Textbooks	6,675	8,000	8,000	8,000	0	0.00%
Library Books	5,831	6,000	6,000	6,000	0	0.00%
Periodicals	320	500	500	500	0	0.00%
Non-Consumable Supplies	8,566	10,000	10,000	10,000	0	0.00%
Equipment	6,689	10,000	10,000	10,000	0	0.00%
Dues/Fees/Subscriptions	139	682	682	682	0	0.00%
Other Expenses	993	1,500	1,500	1,500	0	0.00%
TOTAL NON-SALARY	118,522	149,858	146,858	180,771	33,913	23.09%
TOTAL BUDGET NET FEES	5,258,895	5,597,371	5,629,464	5,962,728	333,264	5.92%

South Elementary School



Mr. Matt Kascak, Principal
Ms. Siobhan McCormack, Assistant Principal

8 Farm Road
New Canaan, CT 06840

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Fax: 203-594-4314

SOUTH ELEMENTARY SCHOOL
ENROLLMENT AND STAFFING PLAN

KINDERGARTEN - GRADE 4

2025-26 Actual					*2026-27 Proposed*				
Enroll-ment	# of Classes	Average Class Size	Staff		Enroll-ment	# of Classes	Average Class Size	Staff	**Change**
				Certified Staff					
				Classroom Teachers					
99	5	19.8	5.00	Kindergarten	135	5	27.0	5.00	0.00
89	5	17.8	5.00	Grade 1	103	6	17.2	6.00	**1.00**
97	5	19.4	5.00	Grade 2	94	5	18.8	5.00	0.00
109	6	18.2	6.00	Grade 3	98	5	19.6	5.00	**-1.00**
95	5	19.0	5.00	Grade 4	109	5	21.8	5.00	0.00
489	26		26.00	**Total Classroom Teachers**	539	26		26.00	0.00
				Special Subject Classroom Teachers					
			1.00	Art				1.00	0.00
			1.50	Foreign Language Elementary School (FLES)				1.50	0.00
			1.40	Health & Physical Education				1.40	0.00
			1.70	Music				1.70	0.00
			1.00	Science				1.00	0.00
			1.00	Computer Instruction/Technology Integration				1.00	0.00
			7.60	**Total Special Subjects Classroom Teachers**				7.60	0.00
				Academic Support Teachers					
			1.00	Math Specialist				1.00	0.00
			0.50	Language Arts Specialist				0.50	0.00
			2.00	Reading Specialist				2.00	0.00
			1.00	Writing Specialist				1.00	0.00
			4.50	**Total Academic Support Teachers**				4.50	0.00
				School-Wide Teachers					
			1.00	Building Substitutes				1.00	0.00
			0.33	Math Coach				0.33	0.00
			0.66	Classroom Coach				0.66	0.00
			1.00	Library Media Specialist				1.00	0.00
			41.09	**Total Teachers**				41.09	0.00
				Administrators					
			1.00	Principal				1.00	0.00
			1.00	Assistant Principal				1.00	0.00
			2.00	**Total Administrators**				2.00	0.00
			43.09	***Total Certified Staff***				**43.09**	**0.00**
				Non-Certified Staff					
				Administrative Support Staff					
			1.00	Principal's Secretary				1.00	0.00
			1.00	School Secretary				1.00	0.00
			0.39	Library Secretary				0.39	0.00
			2.39	**Total Administrative Support Staff**				2.39	0.00

SOUTH ELEMENTARY SCHOOL
ENROLLMENT AND STAFFING PLAN

KINDERGARTEN - GRADE 4

2025-26 Actual					*2026-27 Proposed*				
Enroll-ment	# of Classes	Average Class Size	Staff		Enroll-ment	# of Classes	Average Class Size	Staff	**Change**
				Teaching Assistants					
			6.00	Instructional				6.00	0.00
			0.46	Supervisory				0.46	0.00
			6.46	**Total Teaching Assistants**				6.46	0.00
			8.85	***Total Non-Certified Staff***				**8.85**	**0.00**
			51.94	**TOTAL STAFFING PLAN**				**51.94**	**0.00**



SOUTH ELEMENTARY SCHOOL (KINDERGARTEN - GRADE 4)

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrators	393,251	403,999	404,099	418,958	14,859	3.68%
Teachers	4,394,877	4,605,097	4,638,420	4,801,350	162,930	3.51%
Substitutes	76,681	84,020	104,749	108,677	3,928	3.75%
Stipends	11,260	9,213	9,213	11,260	2,047	22.22%
TOTAL CERTIFIED	4,876,069	5,102,329	5,156,481	5,340,245	183,764	3.56%
Administrative Support	146,706	158,951	146,768	151,538	4,770	3.25%
Teaching Assistants	220,884	229,795	233,040	251,876	18,836	8.08%
Temporary Help	0	500	500	500	0	0.00%
Overtime	1,075	500	500	500	0	0.00%
TOTAL NON-CERTIFIED	368,665	389,746	380,809	404,415	23,606	6.20%
TOTAL SALARIES	5,244,733	5,492,075	5,537,289	5,744,660	207,370	3.74%
Non-Salary Objects						
Interns	30,300	18,000	15,000	48,000	33,000	220.00%
Outsourced Services	500	600	600	800	200	33.33%
Repairs-Non-Instruct. Equip.	0	200	200	200	0	0.00%
Postage	0	1,100	1,100	200	(900)	-81.82%
Bldg. Prof. Devel. Expense	683	1,000	1,000	2,500	1,500	150.00%
Conferences/Travel	5,532	5,992	5,992	5,890	(102)	-1.70%
Mileage & Travel Allowance	3,000	3,000	3,000	3,500	500	16.67%
Instructional Supplies	60,594	69,484	69,484	70,009	525	0.76%
Office Supplies	1,398	2,500	2,500	2,500	0	0.00%
Library Supplies	522	600	600	600	0	0.00%
Textbooks	6,913	7,800	7,800	8,000	200	2.56%
Library Books	5,877	6,000	6,000	6,000	0	0.00%
Periodicals	244	300	300	300	0	0.00%
Non-Consumable Supplies	4,735	5,800	5,800	6,000	200	3.45%
Equipment	538	7,000	7,000	7,000	0	0.00%
Dues/Fees/Subscriptions	139	662	662	682	20	3.02%
Other Expenses	579	1,500	1,500	1,500	0	0.00%
TOTAL NON-SALARY	121,555	131,538	128,538	163,681	35,143	27.34%
TOTAL BUDGET NET FEES	5,366,288	5,623,613	5,665,827	5,908,341	242,513	4.28%

West Elementary School



Ms. Jan Murphy, Principal
Ms. Patricia Gracia, Assistant Principal

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New Canaan, CT 06840

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WEST ELEMENTARY SCHOOL **KINDERGARTEN - GRADE 4**

ENROLLMENT AND STAFFING PLAN



2025-26 Actual					*2026-27 Proposed*				
Enroll-ment	# of Classes	Average Class Size	Staff		Enroll-ment	# of Classes	Average Class Size	Staff	**Change**
				Certified Staff					
				Classroom Teachers					
77	4	19.3	4.00	Kindergarten	120	4	30.0	4.00	0.00
82	5	16.4	5.00	Grade 1	80	5	16.0	5.00	0.00
91	5	18.2	5.00	Grade 2	86	5	17.2	5.00	0.00
90	5	18.0	5.00	Grade 3	92	5	18.4	5.00	0.00
81	4	20.3	4.00	Grade 4	90	4	22.5	4.00	0.00
421	23		23.00	**Total Classroom Teachers**	468	23		23.00	0.00
				Special Subject Classroom Teachers					
			0.90	Art				0.90	0.00
			1.50	Foreign Language Elementary School (FLES)				1.50	0.00
			0.90	Health & Physical Education				0.90	0.00
			1.40	Music				1.40	0.00
			0.90	Science				0.90	0.00
			0.80	Computer Instruction/Technology Integration				0.80	0.00
			6.40	**Total Special Subjects Classroom Teachers**				6.40	0.00
				Academic Support Teachers					
			1.00	Math Specialist				1.00	0.00
			1.00	Language Arts Specialist				1.00	0.00
			1.00	Reading Specialist				1.00	0.00
			0.50	Writing Specialist				0.50	0.00
			3.50	**Total Academic Support Teachers**				3.50	0.00
				School-Wide Teachers					
			2.00	Building Substitutes				2.00	0.00
			0.33	Math Coach				0.33	0.00
			0.66	Classroom Coach				0.66	0.00
			0.80	Library Media Specialist				0.80	0.00
			36.69	**Total Teachers**				36.69	0.00
				Administrators					
			1.00	Principal				1.00	0.00
			1.00	Assistant Principal				1.00	0.00
			2.00	**Total Administrators**				2.00	0.00
			38.69	***Total Certified Staff***				**38.69**	**0.00**
				Non-Certified Staff					
				Administrative Support Staff					
			1.00	Principal's Secretary				1.00	0.00
			1.00	School Secretary				1.00	0.00
			0.35	Library Secretary				0.35	0.00
			2.35	**Total Administrative Support Staff**				2.35	0.00

2025-26 Actual					*2026-27 Proposed*				
Enroll-ment	# of Classes	Average Class Size	Staff		Enroll-ment	# of Classes	Average Class Size	Staff	**Change**
				Teaching Assistants					
			5.00	Instructional				5.00	0.00
			0.38	Supervisory				0.38	0.00
			5.38	**Total Teaching Assistants**				5.38	0.00
			7.73	***Total Non-Certified Staff***				**7.73**	**0.00**
			46.42	**TOTAL STAFFING PLAN**				**46.42**	**0.00**



WEST ELEMENTARY SCHOOL (KINDERGARTEN - GRADE 4)

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrators	393,251	403,999	404,099	418,958	14,859	3.68%
Teachers	3,568,890	3,795,165	3,683,607	3,852,628	169,021	4.59%
Substitutes	104,363	92,609	96,285	100,213	3,928	4.08%
Stipends	8,310	9,213	9,213	9,213	0	0.00%
TOTAL CERTIFIED	4,074,814	4,300,986	4,193,204	4,381,012	187,808	4.48%
Administrative Support	139,877	141,100	144,173	148,859	4,686	3.25%
Teaching Assistants	164,792	185,431	193,642	200,887	7,245	3.74%
Overtime	0	500	500	500	0	0.00%
TOTAL NON-CERTIFIED	304,668	327,030	338,315	350,246	11,931	3.53%
TOTAL SALARIES	4,379,482	4,628,016	4,531,518	4,731,258	199,740	4.41%
Non-Salary Objects						
Interns	15,300	18,000	15,300	48,000	32,700	213.73%
Outsourced Services	960	960	960	960	0	0.00%
Repairs-Non-Instruct. Equip.	0	300	300	300	0	0.00%
Postage	0	500	500	200	(300)	-60.00%
Bldg. Prof. Devel. Expense	812	2,000	2,000	2,500	500	25.00%
Conferences/Travel	3,940	5,359	5,359	5,373	14	0.26%
Mileage & Travel Allowance	3,000	3,000	3,000	3,500	500	16.67%
Instructional Supplies	51,471	66,300	66,300	69,925	3,625	5.47%
Office Supplies	1,033	2,400	2,400	2,400	0	0.00%
Library Supplies	765	800	800	800	0	0.00%
Textbooks	5,271	6,000	6,000	6,500	500	8.33%
Library Books	4,947	5,000	5,000	5,000	0	0.00%
Periodicals	266	300	300	300	0	0.00%
Non-Consumable Supplies	8,293	9,250	9,250	10,900	1,650	17.84%
Equipment	0	8,000	8,000	8,500	500	6.25%
Dues/Fees/Subscriptions	139	773	773	844	71	9.18%
Other Expenses	80	1,500	1,500	1,500	0	0.00%
TOTAL NON-SALARY	96,275	130,442	127,742	167,502	39,760	31.13%
TOTAL BUDGET NET FEES	4,475,758	4,758,458	4,659,260	4,898,760	239,500	5.14%

Saxe Middle School



Mr. David Gusitsch, Principal
Ms. Sarah Granite, Principal
Mr. Steve Bedard, Assistant Principal
Dr. Julia Ferreira, Assistant Principal

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SAXE INTERMEDIATE & MIDDLE SCHOOLS

As of October 1, 2025, enrollment in Saxe Schools was 1221 students in Grades 5-8. The school day for Saxe Middle (7,8) operates from 8:00-2:30 with select extracurricular/club programs that continue until 3:40 pm. The school day for Saxe Intermediate (5,6) operates from 9:15-3:45, with before-school extracurricular programs that operate from 8:05 to 9:05 am. Each year, our educational program evaluates, adapts, and evolves to remain comprehensive and rigorous across all curricular areas. In addition, we are committed to providing a well-rounded experience that focuses on the whole child, while considering the age-appropriate and developmental needs of each grade level. Our students engage in music, art, and world language instruction, as well as health and physical education studies. Recognizing the essential importance of our students having trusted adults to connect with beyond their teachers, our lineup of Student Support Professionals (counselors, social workers, psychologists) are interwoven into our strong teaming model and is complemented by our non-certified staff members who build meaningful, quality relationships within our school community as well.



We are committed to continuously improving to ensure we consider current trends and the latest educational research in our programming. Regular professional learning sessions allow staff to collaborate, grow, and develop in the areas of technology, innovation, differentiation, curriculum, instruction, assessment, and feedback. Our Technology Integrators and Innovation/STEM teachers collaborate with, and teach alongside, staff members to provide technical expertise and support in enhancing the learning experience for our students. They also facilitate rich learning experiences in our Design & Fabrication Labs and Think, Production & Innovation spaces, using the latest research and available technology. Use of these spaces and other “non-traditional” (outdoor learning centers) areas provides learning opportunities that are enriching and at a greater depth than in a traditional classroom.



To adequately prepare our students with future-ready skills for the rapidly, ever-changing world, we align with district goals and the vision of the NCPS Portrait of a Graduate. Our course offerings incorporate design thinking, digital citizenship, and four world language offerings (French, Latin, Mandarin, Spanish). Our club programming includes a vibrant 5/6 & 7/8 musical theater program, respectively, and many popular technology, special interest, wellness, and enrichment-related extracurriculars that we are proud to offer our students.

Projections indicate that overall enrollment at Saxe will decrease slightly for Fiscal Year 2027 with 15 fewer students (NESDEC 1,206) anticipated. The FY27 budget for Saxe comes with no certified staffing requests (0.0 FTE) while preserving our focus on safety, support, and sustaining the highest level of quality learning experiences for our students. Three major drivers for the FY27 Saxe school budget are:

- Educating emerging adolescents (ages 10-14) is one of the most important, critical, & influential developmental periods in their lives (greatest growth period beyond infant to toddler),
- Educating the whole child includes rich, meaningful experiences in the cognitive, affective, psychomotor, and social domains,
- Saxe continues to be one of the largest single-campus middle-level schools in the state of Connecticut.

These "drivers" support the need to preserve the middle school teaming model and class size guidelines, more than ever, to make a large school a more intimate and personalized learning experience for *each* child. Thank you for your continued support in maintaining Saxe as a premier learning community in our state, and beyond.







SAXE MIDDLE SCHOOL **GRADES 5 - 8**

ENROLLMENT AND STAFFING PLAN

2025-26 Actual					*2026-27 Proposed*				
Enroll-ment	# of Classes	Average Class Size	Staff		Enroll-ment	# of Classes	Average Class Size	Staff	**Change**
				Certified Staff					
				Core Subject Classroom Teachers					
				5th Grade Team Model					
			7.00	Reading/Writing				7.00	0.00
			7.00	Math/Social Studies				7.00	0.00
				6th - 8th Grade Team Model					
			9.60	Language Arts				9.60	0.00
			9.60	Mathematics				9.60	0.00
			9.60	Science				9.60	0.00
			9.60	Social Studies				9.60	0.00
			9.60	Core Workshop				9.60	0.00
			62.00	**Total Core Subject Classroom Teachers**				62.00	0.00
				Special Subject Classroom Teachers					
			4.20	Art				4.20	0.00
			0.80	Foreign Language Elementary School (FLES) (Grade 5)				0.80	0.00
			5.50	Health & Physical Education				5.50	0.00
			7.80	Music				7.80	0.00
			3.00	Science (Grade 5)				3.00	0.00
			1.00	STEM				1.00	0.00
			2.00	Computer Instruction/Technology Integration				2.00	0.00
			9.60	World Language				9.60	0.00
			0.00	Special subjects adjustment for increased section				0.00	0.00
			33.90	**Total Special Subjects Classroom Teachers**				33.90	0.00
				Academic Support Teachers					
			3.00	Math Specialist				3.00	0.00
			2.00	Reading/Literacy Specialist*				2.00	0.00
			2.20	Academic Assistance/Interventionist				2.20	0.00
			7.20	**Total Academic Support Teachers**				7.20	0.00
				School-Wide Teachers/Leaders					
			1.00	Dean of Students				1.00	0.00
			2.00	Building Substitutes				2.00	0.00
			1.00	Library Media Specialist				1.00	0.00
			4.00	**Total School-Wide Teachers/Leaders**				4.00	0.00
			107.10	**Total Teachers**				107.10	0.00
				Administrators					
			2.00	Principal				2.00	0.00
			2.00	Assistant Principal				2.00	0.00
			4.00	**Total Administrators**				4.00	0.00
			111.10	***Total Certified Staff***				**111.10**	**0.00**

*Note: The Title I Grant, which are independent of the operating budget, fund 1.0 Certified FTE for Academic Support of the above listed FTEs of 111.10 for FY 2027

SAXE MIDDLE SCHOOL **GRADES 5 - 8**

ENROLLMENT AND STAFFING PLAN

2025-26 Actual					*2026-27 Proposed*				
Enroll-ment	# of Classes	Average Class Size	Staff		Enroll-ment	# of Classes	Average Class Size	Staff	**Change**
				Non-Certified Staff					
				Administrative Support Staff					
			2.00	Principal's Secretary				2.00	0.00
			2.00	School Secretary				2.00	0.00
			0.93	Receptionist				0.93	0.00
			1.48	Library Secretary				1.48	0.00
			6.41	**Total Administrative Support Staff**				6.41	0.00
				Teaching Assistants					
			4.00	Instructional				4.00	0.00
			3.33	Supervisory				3.33	0.00
			7.33	**Total Teaching Assistants**				7.33	0.00
			13.74	***Total Non-Certified Staff***				**13.74**	**0.00**
			124.84	**TOTAL STAFFING PLAN**				**124.84**	**0.00**

SAXE MIDDLE SCHOOL **GRADES 5 - 8**

ENROLLMENT AND STAFFING PLAN

2025-26 Actual					*2026-27 Proposed*				
Enroll-ment	# of Classes	Average Class Size	Staff		Enroll-ment	# of Classes	Average Class Size	Staff	**Change**
ENROLLMENT AND CERTIFIED STAFFING BY CORE SUBJECT BY GRADE									
				5TH GRADE					
				(8 Teams)					
294	14	21.0	7.00	Reading/Writing	290	14	20.7	7.00	0.00
294	14	21.0	7.00	Math/Social Studies	290	14	20.7	7.00	0.00
			14.00	**Total 5th Grade Content Teachers**				**14.00**	**0.00**
				6TH GRADE					
				(4 Teams)					
325	16	20.3	3.20	Language Arts	294	16	18.4	3.20	0.00
323	16	20.2	3.20	Mathematics	294	16	18.4	3.20	0.00
333	16	20.8	3.20	Science	294	16	18.4	3.20	0.00
290	16	18.1	3.20	Social Studies	294	16	18.4	3.20	0.00
333	16	20.8	3.20	Core Workshop	294	16	18.4	3.20	0.00
			16.00	**Total 6th Grade Content Teachers**				**16.00**	**0.00**
				7TH GRADE					
				(4 Teams)					
291	16	18.2	3.20	Language Arts	337	16	21.1	3.20	0.00
288	16	18.0	3.20	Mathematics	337	16	21.1	3.20	0.00
292	16	18.3	3.20	Science	337	16	21.1	3.20	0.00
257	16	16.1	3.20	Social Studies	337	16	21.1	3.20	0.00
292	18	16.2	3.20	Core Workshop	337	16	21.1	3.20	0.00
			16.00	**Total 7th Grade Content Teachers**				**16.00**	**0.00**
				8TH GRADE					
				(4 Teams)					
291	16	18.2	3.20	Language Arts	285	16	17.8	3.20	0.00
290	16	18.1	3.20	Mathematics	285	16	17.8	3.20	0.00
296	16	18.5	3.20	Science	285	16	17.8	3.20	0.00
257	16	16.1	3.20	Social Studies	285	16	17.8	3.20	0.00
288	17	16.9	3.20	Core Workshop	285	16	17.8	3.20	0.00
			16.00	**Total 8th Grade Content Teachers**				**16.00**	**0.00**

SAXE MIDDLE SCHOOL (GRADES 5 - 8)

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrators	812,140	820,381	846,119	874,849	28,730	3.40%
Teachers	11,109,552	11,922,212	11,154,729	11,919,080	764,350	6.85%
Substitutes	271,242	205,747	299,714	283,862	(15,852)	-5.29%
Stipends	74,239	80,000	80,000	80,000	0	0.00%
TOTAL CERTIFIED	12,267,172	13,028,340	12,380,562	13,157,791	777,229	6.28%
Administrative Support	374,832	401,103	416,108	427,700	11,592	2.79%
Teaching Assistants	255,677	292,781	222,600	249,783	27,183	12.21%
Temporary Help	0	500	500	500	0	0.00%
Overtime	3,604	3,200	3,200	3,200	0	0.00%
TOTAL NON-CERTIFIED	634,113	697,584	642,408	681,183	38,775	6.04%
TOTAL SALARIES	12,901,286	13,725,924	13,022,970	13,838,974	816,004	6.27%
Non-Salary Objects						
Interns	15,000	36,000	30,600	36,000	5,400	17.65%
Outsourced Services	4,163	3,865	3,865	3,865	0	0.00%
Repairs-Non-Instruct. Equip.	0	450	450	450	0	0.00%
Postage	0	2,500	2,500	2,500	0	0.00%
Bldg. Prof. Devel. Expense	499	2,500	2,500	2,500	0	0.00%
Conferences/Travel	12,884	14,745	14,745	15,322	577	3.91%
Mileage & Travel Allowance	6,000	5,600	6,000	7,000	1,000	16.67%
Extra Curricular Supplies	1,807	2,500	2,500	2,500	0	0.00%
Instructional Supplies	171,067	133,888	133,888	132,600	(1,288)	-0.96%
Office Supplies	3,217	5,500	5,500	5,500	0	0.00%
Audiovisual Supplies	2,144	2,863	2,863	2,863	0	0.00%
Library Supplies	3,951	4,018	4,018	4,018	0	0.00%
Textbooks	14,978	13,376	13,376	12,825	(551)	-4.12%
Library Books	9,663	9,276	9,276	9,276	0	0.00%
Periodicals	10,437	10,489	10,489	10,489	0	0.00%
Non-Consumable Supplies	1,001	1,750	1,750	1,750	0	0.00%
Equipment	24,383	32,600	32,600	32,600	0	0.00%
Dues/Fees/Subscriptions	1,449	1,704	1,704	1,514	(190)	-11.15%
TOTAL NON-SALARY	282,643	283,624	278,624	283,572	4,948	1.78%
TOTAL BUDGET NET FEES	13,183,928	14,009,548	13,301,594	14,122,546	820,952	6.17%

New Canaan High School



Mr. William Egan, Principal
Ms. Kristi Carriero, Assistant Principal
Mr. Ari Rothman, Assistant Principal
Mr. Larry Sullivan, Assistant Principal

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NEW CANAAN HIGH SCHOOL

New Canaan High School is committed to preparing all students to meet the challenges of living in an increasingly global and diverse society. At the heart of this mission is fostering a community of lifelong learners equipped with the skills and mindset to thrive in a complex world. Our graduates demonstrate adaptability by embracing setbacks as opportunities for growth, pivoting creatively in the face of change, and balancing diverse perspectives to find effective solutions. They practice empathy by recognizing the broader impact of their actions, building trust through understanding, and contributing ethically to their communities. Through effective communication, students articulate ideas across contexts, seek feedback to refine their work, and challenge biases in all forms of expression. Critical thinking enables them to analyze complex problems, imagine innovative solutions, and engage purposefully even when outcomes are uncertain. Finally, their curiosity drives them to explore new ideas with courage, connect prior knowledge with fresh insights, and pursue learning as an ongoing journey. By cultivating these advanced competencies, New Canaan High School ensures students are prepared not only to succeed but to lead as thoughtful, informed, and engaged citizens of the world.

New Canaan High School offers an exceptional educational experience, providing a wide range of courses and programs to meet our students' diverse interests and aspirations. We are dedicated to helping students discover and pursue their passions by exploring academics, the arts, athletics, and co-curricular opportunities throughout their high school journey. Supporting student wellness and fostering growth within our programs remains central to our mission. We take immense pride in our students' achievements, knowing they reflect our community's strength and our shared commitment to their development and success.



The projected enrollment for the 2026–2027 school year at NCHS is 1,227 students (NESDEC), with 290 students in grade 9, 311 in grade 10, 331 in grade 11, and 295 in grade 12. This projection reflects a slight overall decrease from the prior year while still maintaining robust enrollment at each grade level, underscoring the need for careful attention to class size, program offerings, and individualized support. These enrollment patterns inform our scheduling, staffing, and resource

allocation to ensure that all students continue to benefit from a challenging, student-centered program.

To support this enrollment and enhance student learning, we propose maintaining overall certified staffing at 112.26 FTE, while strategically aligning existing positions to student needs and course demand. Building on the success of the math interventionist position, which provides drop-in math support during the school day and targeted instruction aligned with course-related skills, the 2026–2027 budget continues to prioritize structures that give timely assistance to students needing help with assessments, new concepts, or clarifications. Counseling and social work positions will continue to access academic, college/career, and social-emotional support, including frequent counseling sessions and embedded wellness instruction in health classes and specialized programs.

A key highlight of the 2026–2027 budget is the possible addition of three new courses that expand rigorous, relevant learning opportunities aligned with college, career, and civic readiness. “Keep the Drama in Class,” an English elective grounded in theatre arts, will deepen students’ skills in literary analysis, performance, and oral communication while strengthening confidence and collaboration. AP Business and Financial Literacy will provide advanced study in high-demand fields, building students’ understanding of markets, and personal finance. In addition, the Project Lead The Way course, Civil Engineering and Architecture, will extend our STEM pathways by engaging students in real-world design challenges that integrate math, science, and technology through problem-solving and creativity.



Providing authentic and meaningful professional development remains a cornerstone of our budget priorities. The FY 2026–2027 budget continues to support inquiry-based, student-centered instructional practices that align with our mission and elevate engagement and achievement in all disciplines. AP training for our teachers remains a central focus, ensuring that students in current and newly added AP courses experience instruction that meets the highest standards of rigor and prepares them for success beyond high school.

Our budget includes funding for textbook and instructional material requests, with a particular emphasis on renewing and expanding digital subscriptions to ensure flexibility and accessibility for all learners. Traditional textbooks and print resources remain an important component of this strategy, allowing us to address enrollment shifts and replace outdated or worn materials. The FY 2026–2027 textbook budget prioritizes resources in science, math, social studies, and world languages, and ensures equitable access to high-quality content for every student.

The 2026–2027 budget reflects New Canaan High School's continued commitment to investing in the resources, professional learning, and innovative practices necessary to support 21st-century learners. By sustaining a challenging, student-centered program and thoughtfully expanding offerings in areas such as theatre arts, business and finance, cybersecurity, and engineering and architecture, this proposal advances the district's mission to "enhance innovative teaching and learning that yields citizens prepared for a dynamic, global society." This budget underscores New Canaan High School's dedication to the continuous pursuit of excellence and to preparing all students to thrive as informed, adaptable, and engaged members of an ever-changing world.



NEW CANAAN HIGH SCHOOL
ENROLLMENT AND STAFFING PLAN

GRADES 9 - 12

	2025-26 Actual	*2026-27 Proposed*	Change
ENROLLMENT	1257	1227	-30
STAFFING			
Certified Staff			
Core Subject Classroom Teachers			
English	13.96	13.96	0.00
Mathematics	13.00	13.00	0.00
Science	15.80	15.80	0.00
Social Studies	13.20	13.20	0.00
Alternative School - Core Academics	1.80	1.80	0.00
Total Core Subject Classroom Teachers	57.76	57.76	0.00
Special Subject Classroom Teachers			
Art	3.00	3.00	0.00
Business Education/STEM	1.80	1.80	0.00
Family & Consumer Science	2.40	2.40	0.00
Health & Physical Education	5.70	5.70	0.00
Independent Study	0.20	0.20	0.00
Academic Workshop	1.00	1.00	0.00
Music	3.60	3.60	0.00
Technology Ed.	2.30	2.30	0.00
Technology Integration	1.00	1.00	0.00
World Languages	11.00	11.00	0.00
Special subjects adjustment for the Alternative School	0.00	0.00	0.00
Total Special Subject Classroom Teachers	32.00	32.00	0.00
Academic Support Teachers			
Math	1.40	1.40	0.00
Reading	0.80	0.80	0.00
Writing	1.60	1.60	0.00
Core Subjects	0.00	0.00	0.00
Total Academic Support Teachers	3.80	3.80	0.00
School-Wide Teachers/Leaders			
Building Substitutes	1.00	1.00	0.00
Library Media Specialist	2.00	2.00	0.00
Depart. Heads (English, SS, Math, Science, Tech. Ed.)	2.10	2.10	0.00
	5.10	5.10	0.00
Total Teachers	98.66	98.66	0.00
Administrators			
Principal	1.00	1.00	0.00
Assistant Principals	3.00	3.00	0.00
Total Administrators	4.00	4.00	0.00

NEW CANAAN HIGH SCHOOL
ENROLLMENT AND STAFFING PLAN

GRADES 9 - 12

	2025-26 Actual	*2026-27 Proposed*	Change
Total Certified Staff	**102.66**	**102.66**	**0.00**
Non-Certified Staff			
Administrative Support Staff			
Principal's Secretary	1.00	1.00	0.00
School Secretary	4.50	4.50	0.00
Receptionist	1.00	1.00	0.00
Library Secretary	2.00	2.00	0.00
Bookkeeper	1.00	1.00	0.00
Total Administrative Support Staff	9.50	9.50	0.00
Teaching Assistants			
Instructional	3.62	3.62	0.00
Alternative Program	1.00	1.00	0.00
Supervisory	3.43	3.43	0.00
Total Teaching Assistants	8.05	8.05	0.00
Other Support Staff			
College & Career Center Coordinator	1.00	1.00	0.00
Internship Coordinator	1.00	1.00	0.00
Student Administrative Systems Coordinator	1.00	1.00	0.00
Total Other Support Staff	3.00	3.00	0.00
Total Non-Certified Staff	**20.55**	**20.55**	**0.00**
TOTAL STAFFING PLAN	**123.21**	**123.21**	**0.00**

NEW CANAAN HIGH SCHOOL (GRADES 9 - 12)

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrators	831,201	853,917	853,917	885,520	31,603	3.70%
Teachers	10,647,820	11,273,564	11,138,773	11,706,718	567,945	5.10%
Substitutes	275,298	210,890	260,714	264,782	4,068	1.56%
Stipends	130,753	126,959	126,959	139,966	13,007	10.25%
TOTAL CERTIFIED	11,885,072	12,465,330	12,380,363	12,996,986	616,623	4.98%
Administrative Support	604,419	583,271	612,013	628,536	16,522	2.70%
Non-Represented Staff	257,847	258,077	266,364	266,364	0	0.00%
Teaching Assistants	266,236	260,748	310,356	320,437	10,081	3.25%
Overtime	4,363	5,000	5,000	5,000	0	0.00%
TOTAL NON-CERTIFIED	1,132,865	1,107,096	1,193,733	1,220,337	26,604	2.23%
TOTAL SALARIES	13,017,936	13,572,426	13,574,096	14,217,323	643,227	4.74%
Non-Salary Objects						
Purchased Services	550	550	550	600	50	9.09%
Testing Services	8,370	11,700	11,700	10,000	(1,700)	-14.53%
Interns	0	18,000	15,300	18,000	2,700	17.65%
Outsourced Services	2,480	5,815	5,815	5,770	(45)	-0.77%
Repairs-Non-Instruct. Equip.	6,888	15,000	15,000	14,100	(900)	-6.00%
Field Trip Transportation	24,287	38,500	38,500	47,100	8,600	22.34%
Postage	865	6,500	6,500	6,500	0	0.00%
Bldg. Prof. Devel. Expense	32	500	500	500	0	0.00%
Tuition-Online Courses	3,766	8,800	8,800	8,800	0	0.00%
Printing/Binding	3,343	4,625	4,625	4,625	0	0.00%
Conferences/Travel	25,706	41,737	41,737	41,849	112	0.27%
Mileage & Travel Allowance	5,600	5,600	5,600	6,600	1,000	17.86%
Courant Newspaper	3,497	6,000	6,000	6,000	0	0.00%
Spectator Publication	1,000	1,000	1,000	1,000	0	0.00%
Instructional Supplies	197,189	212,040	212,040	268,325	56,285	26.54%
Office Supplies	12,316	12,600	12,600	12,600	0	0.00%
Audiovisual Supplies	3,284	3,287	3,287	3,287	0	0.00%
Library Supplies	11,024	11,026	11,026	13,508	2,482	22.51%
Textbooks	78,507	153,749	121,376	148,098	26,722	22.02%
Reference Books & Software	46,323	48,345	48,345	49,778	1,433	2.96%
Library Books	34,654	35,755	35,755	35,755	0	0.00%
Periodicals	6,259	6,112	6,112	6,112	0	0.00%
Non-Consumable Supplies	2,512	2,839	2,839	3,050	211	7.43%
Equipment	68,389	47,000	47,000	47,000	0	0.00%
Dues/Fees/Subscriptions	15,547	18,670	18,670	19,350	680	3.64%

NEW CANAAN HIGH SCHOOL (GRADES 9 - 12)

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
Other Expenses	9,011	12,000	12,000	12,000	0	0.00%
Graduation Expense	16,416	18,735	18,735	14,982	(3,753)	-20.03%
TOTAL NON-SALARY	587,814	746,485	711,412	805,289	93,877	13.20%
PARKING FEES	*(28,535)*	*(25,000)*	*(25,000)*	*(25,000)*	-	-
PRE-K TUITION	-	*(4,000)*	*(4,000)*	*(4,000)*	-	-
BYOD FEES	*(700)*	*(550)*	*(550)*	*(550)*	-	-
TOTAL BUDGET NET FEES	13,576,515	14,289,361	14,255,958	14,993,062	737,104	5.17%

Athletics



Mr. Jay Egan, Athletic Director
Mr. Daniel Melzer, Assistant Athletic Director

11 Farm Road
New Canaan, CT 06840

Telephone: 203-594-4638
Fax: 203-594-4700

ATHLETICS

The New Canaan High School Interscholastic Athletics Program is a vital extension of the classroom and an integral part of our students' educational journey. Under the guidance of educator-coaches, our program uses the arena of competition to teach essential life skills—including teamwork, discipline, leadership, and resilience. We are committed to developing responsible citizens by integrating athletic experiences with academic excellence, focusing on holistic student growth and character development.

Student-Athlete Outcomes
Participation in NCHS Athletics is designed to foster:

Sportsmanship: Winning with humility and losing with dignity.
Integrity: Modeling fair play by respecting rules and opponents.
Teamwork & Selflessness: Contributing to a collective goal and prioritizing team success over individual recognition.
Community & Service: Extending the habit of assisting teammates to helping others in the broader community.
Resilience: Developing perseverance and the ability to overcome setbacks.
Goal-Setting: Applying athletic discipline to establish and achieve personal and academic objectives.
Work Ethic: Cultivating a commitment to preparation, effort, and continuous improvement.

Program Scope & Participation

Athletics holds a prominent place in the New Canaan community, with consistently high youth sports involvement. This engagement continues at NCHS, where approximately 70% of high school students participate in at least one sport. We anticipate over 875 student-athletes will compete in the coming year.



The program offers a diversified portfolio of 62 teams across 29 varsity, 24 junior varsity, and 9 freshman levels, supported by the Board of Education (BOE) athletic budget.

Funding & Partnerships

Our goal is to maintain a consistently high level of instruction and experience for every student-athlete. This is achieved through a strong partnership of public funding and private support:

The Board of Education funds the core program, including approximately 80 coaching positions.

The New Canaan All Sports Booster Club provides approximately $180,000 annually, funding an additional 30-35 coaching positions and enriching the program through:

- Strength and conditioning programs for all athletes.
- Cutting-edge technical resources for coaches.
- Live streaming of athletic contests.
- Recognition events for coaches, athletes, and alumni.
- CPR and First Aid certification for all coaches.

New Canaan Ice Hockey contributes roughly $40,000 annually to offset specialized facility costs.

Facility Enhancement: A Public-Private Model

NCHS Athletics actively cultivates public-private partnerships to enhance facilities. A prime example is the complete renovation of the NCHS fitness room in Spring/Summer 2025. This successful project—a collaboration between the Athletic Department, the Booster Club, and dedicated sports parents—serves as a model for future partnerships aimed at upgrading our athletic resources.



ATHLETICS **GRADES 9 - 12**
STAFFING PLAN

	2025-26 Actual	*2026-27 Proposed*	Change
Certified			
Athletic Director/Asst AD	1.40	1.40	0.00
Total Certified Staff	**1.40**	**1.40**	**0.00**
Non-Certified Staff			
Administrative Support Staff			
Secretary	0.53	0.53	0.00
Teaching Assistants			
Support	1.00	1.00	0.00
Other Support Staff			
Athletic Trainer/Therapist	2.00	2.00	0.00
Total Non-Certified Staff	**3.53**	**3.53**	**0.00**
TOTAL STAFFING PLAN	**4.93**	**4.93**	**0.00**

ATHLETICS

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Athletic Director/Wellness Coord.	248,439	263,138	257,740	270,579	12,840	4.98%
Coaching Stipends	579,724	579,379	579,379	598,209	18,830	3.25%
TOTAL CERTIFIED	828,162	842,517	837,119	868,788	31,670	3.78%
Administrative Support	23,931	31,495	32,521	33,578	1,057	3.25%
Athletic Trainer	136,503	144,947	144,947	144,947	0	0.00%
Program Support	72,539	76,038	77,584	79,068	1,484	1.91%
Overtime	0	0	0	0	0	0.00%
TOTAL NON-CERTIFIED	232,973	252,480	255,051	257,592	2,541	1.00%
TOTAL SALARIES	1,061,135	1,094,996	1,092,170	1,126,381	34,211	3.13%
Non-Salary Objects						
Outsourced Services	36,657	44,938	44,938	32,350	(12,588)	-28.01%
Athletic Training Services	1,295	2,000	2,000	2,000	0	0.00%
Athletic Aides/Referees	64,883	81,500	81,500	77,500	(4,000)	-4.91%
Club Sports	34,910	40,000	40,000	40,000	0	0.00%
Repairs-Non-Instruct. Equip.	23,039	33,000	33,000	29,300	(3,700)	-11.21%
Rent Space & Equipment - Athletics	98,830	148,150	148,150	135,500	(12,650)	-8.54%
Athletic Transportation	307,242	300,000	325,000	325,000	0	0.00%
Mileage & Travel Allowance	3,000	3,000	3,000	3,000	0	0.00%
Conferences/Travel	1,862	1,950	1,950	3,500	1,550	79.49%
Athletic Supplies	65,509	72,000	72,000	72,000	0	0.00%
Medical Supplies	7,013	8,000	8,000	8,000	0	0.00%
Office Supplies	250	500	500	500	0	0.00%
Equipment	19,099	46,100	46,100	38,600	(7,500)	-16.27%
Dues/Fees/Subscriptions	52,815	53,705	53,705	60,500	6,795	12.65%
Other Expenses	206	345	345	200	(145)	-42.03%
TOTAL NON-SALARY	716,610	835,188	860,188	827,950	(32,238)	-3.75%
Gate Receipts	**-13,013**	**-93,000**	**-93,000**	**-17,000**	**76,000**	-81.72%
Transfer in Facility Rental Pool	**0**	**0**	**0**	**0**	**0**	0.00%
Booster & Ice Hockey Support	**-193,241**	**-209,900**	**-209,900**	**-209,900**	**0**	0.00%
	-206,253	**-302,900**	**-302,900**	**-226,900**	**76,000**	-25.09%
TOTAL BUDGET NET FEES	1,571,491	1,627,284	1,649,458	1,727,431	77,973	4.73%

Visual and Performing Arts



Ms. Laura Newell, Director of VPA

11 Farm Road
New Canaan, CT 06840

Telephone: 203-594-4737
Fax: 203-594-4700

VISUAL AND PERFORMING ARTS

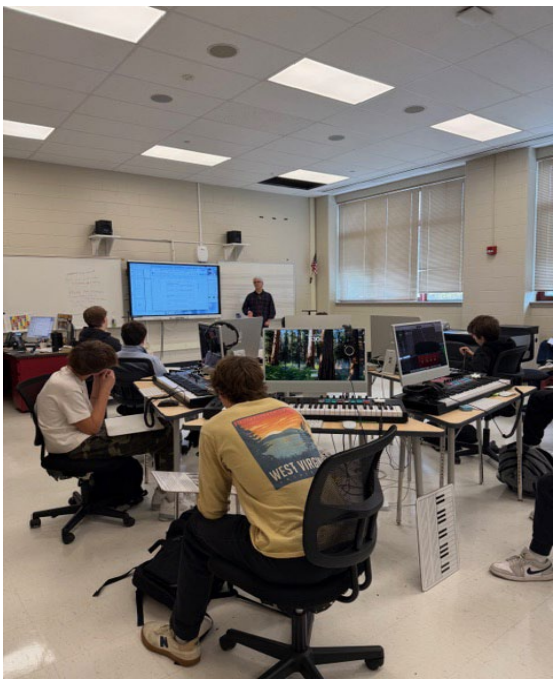
The Visual and Performing Arts Department delivers a vibrant, high-quality arts education for all students in Grades K–12. Grounded in the National Core Arts Standards, aligned with state frameworks, and deeply connected to the goals of the New Canaan Public Schools, our programs ensure that every learner engages in meaningful, developmentally rich artistic study. Literacy and technology are intentionally integrated throughout the curriculum to strengthen creative and academic growth.

Across all programs, the VPA experience intentionally strengthens the district's Portrait of the Graduate competencies. Students grow in Adaptability as they respond to feedback and persevere through artistic challenges; in Communication as they express ideas through performance, critique, and collaboration; in Critical Thinking by analyzing problems and refining creative solutions; in Curiosity as they explore new media and take intellectual risks; and in Empathy as they interpret diverse perspectives and work responsibly within ensembles and creative teams.

Beginning in Grade 3, students may join our orchestra strand; in Grade 5, they can enter our band and choir pathways. These ensemble programs cultivate musicianship through focused instruction on performance skills, collaboration, and artistic expression—cornerstones of a comprehensive arts education.

A dynamic selection of electives, including ceramics, film, digital photography, music theory, and music technology, expands student exploration beyond foundational coursework. Our award-winning theatre program, a hallmark of the middle and high school experience, thrives through strong parent involvement and the enthusiastic support of our community. Students further enrich their learning through co-curricular offerings such as drawing and art clubs, strings and band workshops, and the celebrated New Age Film Festival.





VISUAL & PERFORMING ARTS STAFFING PLAN

Pre-Kindergarten - Grade 12

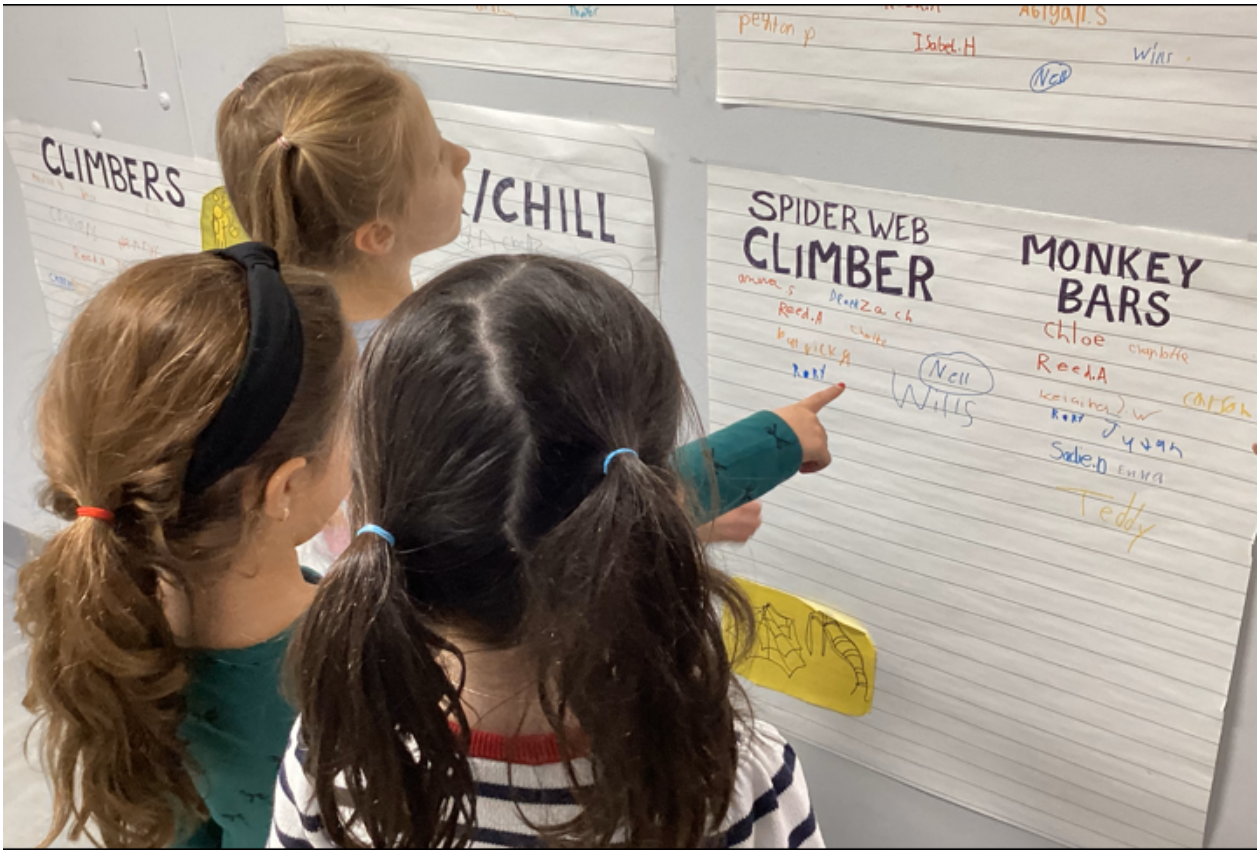
	2025-26 Actual	*2026-27 Proposed*	Change
Certified Staff			
Administrators			
Director of Visual & Performing Arts	1.00	1.00	0.00
Total Certified Staff	**1.00**	**1.00**	**0.00**
Non-Certified Staff			
Administrative Support Staff			
Administrative Assistant	0.57	0.57	0.00
Support Services			
Sound/Lighting Technician	1.00	1.00	0.00
Total Non-Certified Staff	**1.57**	**1.57**	**0.00**
TOTAL STAFFING PLAN	**2.57**	**2.57**	**0.00**

VISUAL AND PERFORMING ARTS

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrators	331,875	204,151	204,251	211,766	7,515	3.68%
Co-Curricular Stipends	220,588	224,170	224,170	224,170	0	0.00%
TOTAL CERTIFIED	552,463	428,321	428,421	435,936	7,515	1.75%
Administrative Support	31,493	31,495	32,521	33,578	1,057	3.25%
Auditorium Lighting/Sound Specialist	73,654	73,654	75,723	75,723	0	0.00%
Overtime	20,547	5,000	5,000	5,000	0	0.00%
TOTAL NON-CERTIFIED	125,694	110,149	113,244	114,300	1,057	0.93%
TOTAL SALARIES	678,156	538,470	541,665	550,236	8,572	1.58%
Non-Salary Objects						
Staff Training	800	4,000	4,000	4,000	0	0.00%
Outsourced Services	9,018	3,350	3,350	9,000	5,650	168.66%
Repairs-Instruct. Equip.	8,861	12,000	12,000	15,000	3,000	25.00%
Rentals	0	1,000	1,000	1,000	0	0.00%
Conferences/Travel	1,153	3,000	3,000	5,000	2,000	66.67%
Mileage & Travel Allowance	2,100	2,100	2,100	2,350	250	11.90%
Drama Supplies	12,000	12,000	12,000	12,000	0	0.00%
Instructional Supplies	877	2,000	2,000	2,000	0	0.00%
Office Supplies	1,500	1,500	1,500	1,500	0	0.00%
Equipment	42,796	47,457	47,457	36,948	(10,509)	-22.14%
Dues/Fees/Subscriptions	790	2,333	2,333	2,533	200	8.57%
TOTAL NON-SALARY	79,894	90,740	90,740	91,331	591	0.65%
TOTAL BUDGET NET FEES	758,051	629,209	632,404	641,567	9,163	1.45%

Curriculum, Instruction & Assessment



Dr. Jill Correnty, Deputy Superintendent
of Curriculum, Instruction and Assessment

Dr. Kemen Holley, K-12 World Language and
English Language Learners Administrator

220 Elm Street
New Canaan, CT 06840

Telephone: 203-594-4413
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CURRICULUM AND INSTRUCTION

The quality and expansiveness of New Canaan curriculum, instruction, assessment and professional development programs are evidenced by the continuing success of students and graduates as measured by a broad array of indicators. These include traditional and performance based academic assessments, as well as recognitions and honors earned in domains such as visual and performing arts, technical, engineering, business and consumer sciences, world languages, 21st century literacies, community service and leadership. New Canaan Public Schools offer robust programs that include world language instruction in grades K-12 and science, technology, engineering, and mathematics (STEM) programs beginning in kindergarten.

The budget for Curriculum and Instruction includes the cost of instructional materials, professional learning, and a K-8 Science Coordinator. The cost for instructional supplies and textbooks supports the need for math materials in second grade as well as English Language Arts in grades K-4. It is important that we continue to support differentiation of instruction, decodable readers as well as mentor texts to assure we are instructing and supporting all the components (phonemic awareness, phonics, fluency, vocabulary and comprehension) of reading. As part of Teacher Evaluation and Professional Learning all staff are required to create professional growth plans that include goals for both teachers and students. Teachers identify who they will collaborate with, books they might read, webinars they might attend, and professional learning they will participate in. Finally, the K-8 Science Coordinator is currently being filled by our Director of Innovation and Digital Learning. In order for us to continue to meet the needs in science, we will be looking for a teacher to fill this leadership role. The teacher will receive a stipend which aligns with our other K-8 Coordinators.

The Deputy Superintendent of Curriculum and Instruction leads district efforts with program directors, the professional development team, curriculum coordinators, teachers and administrators to ensure this continued success, and to ensure the curriculum and teaching practices align with the most up-to-date research and standards. Although their budgets are reported separately, the Deputy Superintendent of Curriculum and Instruction oversees the directors of Visual and Performing Arts (VPA), and the K-12 World Language and English Language Learning. New Canaan Public Schools is recognized for its excellence in education and innovative approaches to teaching and learning and it is important that we continue to grow.

Overall, the district is committed to meeting the needs of all learners through a rich set of curricular and co-curricular experiences, which are facilitated by highly-trained educators who care deeply about the success of their students. Priorities have been established in this budget to provide the necessary resources, training, and materials to continually improve our educational program in pursuit of excellence!

CURRICULUM & INSTRUCTIONAL IMPROVEMENT **Pre-Kindergarten - Grade 12**

STAFFING PLAN

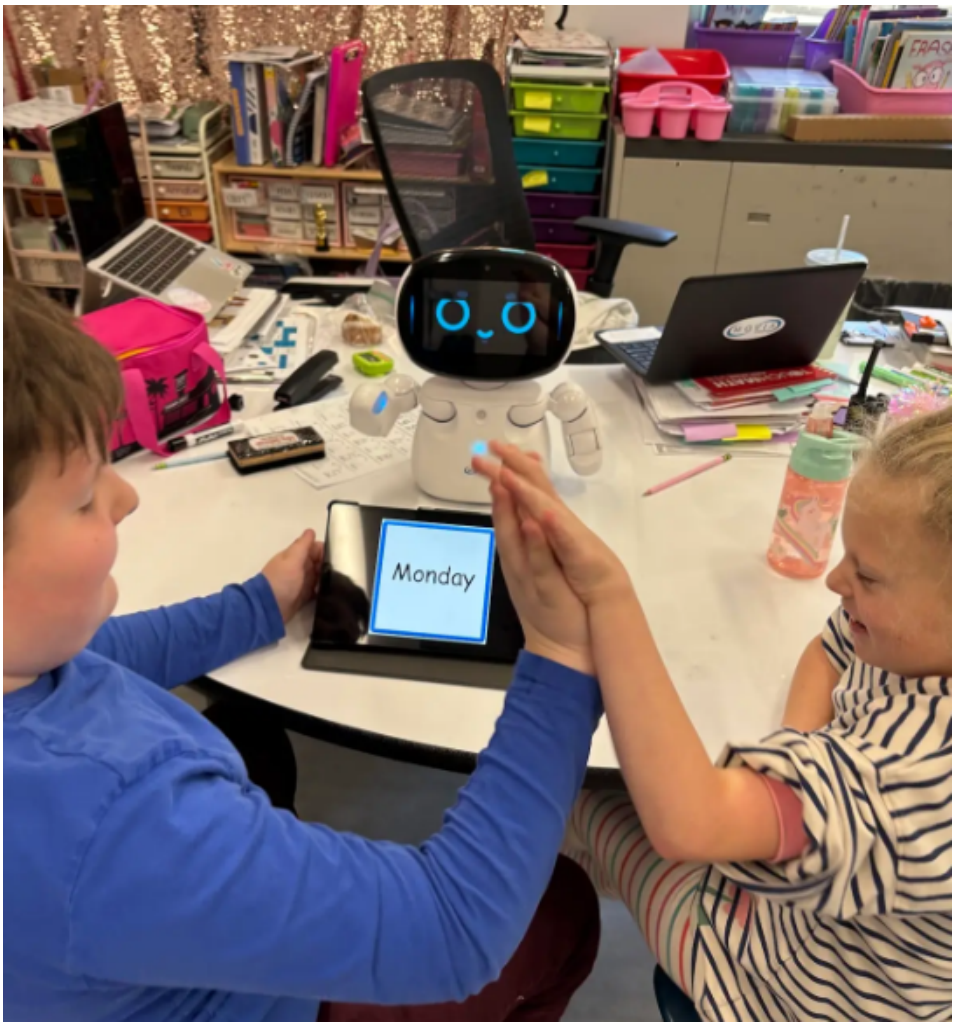
	2025-26 Actual	*2026-27 Proposed*	Change
Certified Staff			
Administrators			
Deputy Superintendent of Curriculum & Instruction	1.00	1.00	0.00
Administrator of World Language & ELL	1.00	1.00	0.00
Total Administrators	2.00	2.00	0.00
District Curriculum & Instructional Leaders			
Literacy			
Language Arts Coordinator: Kindergarten - Grade 4	1.00	1.00	0.00
Language Arts Coordinator: Grade 5 - Grade 8	1.00	1.00	0.00
Writing Coordinator: Kindergarten - Grade 5	1.00	1.00	0.00
Other Content - Kindergarten through Grade 8			
Math Coordinator/Math Coach Elementary	1.00	1.00	0.00
Health & Physical Education	0.00	0.00	0.00
Innovation/Science (K-8) Coordinator	0.00	1.00	**1.00**
Social Studies Coordinator	1.00	1.00	0.00
Total District Curriculum & Instruction Leaders	5.00	6.00	**1.00**
Kindergarten through Grade 12 Teachers			
English as a Second Language Teacher	1.00	1.00	0.00
Total Certified Staff	**8.00**	**9.00**	**1.00**
Non-Certified Staff			
Administrative Support Staff			
Administrative Assistant	1.00	1.00	0.00
Total Non-Certified Staff	**1.00**	**1.00**	**0.00**
TOTAL STAFFING PLAN	**9.00**	**10.00**	**1.00**

CURRICULUM AND INSTRUCTIONAL IMPROVEMENT

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrators	488,986	494,422	509,040	516,555	7,515	1.48%
Teacher Leaders	824,887	845,973	869,410	963,264	93,854	10.80%
Teacher of English Lang. Learners	116,444	121,795	128,427	132,897	4,470	3.48%
Curriculum Writing	99,475	100,000	100,000	100,000	0	0.00%
TOTAL CERTIFIED	1,529,792	1,562,190	1,606,877	1,712,716	105,839	6.59%
Administrative Support	65,509	67,508	67,002	69,180	2,178	3.25%
TOTAL NON-CERTIFIED	65,509	67,508	67,002	69,180	2,178	3.25%
TOTAL SALARIES	1,595,301	1,629,698	1,673,879	1,781,895	108,016	6.45%
Non-Salary Objects						
Staff Training	12,482	45,000	45,000	45,000	0	0.00%
Testing Services	63,540	70,090	70,090	79,065	8,975	12.80%
Other Purchased Services	424	1,000	1,000	1,000	0	0.00%
Tuition-Adult Education	20,715	14,000	14,000	14,000	0	0.00%
Conferences/Travel	9,127	11,935	11,935	18,680	6,745	56.51%
Mileage & Travel Allowance	3,800	3,800	3,800	4,050	250	6.58%
Instructional Supplies	42,770	60,096	60,096	61,599	1,503	2.50%
Office Supplies	1,602	2,441	2,441	2,191	(250)	-10.24%
Textbooks	29,004	60,700	60,700	37,924	(22,776)	-37.52%
Professional Books	4,556	6,220	6,220	6,702	482	7.75%
Dues/Fees/Subscriptions	16,442	18,712	18,712	30,710	11,998	64.12%
Other Expenses	6,440	10,550	10,550	10,385	(165)	-1.56%
TOTAL NON-SALARY	210,902	304,544	304,544	311,306	6,762	2.22%
TOTAL BUDGET NET FEES	1,806,203	1,934,243	1,978,423	2,093,201	114,778	5.80%

Special Education and Pupil & Family Services



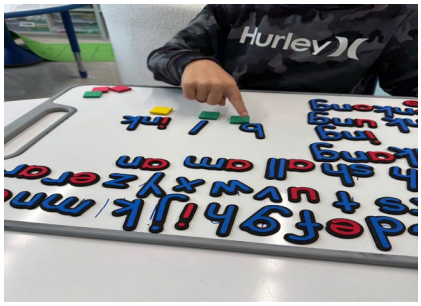
Mr. William Tesbir, Asst. Superintendent of Pupil and Family Svcs.
Mr. Robert Rousseau, Special Education Coordinator
Mr. Kevin Ryan, Special Education Coordinator
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SPECIAL EDUCATION AND PUPIL & FAMILY SERVICES

The Pupil and Family Services budget reflects our deep commitment to high-quality special education programming. Our primary focus is making sure every student receives the excellent, individualized education they deserve. To do this, we are constantly working to improve our teaching methods, using the latest research and listening closely to feedback from our students and families. We will continue our success by focusing on staff training, investing in researched-based programs, and adopting new technologies—all to create a supportive environment where every student can truly succeed.



The New Canaan Literacy Academy (NCLA), an initiative designed to address the needs of students struggling the most with foundational literacy skills, is in its second year of full implementation. We have a full-time teacher at each elementary school dedicated to providing intensive, scientifically-based reading instruction. These educators work under the guidance of an Orton-Gillingham Fellow, ensuring that instructional practices are aligned with best practices in literacy education and the science of reading. We are currently working toward achieving accreditation by the Orton-Gillingham Academy. Once achieved, NCPS will be the only public school in the nation to hold this accreditation.

Thanks to the generosity of the PTCs, we recently installed 7 communication boards in playgrounds across our schools to help students who communicate using augmentative and alternative communication devices. This enables students to leave those devices in the school and not have to carry them around on the playground by providing them with an alternative way to communicate with friends and staff. They have been a great success!





We regularly evaluate the placement of students who are in out-of-district schools to confirm that they remain appropriate and effective. When appropriate, we collaborate with families to develop transition plans to return students to in-district services. By expanding our internal capacity to support students with a deep level of need, we aim to reduce reliance on out-of-district placements and alleviate budgetary pressures while providing a high-quality program to meet their educational needs. Additionally, we have

begun exploring opportunities to partner with neighboring districts to develop local programming that will share resources and improve student outcomes.

The ongoing support of the Board of Education is greatly appreciated and essential to maintaining and improving these services. We remain committed to strengthening these programs to better meet the needs of our students and families, reflecting our district's steadfast dedication to inclusion and educational excellence for all.

SPECIAL EDUCATION
STAFFING PLAN

Pre-Kindergarten - Age 22

	2025-26 Actual	*2026-27 Proposed*	Change
Certified Staff			
Classroom Teachers			
Pre-School Special Ed. (West)	5.00	5.00	0.00
East Elementary School	6.00	6.00	0.00
South Elementary School	5.00	5.00	0.00
West Elementary School	5.00	5.00	0.00
Saxe Middle School	13.00	13.00	0.00
New Canaan High School	11.00	11.00	0.00
Certified BCBA/Teacher	1.00	1.00	0.00
Alternative School	1.00	1.00	0.00
Launch	1.00	1.00	0.00
Literacy Academy - Elementary	4.00	4.00	0.00
Total Classroom Teachers	52.00	52.00	0.00
Special Program Teachers			
Adaptive PE K-12 (.60 NCHS)	0.60	0.60	0.00
Challenge Program (.3 FTE per ES, 1.6 Saxe, .30 Dist)	2.80	2.80	0.00
Assistive Technology	0.00	0.00	0.00
Total Special Subject Classroom Teachers	3.40	3.40	0.00
Total Teachers	55.40	55.40	0.00
Administrators			
Assistant Superintendent of Pupil & Family Services	1.00	1.00	0.00
Special Education Administrator Pre-K	0.70	0.70	0.00
Special Education Administrator Kindergarten - Grade 4	1.00	1.00	0.00
Special Education Administrator Grades 5 - 8	1.00	1.00	0.00
Special Education Administrator Grade 9 - 12, Launch	1.00	1.00	0.00
Total Administrators	4.70	4.70	0.00
Total Certified Staff	**60.10**	**60.10**	**0.00**
Non-Certified Staff			
Administrative Support Staff			
Administrative Assistant	1.00	1.00	0.00
School-Based Clerical	3.20	3.20	0.00
Bookkeeper	0.90	0.90	0.00
Total Administrative Support Staff	5.10	5.10	0.00
Teaching Assistants			
East Elementary School	15.60	15.60	0.00
South Elementary School	15.53	15.53	0.00
West Elementary School: Pre-Kindergarten	10.80	10.80	0.00
West Elementary School: Kindergarten - Grade 4	6.00	6.00	0.00
Saxe Middle School	26.00	26.00	0.00
New Canaan High School	16.40	16.40	0.00
Launch	4.00	4.00	0.00
Total Teaching Assistants	94.33	94.33	0.00
Total Non-Certified Staff	**99.43**	**99.43**	**0.00**
TOTAL STAFFING PLAN	**159.53**	**159.53**	**0.00**

Note: The IDEA Grants, which are independent of the operating budget, fund 7.7 Certified and 6.9 Non-Certified of the above listed FTEs of 159.53 for FY27

PUPIL & FAMILY SERVICES **Pre-Kindergarten - Age 21**
STAFFING PLAN

	2025-26 Actual	*2026-27 Proposed*	Change
Certified Staff			
Counselors			
Saxe Middle School	6.00	6.00	0.00
New Canaan High School (includes Dept. Head)	9.00	9.00	0.00
Total Counselors	15.00	15.00	0.00
Psychologists			
East Elementary School	2.60	2.50	**-0.10**
South Elementary School	1.40	1.50	**0.10**
West Elementary School	1.50	1.50	0.00
Pre-School Special Ed. (West)	0.40	0.40	0.00
Saxe Middle School	2.00	2.00	0.00
New Canaan High School	2.00	2.00	0.00
District - Outplacements & District-Wide Support	1.00	1.00	0.00
Total Psychologists	10.90	10.90	0.00
Social Workers			
East Elementary School	0.00	0.00	0.00
South Elementary School	1.00	1.00	0.00
West Elementary School	0.50	0.50	0.00
Saxe Middle School	3.00	3.00	0.00
New Canaan High School	3.60	3.60	0.00
Alternative School - Clinical Coordinator	0.00	0.00	0.00
District - Family & Community Liaison	1.00	1.00	0.00
District - Student Support Coordinator	1.00	1.00	0.00
Total Social Workers	10.10	10.10	0.00
Speech, Language, Hearing, Visually Impaired			
Pre-School Special Ed. (West)	1.80	1.80	0.00
East Elementary School	1.45	1.45	0.00
South Elementary School	1.00	1.00	0.00
West Elementary School	1.00	1.00	0.00
Saxe Middle School	2.80	2.80	0.00
New Canaan High School	2.85	2.85	0.00
District - Hearing Impaired	0.00	0.00	0.00
District - Visually Impaired	1.00	1.00	0.00
Total Speech and Language	11.90	11.90	0.00
Total Certified Staff	**47.90**	**47.90**	**0.00**
Non-Certified Staff			
Supervision/Management			
Supervisor of Nurses	1.00	1.00	0.00
Other Classified Staff			
Nurses	7.00	7.00	0.00
Health Office Assistant/LPN	1.00	1.00	0.00
Behavioral Analyst	2.00	2.00	0.00
Physical Therapy	2.90	2.83	**-0.07**
Occupational Therapy	5.60	5.60	0.00
Certified Occupational Therapy Assistant	0.00	0.00	0.00
	18.50	18.43	-0.07
Total Non-Certified Staff	**19.50**	**19.43**	**-0.07**
TOTAL STAFFING PLAN	**67.40**	**67.33**	**-0.07**

SPECIAL EDUCATION

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrators	861,311	877,619	891,619	914,463	22,844	2.56%
Teachers	4,051,867	4,500,842	4,327,417	4,490,782	163,365	3.78%
ESY Teachers	240,550	221,435	312,138	230,000	(82,138)	-26.31%
Challenge Teachers	283,743	296,213	302,359	316,400	14,040	4.64%
Substitutes	187,536	130,086	190,000	190,000	0	0.00%
TOTAL CERTIFIED	5,625,006	6,026,195	6,023,533	6,141,645	118,112	1.96%
Administrative Support	256,806	337,958	264,611	272,618	8,008	3.03%
Non-Represented Staff	73,235	73,535	75,915	75,915	0	0.00%
Teaching Assistants	3,074,155	3,132,887	3,361,459	3,486,115	124,656	3.71%
Instructional Support	26,695	20,000	20,000	20,000	0	0.00%
Overtime	0	1,000	1,000	1,000	0	0.00%
TOTAL NON-CERTIFIED	3,430,891	3,565,380	3,722,985	3,855,649	132,664	3.56%
TOTAL SALARIES	9,055,897	9,591,574	9,746,518	9,997,294	250,776	2.57%
Non-Salary Objects						
Staff Training	17,849	25,700	25,700	25,700	0	0.00%
Outsourced Services	372,610	375,000	415,000	415,500	500	0.12%
Legal Matters	81,880	103,000	103,000	103,000	0	0.00%
Repairs-Non-Instruct. Equip.	336	600	600	600	0	0.00%
Bldg. Prof. Devel. Expense	4,288	5,500	5,500	5,500	0	0.00%
Tuition-Magnet Schools	0	2,770	2,770	2,770	0	0.00%
Outplacements	4,371,012	4,979,500	4,979,500	4,979,500	0	0.00%
Conferences/Travel	9,535	11,381	11,381	11,592	211	1.85%
Mileage & Travel Allowance	7,970	8,100	8,620	9,620	1,000	11.60%
Instructional Supplies	58,234	71,000	71,000	75,000	4,000	5.63%
Office Supplies	1,753	2,000	2,000	2,000	0	0.00%
Textbooks	379	0	0	0	0	0.00%
Reference Books	0	0	0	0	0	0.00%
Periodicals	0	0	0	0	0	0.00%
Equipment	13,437	15,500	15,500	11,300	(4,200)	-27.10%
Dues/Fees/Subscriptions	1,195	1,593	1,593	1,593	0	0.00%
Other Expenses	1,465	1,800	1,800	1,800	0	0.00%
TOTAL NON-SALARY	4,941,943	5,603,444	5,643,964	5,645,475	1,511	0.03%
Pre-School Typical Fees	(138,075)	(155,210)	(155,210)	(155,210)	0	0.00%
Medicaid Reimbursements	(62,585)	(48,663)	(48,663)	(48,663)	0	0.00%
TOTAL BUDGET NET FEES	13,797,180	14,991,145	15,186,609	15,438,896	252,287	1.66%

PUPIL & FAMILY SERVICES

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Student Counselors	1,760,091	1,760,621	1,801,289	1,885,915	84,626	4.70%
Psychologists	1,014,027	1,105,371	1,051,707	1,107,214	55,507	5.28%
Social Workers	1,189,269	1,191,391	1,112,047	1,164,775	52,727	4.74%
Speech and Language	1,242,662	1,340,391	1,213,223	1,274,996	61,772	5.09%
Visually Impaired	138,800	143,580	144,170	149,009	4,839	3.36%
Substitutes	55,786	29,140	50,000	50,000	0	0.00%
TOTAL CERTIFIED	5,400,635	5,570,495	5,372,436	5,631,908	259,472	4.83%
OT/PT	1,075,681	1,157,769	1,141,929	1,183,721	41,793	3.66%
Nurses	817,705	829,855	871,236	871,236	0	0.00%
Instructional Support - ELL	101,885	91,400	91,400	91,400	0	0.00%
TOTAL NON-CERTIFIED	1,995,271	2,079,024	2,104,565	2,146,358	41,793	1.99%
TOTAL SALARIES	7,395,906	7,649,519	7,477,001	7,778,266	301,264	4.03%
Non-Salary Objects						
Purchased Services	12,145	11,975	11,975	12,085	110	0.92%
OT/PT Speech Intervention	33,510	39,285	39,285	75,000	35,715	90.91%
Professional Test Services	24,890	33,600	33,600	30,800	(2,800)	-8.33%
Repairs-Instruct. Equip.	350	350	350	350	0	0.00%
Conferences/Travel	3,381	5,000	5,000	5,000	0	0.00%
Instructional Supplies	3,981	4,000	4,000	4,000	0	0.00%
Medical Supplies	4,171	5,200	5,200	5,200	0	0.00%
Reference Books	0	0	0	0	0	0.00%
Equipment	0	1,000	1,000	1,000	0	0.00%
Other Expenses	4,158	4,520	4,520	5,150	630	13.94%
TOTAL NON-SALARY	86,586	104,930	104,930	138,585	33,655	32.07%
TOTAL BUDGET NET FEES	7,482,491	7,754,449	7,581,931	7,916,851	334,919	4.42%

Technology, Innovation & Digital Learning



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Mr. Ian McHugh, Technical Services Manager

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TECHNOLOGY & DIGITAL LEARNING

District Technology Services consists of 16 technical staff, including two network administrators and a department manager. Our work includes supporting roughly 1,000 staff, 4,500 students, and managing over 14,000 technology assets and the entire New Canaan Public Schools internet infrastructure

In summer 2025, DTS refreshed Grade 5's 1:1 Chromebook program with 15 in-class charging carts housing over 300 new devices. The team also deployed new laptops to two grade levels of certified staff, and upgraded all NCPS classroom computers to Windows 11 ahead of Windows 10's October 2025 end-of-life. All of NCPS's over 400 classrooms are now Windows 11 compatible!

On the subject of physical security, DTS oversaw an upgrade of our New Canaan High School intercom system implementing a new cloud based tool called Epic by Audio Enhancements. The upgrade includes both a complete speaker hardware refresh throughout the interior and exterior portions of the building as well as a security touch panel device implementation in the individual rooms. The new system assists with automated announcements for lockdown and fire drills as well as two way communication opportunities between the main office and each learning space. Staff now have the ability to initiate a lockdown or call for help to the main office or security team directly from their lapel microphone. Additionally the teacher's voice is amplified to the classroom speakers making daily lessons more audible to the student body as a whole. The Epic intercom system also comes with an ESL add-on that allows real-time transcription of the teacher's voice to the student headphones, in the ESL student's native language! This new system has been an incredible uplift in both communication and security for the New Canaan High School facility – so much that we're planning for Saxe School next summer 2026.

FY27 DTS OPERATING BUDGET

The District Technology Services operating budget encompasses software applications and licensing tools that support Central Office operations, oversee data management, operate technology infrastructure systems, and provide the New Canaan Public Schools with cybersecurity protection.

The DTS FY27 operating budget will increase by 2.59% mainly attributed to rising software costs. As with every year, we engaged early and often with software vendors during the fall months in order to secure the most customer friendly renewal rates possible. In some cases, we negotiated with vendors to secure flat pricing year to year, others offered multi-year structured discounts to help balance the overwhelming increases that software companies trend toward. In such cases of multi-year contracts, we have added the non-appropriation language as requested by the NCPS

finance team. One highlight for the coming year is a vendor CDW, who agreed to a “long time returning customer discount” for Wireless Access Point licensing. Said line item also happens to be e-rate eligible which in turn became a driver for *efficiency*, helping to balance out some of the other software increases.

Generally speaking, the FY27 operating budget will push forward our support of foundational software offerings such as Frontline, Munis, Snap Nursing, Tyler Transportation and PowerSchool. Additionally, we’ve enhanced our Cybersecurity footprint with a cyber auditing tool called Horizon 3 which provides a weekly report of configurations or settings that need to be adjusted according to best cybersecurity practices. The tool provides our network team real-time screenshots to help speed up their implementation of recommended patching strategies. Horizon 3 combined with our Palo Alto Firewall, Rubrik Storage and Replication systems, Darktrace AI network monitoring and the Sophos antivirus provides an extremely robust cyber security position for New Canaan Public Schools. This is something we take great pride in taking into account recent K12 cyber challenges such as the PowerSchool breach in 2024.

FY27 DTS CAPITAL BUDGET

On the Capital side, FY27 will bring the replacement of Networking Infrastructure (switches and network wire runs) to support the incoming intercom upgrade at Saxe School. On that note, school security continues to be a focal point as we move to add a digital walkie repeater system at West School which will increase the bandwidth and signal strength of their walkie radios. Additionally, we will be implementing another set of 5th Grade 1:1 Chromebooks, K through 8 staff laptops, Assistive Technology equipment, and K through 2 iPads. Our long-term refresh of legacy projectors and smartboards marches forward and we’re excited to report that the elementary schools are complete at this point. This allows us to focus our installs this coming summer in classrooms at the High School and Middle School. Lastly, the NCHS Photography and Career Technical Education classrooms will be provided an upgrade of their student workstations in order to stay ahead of OS updates and security compliance.

District Technology Services is grateful for the support of the Board of Education and the School's Administration in our mission to deliver exceptional technology services to the students and staff of New Canaan Public Schools. We look forward to achieving continued success and excellence in all our technology endeavors.

DIGITAL LEARNING

The Digital Learning segment of the technology budget remains dedicated to acquiring and managing software, web-based instructional programs, and applications that enhance teaching and learning throughout the district. This year’s budget reflects a continued alignment with the

district's instructional mission while maintaining a strong commitment to data privacy standards. Efforts to achieve cost efficiencies have been successful through the elimination and consolidation of underutilized software licenses, securing multi-year contracts for savings, and leveraging usage metrics to optimize licenses for students and staff.

A key focus of the 2026–2027 budget is strengthening professional learning in digital learning and artificial intelligence. Building on foundational training already provided to staff, the district is now prioritizing deeper, discipline-aware applications of digital tools and AI that support learning rather than replace it. Professional learning opportunities are designed to help teachers make intentional instructional choices, develop shared expectations around responsible use, and strengthen student skills related to reflection, feedback, and revision. These efforts align with district goals of promoting digital literacy, instructional coherence, and thoughtful innovation.

In addition to professional learning, the Digital Learning team continues to refine the district's digital ecosystem to ensure tools are effective, purposeful, and aligned with classroom needs. This includes sustaining platforms that support feedback, metacognition, and differentiation, while also exploring emerging, data-secure AI tools that help educators organize information, identify patterns in learning, and support more targeted planning and instruction. Rather than expanding the number of tools, the focus remains on using a smaller set of high-impact platforms well, with appropriate guidance and oversight.

Savings have been realized through thoughtful adjustments, such as right-sizing licenses in specific areas ensuring that resources are allocated effectively. The emphasis on efficiency, professional growth, and innovative technologies reflects the Digital Learning department's commitment to maximizing current resources while preparing for future advancements. By supporting meaningful integration of technology into education, the 2026-2027 budget aims to advance the district's mission of fostering a dynamic, technology-rich learning environment.

TECHNOLOGY, INNOVATION & DIGITAL LEARNING **Pre-Kindergarten - Grade 12**
STAFFING PLAN

	2025-26 Actual	*2026-27 Proposed*	Change
Certified Staff			
Administrators			
Director of Digital Learning	1.00	0.00	**-1.00**
Director of Innovation & Technology (DoIT)	1.00	1.00	0.00
Total Certified Staff	**2.00**	**1.00**	**-1.00**
Non-Certified Staff			
Supervision/Management			
Technical Services Manager	1.00	1.00	0.00
Network Administration			
Network Manager	1.00	1.00	0.00
Asst Network Mgr	1.00	1.00	0.00
	2.00	2.00	0.00
Data Support Staff			
Data Systems Manager	1.00	1.00	0.00
District Registrar & Data Specialist	1.00	1.00	0.00
ICT Support & Data Specialist	1.00	1.00	0.00
Total Data Support	3.00	3.00	0.00
School-Based Technical Support Services			
Technology Support Specialist	1.00	1.00	0.00
TV Studio Technician	1.00	1.00	0.00
User Support Technician Assistive Technology	1.00	1.00	0.00
User Support Technician NCHS	1.00	1.00	0.00
User Support Technician Saxe	4.00	4.00	0.00
User Support Technician Elementary	3.00	3.00	0.00
Total School-Based Technical Support	11.00	11.00	0.00
Document Reproduction Services			
Document Reproduction Coordinator	1.00	1.00	0.00
Document Reproduction Center Support Staff	1.55	1.55	0.00
	2.55	2.55	0.00
Total Non-Certified Staff	**19.55**	**19.55**	**0.00**
TOTAL STAFFING PLAN	**21.55**	**20.55**	**-1.00**

TECHNOLOGY & DIGITAL LEARNING

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrator	198,915	203,101	62,839	0	(62,839)	-100.00%
TOTAL CERTIFIED	198,915	203,101	62,839	0	(62,839)	-100.00%
Managers	118,977	118,977	122,844	122,844	0	0.00%
Non-Represented Staff	1,118,031	1,183,317	1,202,773	1,209,485	6,712	0.56%
Administrative Support	32,763	32,763	33,824	34,923	1,099	3.25%
Teaching Assistant	43,041	43,041	45,382	46,854	1,472	3.24%
Temporary Help	29,929	25,000	25,000	25,000	0	0.00%
TOTAL NON-CERTIFIED	1,342,741	1,403,099	1,429,822	1,439,106	9,283	0.65%
TOTAL SALARIES	1,541,656	1,606,200	1,492,661	1,439,106	(53,555)	-3.59%
Non-Salary Objects						
Other Professional Services	1,200	4,000	4,000	4,000	0	0.00%
Staff Training	499	11,000	11,000	11,000	0	0.00%
Outsourced Services	217,410	213,000	213,000	238,110	25,110	11.79%
Repairs-Non-Instruct. Equipment	34,911	40,000	40,000	45,000	5,000	12.50%
Software Support	459,327	519,375	519,375	550,974	31,599	6.08%
Software Licensing	587,749	636,242	636,242	663,845	27,603	4.34%
Wide-Area Network Fees	149,134	161,822	161,822	154,220	(7,602)	-4.70%
Technical Support	143,743	131,507	131,507	146,081	14,574	11.08%
Telephone	91,695	84,720	84,720	86,120	1,400	1.65%
Bldg. Prof. Devel. Expense	2,537	12,900	12,900	9,400	(3,500)	-27.13%
Conferences/Travel	6,647	16,800	16,800	20,297	3,497	20.82%
Mileage & Travel Allowance	5,850	5,550	4,032	3,450	(582)	-14.42%
Instructional Supplies	1,496	3,000	3,000	3,000	0	0.00%
Office Supplies	5,113	17,600	17,600	17,850	250	1.42%
Computer Supplies	0	0	0	0	0	0.00%
Technology Supplies	107,835	118,900	118,900	115,000	(3,900)	-3.28%
Professional Books	263	700	700	500	(200)	-28.57%
Dues/Fees/Subscriptions/Other	3,426	4,817	4,817	4,067	(750)	-15.57%
TOTAL NON-SALARY	1,818,833	1,981,933	1,980,414	2,072,914	92,500	4.67%
TOTAL BUDGET NET FEES	3,360,489	3,588,133	3,473,076	3,512,020	38,944	1.12%

INNOVATION

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrator	198,815	203,101	209,141	228,250	19,109	9.14%
TOTAL CERTIFIED	198,815	203,101	209,141	228,250	19,109	9.14%
TOTAL SALARIES	198,815	203,101	209,141	228,250	19,109	9.14%
Non-Salary Objects						
Software Support	7,080	10,500	10,500	14,500	4,000	38.10%
Conferences/Travel	26,738	18,950	18,950	25,615	6,665	35.17%
Mileage & Travel Allowance	2,100	2,100	2,695	3,000	305	11.30%
Instructional Supplies	16,099	16,200	16,200	16,200	0	0.00%
Technology Supplies	4,414	2,500	2,500	2,500	0	0.00%
Professional Books	589	600	600	600	0	0.00%
Equipment	27,984	16,100	16,100	11,650	(4,450)	-27.64%
Dues/Fees/Subscriptions	0	410	410	410	0	0.00%
Other Purchases	244	250	250	250	0	0.00%
TOTAL NON-SALARY	85,249	67,610	68,205	74,725	6,520	9.56%
TOTAL BUDGET NET FEES	284,065	270,711	277,346	302,975	25,629	9.24%

District Administrative Services



Dr. Bryan Luizzi, Superintendent of Schools
Mr. Sean O'Keefe, Director of Finance and Operations
Ms. Darlene Pianka, Director of Human Resources

220 Elm Street
New Canaan, CT 06840

Telephone: 203-594-4000
Fax: 203-594-4035

DISTRICT ADMINISTRATION

The District Administrative Services budget includes the offices of the Superintendent of Schools, Human Resources and Business Services. These offices are responsible for the district-wide administration of the school system, and support the Board of Education. The Superintendent's Office has full district responsibility for all educational and operational programs. The Superintendent, as chief executive officer of the Board, ensures that all programs are executed in strict compliance with Board of Education policies, and applicable federal, state and local laws.

The Human Resource Department handles all activities concerned with maintaining an efficient staff for the school system. This includes recruiting and placement, staff transfers, staff accounting and record keeping, certification verification, staff relations and negotiations. The district has collective bargaining agreements with the following unions:

- New Canaan Administrators (term July 1, 2026 – June 30, 2029)
- New Canaan Education Association (term July 1, 2025 – June 30, 2028)
- AFL-CIO, Local 1303-89 of Council 4 – Custodians and Tech Support (term July 1, 2022 – June 30, 2026)
- United Public Services Employees Union has separate contracts with three groups:
    - Administrative Assistants (term July 1, 2024 – June 30, 2027)
    - Paraeducators (term July 1, 2025 – June 30, 2028)
    - Food Service Workers (term July 1, 2024 – June 30, 2028),

The administration determines potential salary increases for employees not represented by a union in June and includes an allocation in the district-wide cost center. This year, the proposed budget reflects funding for legal fees associated with union negotiations for Custodians and Tech Support. based on the renewal cycle.

The Business Services Department is responsible for all financial and business activities needed to operate the school system. This includes budgetary and financial accounting, payroll, purchasing, accounts payable, billing, short and long-term forecasting, building accommodation planning and reporting financial information to the Connecticut State Department of Education. This office, along with Human Resources, is responsible for administering employee benefits along with many state and federal compliance requirements.

Payroll currently processes transactions for approximately 900 active employees including certified and non-certified staff, substitutes, tutors, coaches and system-wide employees. The Business Office also makes payments for such payroll-associated costs including state teachers' retirement, municipal employees' retirement, union dues, tax shelter annuities, and over twenty other deductions.

The district uses the MUNIS financial software to process payroll, purchase orders, and vendor payments and record budget transactions. The district has internal control procedures that include an electronic approval process for payments to over 3,000 vendors and/or contractors.

DISTRICT ADMINISTRATION **Pre-Kindergarten - Grade 12**
STAFFING PLAN

	2025-26 Actual	*2026-27 Proposed*	Change
Certified Staff			
Administrators			
Superintendent of Schools	1.00	1.00	0.00
Director of Finance & Operations	1.00	1.00	0.00
Total Administrators	2.00	2.00	0.00
Teacher Support			
TEAM Facilitator	0.00	0.00	0.00
Total Certified Staff	**2.00**	**2.00**	**0.00**
Non-Certified Staff			
Supervision/Management			
Director of Human Resources	1.00	1.00	0.00
Budget Director	1.00	1.00	0.00
Total Supervision/Management	2.00	2.00	0.00
Administrative Support Staff			
Superintendent's Office	0.80	0.80	0.00
Business Office	1.00	1.00	0.00
Human Resources	1.00	1.00	0.00
Webmaster/Communications	1.00	1.00	0.00
Total Administrative Support Staff	3.80	3.80	0.00
Human Resources			
Human Resources Coordinator	0.60	1.00	**0.40**
Compensation & Benefits Specialist	1.00	1.00	0.00
Time & Attendance Coordinator	1.00	1.00	0.00
Total Human Resources	2.60	3.00	0.40
Accounting			
Payroll	1.00	1.00	0.00
Accounts Payable	0.80	0.80	0.00
Staff Accountant	1.00	1.00	0.00
Purchasing	1.00	1.00	0.00
Total Accounting	3.80	3.80	0.00
Total Non-Certified Staff	**12.20**	**12.60**	**0.40**
TOTAL STAFFING PLAN	**14.20**	**14.60**	**0.40**

DISTRICT ADMINISTRATIVE SERVICES

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Administrator	775,720	748,371	837,530	837,530	0	0.00%
Teacher Certification Specialist	7,677	7,677	8,666	8,666	0	0.00%
Stipends	20,919	25,000	25,000	25,000	0	0.00%
TOTAL CERTIFIED	804,317	781,048	871,197	871,197	0	0.00%
Directors of HR & Budget	405,188	405,188	423,281	423,281	0	0.00%
Administrative Support	441,174	440,433	457,054	462,664	5,610	1.23%
Non-Represented Staff	420,130	437,087	449,227	449,227	0	0.00%
Teaching Assistants	0	0	0	0	0	0.00%
Temporary Help	0	0	0	0	0	0.00%
Overtime	7,143	12,000	12,000	12,000	0	0.00%
TOTAL NON-CERTIFIED	1,273,636	1,294,708	1,341,563	1,347,173	5,610	0.42%
TOTAL SALARIES	2,077,952	2,075,756	2,212,759	2,218,369	5,610	0.25%
Non-Salary Objects						
Purchased Services	3,289	8,155	8,155	7,995	(160)	-1.96%
Repairs-Non-Instruct. Equipment	1,389	4,000	4,000	3,000	(1,000)	-25.00%
Outsourced Services	148,567	125,784	136,285	144,195	7,910	5.80%
Legal Matters	98,381	120,000	120,000	150,000	30,000	25.00%
Technical/Professional Services	48,300	70,000	70,000	57,850	(12,150)	-17.36%
Postage	5,664	7,000	7,000	7,000	0	0.00%
Bldg. Prof. Devel. Expense	0	1,500	1,500	1,500	0	0.00%
Recruiting	13,625	17,500	17,500	17,500	0	0.00%
Printing/Binding	0	0	0	0	0	0.00%
Conferences/Travel	7,671	15,920	15,920	14,295	(1,625)	-10.21%
Mileage & Travel Allowance	24,044	30,063	31,063	31,160	97	0.31%
Office Supplies	15,298	16,875	16,875	16,875	0	0.00%
Professional Books	81	2,150	2,150	2,150	0	0.00%
Equipment	317	10,000	10,000	10,000	0	0.00%
Dues/Fees/Subscriptions	55,747	61,776	61,776	64,746	2,970	4.81%
Other Expenses	47,268	41,255	41,255	41,685	430	1.04%
TOTAL NON-SALARY	469,641	531,978	543,479	569,951	26,472	4.87%
TOTAL BUDGET NET FEES	2,547,593	2,607,735	2,756,239	2,788,320	32,082	1.16%

Facilities Services



Mr. Scott Olson, Manager of Facilities
Mr. Andrew Sirois, Assistant Manager of Facilities

468 South Avenue
New Canaan, CT 06840

Telephone: 203-594-4511
Fax: 203-594-4512

	2025-26 Actual	*2026-27 Proposed*	Change
Non-Certified Staff			
Supervision/Management			
Manager of Facilities	1.00	1.00	0.00
Asst Manager Facilities	1.00	1.00	0.00
Total Supervision/Management	2.00	2.00	0.00
Facilities Support Staff			
Custodians *(includes the Head Custodian at each School)*			
East Elementary School	4.00	4.00	0.00
South Elementary School	4.00	4.00	0.00
West Elementary School	4.00	4.00	0.00
Saxe Middle School	11.00	11.00	0.00
New Canaan High School	11.00	11.00	0.00
Floaters	3.00	3.00	0.00
Total Custodians	37.00	37.00	0.00
Maintenance Mechanics			
General Mechanics	2.00	2.00	0.00
Electrician	1.00	1.00	0.00
HVAC Mechanic	1.00	1.00	0.00
Plumber	1.00	1.00	0.00
Total Maintenance Mechanics	5.00	5.00	0.00
Total Non-Certified Staff	**44.00**	**44.00**	**0.00**
TOTAL STAFFING PLAN	**44.00**	**44.00**	**0.00**

FACILITIES

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Manager	145,109	145,109	149,728	149,728	0	0.00%
Custodians	2,475,841	2,688,972	3,108,671	3,108,671	0	0.00%
Maintenance	277,186	635,938	181,309	181,309	0	0.00%
Non-Represented Staff	97,236	105,542	108,875	108,875	0	0.00%
Overtime	210,416	250,000	230,000	230,000	0	0.00%
TOTAL NON-CERTIFIED	3,205,788	3,825,561	3,778,583	3,778,583	0	0.00%
TOTAL SALARIES	3,205,788	3,825,561	3,778,583	3,778,583	0	0.00%
Non-Salary Objects						
Facility Specialists	25,200	50,000	50,000	50,000	0	0.00%
Repairs-Non-Instruct. Equip.	186,171	270,000	270,000	250,000	(20,000)	-7.41%
Maintenance Service Contracts	660,708	600,000	726,767	725,425	(1,342)	-0.18%
Total Contracted Services	872,079	920,000	1,046,767	1,025,425	(21,342)	-2.04%
Water/Sewer	79,863	79,387	81,815	84,791	2,976	3.64%
Vehicle Repairs & Maintenance	12,932	13,300	13,300	13,300	0	0.00%
Maintenance Project Work	96,995	0	0	0	0	0.00%
Rent	215,903	250,398	250,398	250,398	0	0.00%
C.O. Update	0	0	0	0	0	0.00%
Staff Training	0	2,400	2,400	2,400	0	0.00%
Facilities Supplies	280,299	343,200	343,200	343,200	0	0.00%
Electricity	1,340,882	1,074,925	1,348,882	1,486,282	137,400	10.19%
Heating Fuel	391,273	483,813	483,813	483,813	0	0.00%
Propane Gas	63,052	89,094	89,094	89,094	0	0.00%
Diesel Fuel	145	450	450	5,000	4,550	1011.11%
Gasoline Fuel	4,702	3,500	3,500	5,500	2,000	57.14%
Conferences/Travel	0	5,054	5,054	264	(4,790)	-94.78%
Mileage & Travel Allowance	8,244	8,500	8,500	8,500	0	0.00%
Uniforms	21,908	28,847	28,847	28,847	0	0.00%
Office Supplies	998	1,000	1,000	1,000	0	0.00%
Equipment	67,706	65,000	65,000	65,000	0	0.00%
Dues/Fees/Subscriptions	0	600	600	600	0	0.00%
Other Expenses	990	2,000	2,000	2,000	0	0.00%
TOTAL NON-SALARY	3,457,970	3,371,468	3,774,620	3,895,414	120,794	3.20%
TOTAL BUDGET NET FEES	6,663,758	7,197,029	7,553,203	7,673,997	120,794	1.60%

District-Wide Services



Mr. Robert Muller, Lead Campus Monitor

220 Elm Street
New Canaan, CT 06840

Telephone: 203-594-4000
Fax: 203-594-4035

	2025-26 Actual	*2026-27 Proposed*	Change
PUPIL TRANSPORTATION SERVICES			
Non-Certified Staff			
Transportation			
Supervision			
Transportation Coordinator	1.00	1.00	0.00
Drivers & Aides			
Drivers	28.00	28.00	0.00
Aides	3.00	3.00	0.00
Total Drivers & Aides	31.00	31.00	**0.00**
Total Non-Certified Staff	**32.00**	**32.00**	**0.00**
TOTAL STAFFING PLAN	**32.00**	**32.00**	**0.00**
CAMPUS MONITORS			
Non-Certified Staff			
Safety & Security			
Lead Campus Monitor	1.00	1.00	0.00
Safety Monitors	10.00	10.00	0.00
Total Non-Certified Staff	**11.00**	**11.00**	**0.00**
TOTAL STAFFING PLAN	**11.00**	**11.00**	**0.00**
OTHER STAFFING			
Certified/Non-Certified			
Enrollment Variability Adjustment			
Core Classroom Subject Teachers	0.00	**1.20**	**1.20**
Special Subject Classroom Teachers	0.00	0.00	0.00
Teaching Assistant	0.00	0.00	0.00
Total Certified/Non-Certified Staff	**0.00**	**1.20**	**1.20**

PUPIL TRANSPORTATION

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
Salaries						
Coordinator	161,070	125,000	129,063	129,063	0	0.00%
Drivers	1,857,154	1,698,514	1,698,514	1,698,514	0	0.00%
TOTAL NON-CERTIFIED	2,018,224	1,823,514	1,827,576	1,827,576	0	0.00%
TOTAL SALARIES	2,018,224	1,823,514	1,827,576	1,827,576	0	0.00%
Non-Salary Objects						
Contracted:						
Regular Transportation	4,709,313	4,860,314	4,860,314	4,952,783	92,469	1.90%
Special Education	3,313	0	0	0	0	0.00%
Other Professional Services	44,482	1,800	26,800	47,000	20,200	75.37%
Driver Drug Screening Tests	3,705	2,872	3,705	3,705	0	0.00%
Vehicle Repairs & Maintenance	46,312	58,836	58,836	55,356	(3,480)	-5.91%
Bus Fuel	147,032	149,375	149,375	149,375	0	0.00%
Fuel Reimbursement	(195,064)	(142,500)	(80,000)	(60,000)	20,000	-25.00%
Gasoline Fuel	61,241	59,500	59,500	60,000	500	0.84%
Mileage & Travel Allowance	0	0	780	780	0	0.00%
Uniforms	0	2,500	2,500	2,500	0	0.00%
Supplies	2,275	2,510	2,510	3,000	490	19.52%
Equipment	0	4,800	4,800	4,800	0	0.00%
Dues/Fees/Subscriptions	370	380	380	370	(10)	-2.63%
TOTAL NON-SALARY	4,822,979	5,000,387	5,089,500	5,219,669	130,169	2.56%
TOTAL BUDGET NET FEES	6,841,203	6,823,901	6,917,077	7,047,245	130,169	1.88%

CAMPUS MONITORS

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
SECURITY						
Salaries						
Campus Monitors	435,107	393,459	458,662	458,662	0	0.00%
Campus Monitor Overtime	16,135	27,000	20,000	20,000	0	0.00%
TOTAL NON-CERTIFIED	451,242	420,459	478,662	478,662	0	0.00%
TOTAL SALARIES	451,242	420,459	478,662	478,662	0	0.00%
Non-Salary Objects						
Security Training	0	0	0	0	0	0.00%
Outsourced Services	0	0	0	0	0	0.00%
School Security (contracted)	5,250	8,050	8,050	8,050	0	0.00%
Repairs-Non-Instruct. Equip.	0	0	0	0	0	0.00%
Mileage & Travel Allowance	1,600	0	1,600	1,600	0	0.00%
Uniforms	3,235	5,500	5,500	5,500	0	0.00%
Supplies	1,515	8,000	8,000	8,000	0	0.00%
Equipment	0	0	0	0	0	0.00%
TOTAL NON-SALARY	11,600	21,550	23,150	23,150	0	0.00%
TOTAL BUDGET NET FEES	462,841	442,009	501,812	501,812	0	0.00%

DISTRICT-WIDE

New Canaan Public Schools, New Canaan, CT

	2025 Expended	2026 Budget	2026 Projected	2027 Proposed	$ Differ. to Projected	% Differ. to Projected
OBJECT BUDGET SUMMARY						
EMPLOYEE BENEFITS						
Internal Services Fund Deposit	17,743,435	18,411,906	18,411,906	18,551,374	139,468	0.76%
FICA/Medicare Matching	2,141,239	2,158,684	2,237,810	2,333,349	95,539	4.27%
Worker's Compensation	492,639	508,586	508,586	523,754	15,168	2.98%
Tuition Reimbursement	125,102	120,000	120,000	125,000	5,000	4.17%
Retirement Supplement	78,000	111,500	111,500	111,500	0	0.00%
Unemployment	53,949	40,000	52,683	52,683	0	0.00%
Other Employee Benefits	1,872	6,300	15,404	25,358	9,954	64.62%
TOTAL BENEFITS BUDGET	20,636,236	21,356,976	21,457,889	21,723,018	265,129	1.24%
OTHER						
Salaries						
Grid Progression	0	269,127	0	295,199	295,199	0.00%
Salary Adjustment	0	307,268	0	573,583	573,583	0.00%
Leave of absence Adjustment	0	(45,000)	0	(90,000)	(90,000)	0.00%
Enrollment Variability Adj.-Certified	0	0	0	78,766	78,766	0.00%
Enrollment Variability Adjustment - Non-(	0	0	0	0	0	0.00%
Align school schedules to optimize student	0	0	0	0	0	0.00%
Turnover Savings	0	(555,000)	0	(150,000)	(150,000)	0.00%
TOTAL SALARIES	0	(23,605)	0	707,548	707,548	0.00%
Non-Salaries						
Liability/Auto/Property Insurance.	304,989	319,700	319,700	323,449	3,749	1.17%
TOTAL NON-SALARIES	304,989	319,700	319,700	323,449	3,749	1.17%
TOTAL OTHER BUDGET	304,989	296,095	319,700	1,030,997	711,297	222.49%
TOTAL DISTRICT-WIDE	20,941,225	21,653,071	21,777,589	22,754,014	976,426	4.48%

INTERNAL SERVICES FUND

The Internal Services Fund provides a mechanism for full disclosure of revenues and expenditures on one statement, retaining fund balances specifically for health benefits, life and disability insurances, and providing budget stability. The Town is responsible for recording transactions, preparing periodic reports, maintaining the bank accounts and providing the necessary cash flow. The Board of Education is responsible for negotiating employee benefits, managing the plans and preparing budgets that adequately fund projected costs and align with the Town's reserve funding policy, and providing reports on the financial activity of the fund.

The fund accounts for all of the business transactions associated with providing employees with the health benefit program and life and disability insurances outlined in collective bargaining agreements and the Board of Education's agreements with non-represented staff. The fund has a "Revenue and Expenditure Statement" and a "Balance Sheet."

Several revenue sources support this fund. The largest source of funding is from the Board of Education's General Fund Operating Budget, which consists of an annual estimated appropriation for FY 2027 of $18,551,374 or $139,468 more than FY 2026 Projected.

Other revenue sources include employee cost sharing, which are very competitive compared with area school districts, State Teachers' Retirement Board (TRB), retiree co-payments, COBRA and Medicare Part D. The following are the cost sharing percentages by collective bargaining group for FY 2027:

Administrators (HDHP)	23.0%
Teachers (HDHP)	22.5%
Custodians/Maintenance/Techs (HDHP)	21.0% (FY 2027 TBD)
Secretaries (HDHP)	21.5%
Food Service Workers (HDHP)	20.5%
Paraeducators (HDHP) Single	21.5%
Paraeducators (HDHP) Single+1/Family	57.5% of difference-single and selected covg

The expenditures accounted for in this fund include paid and accrued claims for medical, prescription and dental coverage, which are net payments from our stop loss insurance carrier for catastrophic claims (over $300K), stop loss insurance premiums, administrative fees, life and disability insurance premiums, fees and taxes assessed to the district as a result of the Affordable Care Act and consultant fees. At the end of each fiscal period, the district's insurance consultant provides the dollar amount of the outstanding claims liability. The Town records this amount in the financial statements as incurred but not recorded (IBNR).

The Board of Education has made cost containment through plan design a priority in contract negotiations. Employees have the option to participate in the High Deductible Health Plan (HDHP), which has a co-insurance component of 90/100 for in-network and 70/100 for out-of-network, after satisfying the deductible. The district has realized significant savings from the shift to the HDHP from the traditional legacy PPO Plan. In addition to working with our employee groups on plan design and cost sharing, the district has collaborated with the Town to jointly bid stop loss insurance. This practice has been financially beneficial for the overall budget.

As mentioned above, one of the fundamental goals of an Internal Services Fund is to provide budget stability through risk mitigation. Self-insured health plans mitigate risk with stop loss insurance and by setting aside funds in a reserve to cover the financial exposure that exceeds insurance coverage, should claims surpass projections. The district purchases two types of stop loss insurance. Individual stop loss insurance protects the district when a single claimant exceeds a specified threshold in the plan year, which is currently $300,000. The second type of stop loss insurance, aggregate stop loss, protects the district when the total amount of all claims for the plan year exceeds a percentage of expected as projected by the carrier at the time of renewal. The FY 2027 budget anticipates maintaining this exposure at 120%. Therefore, this threshold caps the financial exposure to 20% of expected claims. For several years, the Board of Education and Town agreed upon a "Board of Education Insurance Reserve Policy" that reduces the amount of fund balance needed to be retained in the BOE Internal Services Fund. This amount is set at 40% of the maximum exposure of 20% or 8% of expected claims. Prior to FY 2024, the Town set aside 60% of the 20% corridor exposure, or 12% of expected claims, in the available General Fund equity balance. In FY 2024, the Town revised the reserve policy by eliminating their portion of the reserve policy. However, the Town committed to fund the remaining exposure as needed from FY 2024 onward.

The Board of Education's annual General Fund Operating Budget for the Internal Services Fund request is determined by offsetting projected expenditures by anticipated revenues. In addition, the district adjusts this estimate by increasing or decreasing the requested appropriation by the amount necessary to retain 40% of the aggregate stop loss corridor in the fund balance. The Board of Education worked closely with our consultant to develop the FY 2027 budget for the Statement of Revenue and Expenditures and Balance Sheet presented below. These statements reflect the FYs 2024 and 2025 actuals, FY 2026 budget, FY 2026 projected and the FY 2027 proposed budget. In conjunction with the Board's consultant, we analyzed actual claims through November of 2025 and looked at several estimates and trend factors. For FY 2027, we estimate claims of $20,118,281 which is 10.6% above our projection for FY 2026. Additionally, based on our history over the past few years of a high number of claimants exceeding the individual stop loss of $300K, we are anticipating an increase in our stop loss insurance of $236K or 14.6% to $1,847,130.

In sum, as we developed the FY 2027 budget proposal we reviewed and modified each revenue and expenditure line for expected changes, such as claims experience, trend, employee cost share percentages, changes in laws, etc. Most importantly, we calculated the reserve requirement for FY 2027 based on the funding policy for the Board of Education as described above. As a result, our request for the FY 2027 General Fund Operating Budget appropriation for the Internal Services Fund will increase by $139,468 or 0.76% to $18,551,374.

New Canaan Public Schools, New Canaan, CT
New Canaan, Connecticut
Internal Services Fund

	2024 Actuals	2025 Actuals	2026 Budget	2026 Projected	2027 Proposed
Statement of Revenue & Expenditures					
Revenues					
Board of Education Operating Budget Contributions	14,729,646	17,743,435	18,411,906	18,411,906	18,551,374
Board of Education Additional Appropriation	0	0	0	0	0
Employee Contributions	2,661,249	3,087,990	2,700,000	3,002,000	3,400,000
Retiree Contributions, COBRA & Medicare Part D	392,245	408,191	422,000	422,000	422,000
Grants	0	75,262	0		
TOTAL REVENUES	17,783,140	21,314,878	21,533,906	21,835,906	22,373,374
Expenditures					
Claims Paid	16,478,545	18,008,443	18,190,205	18,190,205	20,118,281
Individual Stop Loss Insurance Reimbursement	(538,091)	(849,926)	0	0	0
Rx Subsidy	(630,288)	(756,077)	(600,000)	(750,000)	(750,000)
Employer H.S.A. Deposit	1,074,364	1,113,041	1,065,000	1,065,000	1,200,000
Administrative Services	504,312	519,353	515,545	515,545	520,000
Stop Loss	1,806,308	1,534,606	1,701,677	1,611,340	1,847,130
Group Insurance (Life, ADD & LTD)	127,742	126,641	131,574	131,574	140,000
Service Fees	82,244	82,877	79,900	79,900	80,000
Employee Assistance Program	15,765	16,005	15,765	15,765	16,200
ACA Taxes	8,737	4,820	4,144	4,144	5,000
TOTAL EXPENDITURES	18,929,638	19,799,783	21,103,810	20,863,473	23,176,611
Change in IBNR	(92,197)	(124,511)	0	0	0
NET CHANGE - CURRENT YEAR	(1,054,301)	1,639,606	430,096	972,433	(803,237)
Fund Balance 7/1	1,608,960	581,660	2,221,266	2,221,266	3,193,699
Fund Balance 6/30	581,660	2,221,266	2,651,362	3,193,699	2,390,462
Designated for 40% of Aggregate Stop Loss Corridor	1,529,461	1,440,675	1,455,216	1,455,216	1,609,462
Fund Balance Designated to Supplement Claims	(947,801)	780,591	1,196,146	1,738,483	781,000
Difference to Reserve Policy	(947,801)	780,591	1,196,146	1,738,483	781,000
Balance Sheet					
Assets					
Cash and Equivalents	313,484	(8,179)	3,812,484	4,354,821	3,551,584
Prepaid Expenses	0	0	0	0	0
Due from Other Funds	2,748,400	3,128,853	0	0	0
Accounts Receivables	2,174	267,002	0	0	0
	3,064,058	3,387,676	3,812,484	4,354,821	3,551,584
Liabilities					
Accounts Payables	93,410	7,970	0	0	0
Accrued Liabilities (IBNR)[1]	1,285,633	1,161,122	1,161,122	1,161,122	1,161,122
Due to Other Funds	0	0	0	0	0
	1,379,043	1,169,092	1,161,122	1,161,122	1,161,122
Net Position					
Designated	1,529,461	1,440,675	1,455,216	1,455,216	1,609,462
Unrestricted	(339,569)	777,908	1,196,146	1,738,483	781,000
	1,189,892	2,218,583	2,651,362	3,193,699	2,390,462
Liabilities and Fund Equity	2,568,935	3,387,675	3,812,484	4,354,821	3,551,584

Note: (1) The IBNR is accounted for separately in the Internal Services Fund as a liability on the Balance Sheet. The amount as of June 30, 2025 was $1,161,122. This amount may change from year to year, and the difference between the prior and the current year will either increase or decrease the expense. (2) The projected FY 2027 fund balance of $3,193,699 is $781,000 more than the reserve policy (40% of the 20% corridor for FY 2027). The FY 2027 Operating Budget request anticipates using the projected fund balance to offset the increase in projected claims and other costs.

FY 2027 Board of Education's Proposed Capital Budget

The Board request the following capital projects for consideration in the FY27 budget

Location	Item Description	Amount
District	Elementary 5 Year Air Balancing	100,000
	Engineering - NCHS Redesign Elective Classroom Spaces	50,000
	Engineering Services - District Wide	50,000
	Masonry Repairs/Repoint Bricks	50,000
	Painting	150,000
	Service Main Breakers	32,000
	Honeywell 5 Year Hardware	21,780
District Total		**453,780**
East	Offices Around Media / Replace LVT	30,000
	Replace Carpet Media Center / Abatement	80,000
	Parking Lot / New Asphalt /Speed Tables	500,000
East Total		**610,000**
South	Café Tables	50,000
	Rubber Surfacing	320,000
South Total		**370,000**
West	Hallway Lighting Upgrade	15,000
	K-Playground Drainage	18,500
	Replace Asphalt Walkways	80,000
	Rooftop Exhaust Fans	20,000
West Total		**133,500**
Saxe	New PA System	1,200,000
	New Rubber Surface	80,000
	Wall coverings outside of Café and hallways	10,000
	Wall mats for auxillary gym	25,000
	Parking Lot / New Asphalt /Speed Tables	750,000
	Media/Café Blinds Replacement	110,000
Saxe Total		**2,175,000**
High School	2 Main Skylights, Reseal	18,000
	Replace Carpets / Band & Orchestra Rooms	60,550
	Replace Hallway Ramps	20,150
	Alerton BMS Upgrade Hardware	23,063
	Acoustical Shells	42,000
High School Total		**163,763**
Vehicles	Maintenance Vehicle Replacement	60,000
	SPED Transportation Vehicle Replacement Net of Trade In 1	65,000
	SPED Transportation Vehicle Replacement Net of Trade In 2	65,000
	SPED Transportation Vehicle Replacement Net of Trade In 3	65,000
Vehicles Total		**255,000**
Technology	Technology Capital	800,000
Technology Total		**800,000**
Grand Total		**4,961,043**

DISTRICT

1) **Elementary 5-Year Air Balancing- $100,000**
   State requirement for air exchange and proper function

2) **Engineering Services - $100,000**
   Project planning and work

3) **Masonry Repairs/Repointing - $50,000**
   Continuation of repair and restoration for building exterior

4) **Painting - $150,000**
   Continuation of planned painting inside of the school

5) **Service Main Breakers - $32,000**
   Service mechanical parts for proper functioning of main breakers

6) **Honeywell 5-Year Hardware Upgrade - $21,780**
   Needed for building automation system

.

District Total $453,780

EAST ELEMENTARY SCHOOL

1) **Replace Carpet Media Center - $80,000**
   Media Center carpet in need of replacement.

2) **Replace Luxury Vinyl Tiles around Media Center Office - $30,000**
   Last of the vinyl composition tile to replace.

3) **Parking Lot/New Asphalt - $500,000**
   Parking lot is at the end of its useful life.

East Elementary School Total: $610,000

SOUTH ELEMENTARY SCHOOL

1) **Playground Rubber Surfacing - $320,000**
   ADA playground surface for newer equipment.

2) **Cafeteria Tables - $50,000**
   Replace broken tables

South Elementary School Total: $370,000

WEST ELEMENTARY SCHOOL.

1) **Replace Asphalt Walkways - $80,000**
   Walkways need to be safe and wheelchair accessible.

2) **Rooftop Exhaust Fans - $20,000**
   Rooftop fans cannot be repaired

3) **K-Playground Drainage - $18,500**
   Keep playground from being washed out.

4) **Hallway Lighting Upgrade - $15,000**
   Better lighting for hallways.

West Elementary School Total: $133,500

SAXE MIDDLE SCHOOL

1) **New PA System - $1,200,000**
   Old system needs replacement.

2) **Playground New Rubber Surface - $80,000**
   ADA complaint and require more funding

3) **Media/Café Blind Replacement - $110,000**
   Current blinds are not working properly.

4) **Wall Mats Aux Gym - $25,000**
   Old mats falling apart.

5) **Wall Coverings Outside Café - $10,000**
   Outdated old covering/new furniture donation.

Saxe Total: $2,175,000

NEW CANAAN HIGH SCHOOL

1) **Replace Carpets / Bands & Orchestra Rooms - $60,550**
   Old carpeting is falling apart.

2) **Replace Hallway Ramps - $20,150**
   Tripping hazard.

3) **Two Main Skylight Reseal - $18,000**
   Leaks during rain, seals failing.

4) **Alerton Hardware Update - $23,063**
Building management upgrade needed.

5) **Acoustical Shell - $42,000**
High school stage, music, and theatre..

High School Total: $163,763

Total Facilities Capital Budget Request	**$3,906,043**
Sped Transportation Vehicle Replacement	**$65,000**
Sped Transportation Vehicle Replacement	**$65,000**
Sped Transportation Vehicle Replacement	**$65,000**
Maintenance Vehicle Replacement	**$60,000**
Total Vehicles	**$255,000**
Technology Capital	**$800,000**
Total Technology Capital Request for 26-27	**$800,000**
Total Facilities/Vehicles/Tech Capital	**$4.961.043**

New Canann Public Schools
5 Year Capital Plan
as of December 23, 2025

Location	Work Description	Status	2027	2028	2029	2030	2031	Grand Total
District	Elementary 5 Year Air Balancing	New	100,000					100,000
	Engineering - NCHS Redesign Elective Classroom Spaces	Planned	50,000					50,000
	Engineering Services - District Wide	Planned	50,000	50,000	50,000	50,000	50,000	250,000
	Heat Scan Electrical Panels	New		28,500				28,500
	Masonry Repairs/Repoint Bricks	New	50,000	100,000	100,000	100,000	100,000	450,000
	Painting	New	150,000	100,000	100,000	100,000	100,000	550,000
	Service Main Breakers	New	32,000					32,000
	Honeywell 5 Year Hardware	New	21,780					21,780
District Total			**453,780**	**278,500**	**250,000**	**250,000**	**250,000**	**1,482,280**
East	Generator Replacement	Deferred		TBD				-
	Offices Around Media / Replace LVT	New	30,000					30,000
	Replace Carpet Media Center / Abatement	New	80,000					80,000
	Install Dehumidification Hallway Units	New		15,000				15,000
	Parking Lot / New Asphalt /Speed Tables	New	500,000					500,000
East Total			**610,000**	**15,000**				**625,000**
South	Café Tables	New	50,000					50,000
	Classroom bathroom refurbish	Deferred			50,000			50,000
	Classroom Emergency Windows	Deferred		TBD				-
	Floor Replacement	Deferred		250,000				250,000
	Generator Replacement	Deferred		TBD				-
	Rubber Surfacing	New	320,000					320,000
South Total			**370,000**	**250,000**	**50,000**			**670,000**
West	Flooring Replacement Phase 1	Deferred		250,000				250,000
	Generator Replacement	Deferred		TBD				-
	Hallway Lighting Upgrade	New	15,000					15,000
	K-Playground Drainage	New	18,500					18,500
	Replace Asphalt Walkways	New	80,000					80,000
	Rooftop Exhaust Fans	New	20,000					20,000
	Bathroom Remolding Communal Restroom	New				TBD		-
	Roof Replacement - Bldg 1 & 2	Planned		2,100,000				2,100,000
West Total			**133,500**	**2,350,000**		**-**		**2,483,500**
Saxe	Bathroom Refurbishment Program	Deferred		TBD				-
	Classroom Flooring (LVT)	Deferred			500,000			500,000
	Media/Café Sound Attenuation	New		250,000				250,000
	New PA System	Planned	1,200,000					1,200,000
	New Rubber Surface	Planned	80,000					80,000
	Re work locker rooms	Deferred			TBD			-
	Replace hallway lockers	New		TBD				-
	Roof Replacement - Phase 1 & 2	Planned		1,875,000				1,875,000
	Roof Replacement - Phase 1 & 2	Planned			1,875,000			1,875,000
	Wall coverings outside of Café and hallways	New	10,000					10,000
	Rooftop Exhaust Fans	New					TBD	-
	AHU (Air Handling Unit) - 1 through 5; RTU (Rooftop Unit)-8	New				TBD		-
	Replacement of Exterior Doors & Hardwares	New				TBD		-
	Replacement of Fire Alarm Devices	New					TBD	-
	Wall mats for auxillary gym	New	25,000					25,000
	Parking Lot / New Asphalt /Speed Tables	New	750,000					750,000
	Media/Café Blinds Replacement	New	110,000					110,000
Saxe Total			**2,175,000**	**2,125,000**	**2,375,000**	**-**	**-**	**6,675,000**
High School	2 Main Skylights, Reseal	New	18,000					18,000
	Demo old flooring and refinish concrete (Kitchen)	Deferred		TBD				-
	Main Entrance/Replace Pavers	Deferred			TBD			-
	New Press Box	Deferred				750,000		750,000
	Removal Heating Oil Tank	Deferred		44,000				44,000
	Replace Backboard Pully System and Motors	Deferred		150,000				150,000
	Replace Boys Team Room Lockers	Deferred		150,000				150,000
	Replace Carpets / Band & Orchestra Rooms	New	60,550					60,550
	Replace Fire Alarm System	New		391,622				391,622
	Replace Hallway Ramps	New	20,150					20,150
	Replace Kitchen Flooring	New		200,000				200,000
	Gym/Lobby Floor Repair	New				30,000		30,000
	Freeze Pumps	New				50,000		50,000
	Replace Fire Pump	New					TBD	-
	Rooftop Exhaust Fans	New					TBD	-
	Replacement of Boilers	New					TBD	-
	Alerton BMS Upgrade Hardware	New	23,063					23,063
	Acoustical Shells	New	42,000					42,000
	Audio Sound Upgrade Auditorium	New		482,000				482,000
	Storage Garage Dunning Stadium	New		89,000				89,000
High School Total			**163,763**	**1,506,622**	**-**	**830,000**	**-**	**2,500,385**
Vehicles	Maintenance Vehicle Replacement	Planned	60,000	65,000	80,000			205,000
	SPED Transportation Vehicle Replacement Net of Trade In 1	Planned	65,000	65,000	65,000			195,000
	SPED Transportation Vehicle Replacement Net of Trade In 2	Planned	65,000	65,000	65,000			195,000
	SPED Transportation Vehicle Replacement Net of Trade In 3	Planned	65,000	65,000	65,000			195,000
Vehicles Total			**255,000**	**260,000**	**275,000**			**790,000**
Technology	Technology Capital	Planned	800,000	800,000	800,000	800,000	800,000	4,000,000
Technology Total			**800,000**	**800,000**	**800,000**	**800,000**	**800,000**	**4,000,000**
Grand Total			**4,961,043**	**7,585,122**	**3,750,000**	**1,880,000**	**1,050,000**	**19,226,165**

Legend:

New	Not previously budgeted
Planned	Budgeted previously on our 5 year capital plan
Deferred	Pushed out to future budget

Federal and State Grants



Federal and State Grants FY 2025

GRANT NAME	BUDGET	PURPOSE OF GRANT
		GRANTS DESIGNED TO SUPPORT AND ENHANCE THE EDUCATIONAL PROGRAMS OF THE SCHOOL SYSTEM WITH SPECIFIC GOALS & OBJECTIVES SERVING A SELECTED POPULATION. MOST FEDERAL GRANTS ARE NON COMPETITIVE.
Title I Improving Basic Programs	140,957	Federal Grant programs to service children who are educationally at risk
Title I Improving Basic Programs - Carryover (Yr. 2)	166,725	
Title II Teachers Part A - Public	40,632	Federal Grant program to reduce student-to-teacher ratio. Also to support teacher and administrative professional development and recruitment program
Title II Teachers Part A - Non-Public	10,967	
Title II - Public - Carryover (Year 2)	50,161	Same as above
Title II - Non-Public - Carryover (Year 2)	6,266	
Title III Current	4,104	Federal Grant program to develop English language proficiency and also used to support professional development of staff working with ESL students
Title IV Student Support & Academic Enrichment - Non-Public	2,178	
Title IV Student Support & Academic Enrichment-Public-C/O	9,570	
Title IV Student Support & Academic Enrichment-Non-public-C/O	1,195	
Title IV Student Support & Academic Enrichment - Public	8,071	Federal Grant program for student support and academic enrichment
Carl D. Perkins Voc. & Tech Education Act	33,848	Federal Grant program to transform the vocational ed program at the high school and integrate unpaid community based work experience and technology into the high school
IDEA - Part B Section 611	982,836	Federal Grant programs to service children who meet the criteria for special education
IDEA - Part B Section 611 TSA	15,000	
IDEA - Part B Section 611 - Carryover (Yr. 2)	706,616	Same as above
IDEA - Part B Section 619 Preschool	21,645	Federal Grant programs to service children who meet the criteria for special education in preschool
IDEA - Part B Section 619 Preschool - Carryover	6,867	
Team Education and Mentoring Program	6,675	State Grant to support beginning teachers with mentors
Area 9 Cable Council	10,705	Grant from Area 9 Cablevision to maintain NCHS TV Studio.
Area 9 Cable Council - Carryover	2,625	Same as above
Adult Education	108	State grant to offset a percentage of eligible adult education costs.
ARPA Para Educational Prof Dev	9,000	new FY26-need PM comments
	2,236,751	**TOTAL GRANTS**
REIMBURSEMENT GRANTS		
Special Ed/Excess Cost	1,002,832	source: ACFR pg 95
Educational Cost Sharing (ECS)	519,025	source: ACFR pg 95
	1,521,857	**TOTAL REIMBURSEMENT GRANTS**
TOTAL STATE & FEDERAL GRANTS	**3,758,608**	

Food Service



Ms. Michelle Santelli, Food Service Director
Ms. Vania Pelosi, Food Service Assistant / Bookkeeper

11 Farm Road
New Canaan, CT 06840

Telephone: 203-594-4668
Fax: 203-594-4700

	2025-26 Actual	*2026-27 Proposed*	Change
Non-Certified Staff			
Supervision/Management			
Director of Food Service	1.00	1.00	0.00
Food Service Assistant/Bookkeeper	1.00	1.00	0.00
Total Supervision/Management	2.00	2.00	0.00
Administrative Support Staff			
Bookkeeper	0.00	0.00	0.00
Food Service Staff			
East Elementary School	2.45	2.45	0.00
South Elementary School	2.38	2.38	0.00
West Elementary School	2.38	2.38	0.00
Saxe Middle School	9.83	9.83	0.00
New Canaan High School	12.00	12.00	0.00
Total Food Service Staff	29.04	29.04	0.00
Total Non-Certified Staff	**31.04**	**31.04**	**0.00**
TOTAL STAFFING PLAN	**31.04**	**31.04**	**0.00**

*Note: The 31.04 FTE food service positions are funded through the Enterprise budget and are excluded from the FY2027 Operating Fund.

School Lunch Program

New Canaan Public Schools, New Canaan, CT

	2024 Actuals	2025 Actual	2026 Budget	2027 Proposed	$ Differ. To Projected	% Differ. To Projected
Statement of Revenue & Expenditures						
Revenues						
Sales	2,783,641	2,717,636	3,088,614	3,181,000	92,386	2.99%
Catering Sales	65,403	67,316	53,000	70,000	17,000	32.08%
Other	9,265	0	0	0	0	0.00%
Purveyor Rebates					0	0.00%
Dividend and Interest Income	52,363	48,351	40,000	50,000	10,000	25.00%
TOTAL REVENUES	2,910,671	2,833,303	3,181,614	3,301,000	119,386	3.75%
Expenditures						
Salaries & Employee Benefits						
Managers	98,640	101,599	104,647	107,786	3,139	3.00%
Administrative Support	61,800	63,654	65,564	67,531	1,967	3.00%
Food Service Workers	845,302	864,589	892,353	919,124	26,771	3.00%
Food Service Workers Overtime					0	0.00%
Sick Incentive	3,025	1,725	4,100	3,000	(1,100)	-26.83%
FICA/Medicare	70,561	73,141	81,600	83,725	2,125	2.60%
Contribution to ISF - Health Benefits					0	0.00%
TOTAL SALARIES	1,079,327	1,104,708	1,148,264	1,181,166	32,902	2.87%
Non-Salary Objects						
Repairs	77,773	77,534	75,000	90,000	15,000	20.00%
Travel Allowance/Training	7,329	5,694	7,600	7,600	0	0.00%
Grocery Purchases	1,070,212	1,082,869	1,102,901	1,136,000	33,099	3.00%
Beverage Purchases	72,418	67,747	98,770	102,000	3,230	3.27%
Dairy Purchases	180,137	204,645	175,645	181,000	5,355	3.05%
Paper Supplies	187,415	183,254	189,703	195,000	5,297	2.79%
Inventory Adjustment	(4,509)	(4,357)	0	0	0	0.00%
Kitchen Supplies	34,398	16,710	14,027	14,000	(27)	-0.19%
Office Supplies	829	0	1,000	1,000	0	0.00%
Uniforms	15,132	14,596	16,241	17,000	759	4.67%
Equipment	5,984	244,983	210,000	50,000	(160,000)	-76.19%
Software	9,514	7,831	10,075	9,100	(975)	-9.68%
Rentals	0	0	0	0	0	0.00%
Outsources Services	5,195	0	0	0	0	0.00%
Other Expenses	(4,282)	0	0	0	0	0.00%
Bank Charges	0	1	300	0	(300)	-100.00%
TOTAL NON-SALARY	1,657,544	1,901,507	1,901,262	1,802,700	(98,562)	-5.18%
TOTAL EXPENSES	2,736,872	3,006,215	3,049,526	2,983,866	(65,660)	-2.15%
NET INCOME/(LOSS)	173,800	(172,912)	132,088	317,134	185,046	140.09%

FUND BALANCE	
Beginning Fund Balance on July 1, 2025	659,598
FY 2026 Projected Net Income/(Loss)	240,402
Projected Ending Fund Balance on June 30, 2026	900,000

Additional Resources



"NCHS entrance sign donated by the NCHS PTC"

Facilities Rental

Donations

Summer School

New Canaan Public Schools, New Canaan, CT
New Canaan, Connecticut

Facilities Rental, Donations & Summer School
June 30, 2025 - FY25 Financial Statements

	Facilities Rental	Donations	Summer School
Statement of Revenue & Expenditures			
Revenues			
Rentals	390,984	0	0
Cash Donations	0	342,905	0
Tuition	0	0	137,234
Strength/Conditioning Coaches	0	0	0
Interest Income	9,624	5,417	6,487
Prior Year Audit Adjustment	0	0	0
TOTAL REVENUES	400,608	348,321	143,721
Expenditures			
Salaries/Stipends	193,724	0	146,017
FICA/Medicare	14,820	0	11,170
TOTAL SALARIES	208,543	0	157,187
Non-Salary Objects			
Project Work	0	0	0
Software/Equipment	7,689	291,881	0
Rental Allocation to the Town/YMCA	0	0	0
Outsourced Services	58,100	63,065	3
Materials	0	22,596	13,762
Books	0	0	0
Other Expenses	0	0	0
Bank Charges/Credit Card Fees	0	0	0
TOTAL NON-SALARY	65,788	377,542	13,765
TOTAL EXPENSES	274,332	377,542	170,952
NET INCOME/(LOSS) FY25	126,276	(29,220)	(27,231)

New Canaan Public Schools, New Canaan, CT
New Canaan, Connecticut

Facilities Rental, Donations & Summer School
June 30, 2025 - FY25 Financial Statements

	Facilities Rental	Donations	Summer School
Balance Sheet on June 30, 2025			
Assets			
Cash	436,334	318,031	265,946
Accounts Receivables [(A)]	100,488	0	0
ASSETS	536,823	318,031	265,946
Liabilities			
Accrued Liabilities	2,602	129,621	36,735
Payable to the Town	0	0	0
Due to the Town of New Canaan	80,770	38,691	1,345
Unearned Revenue			84,165
LIABILITIES	83,371	168,312	122,245
Equity			
Fund Balance 7/1/2024	327,175	178,939	170,932
Current Year Change in Fund Balance [(B)]	126,276	(29,220)	(27,231)
EQUITY - Fund Balance 6/30/25	453,451	149,718	143,701
LIABILITIES & EQUITY	536,823	318,031	265,946

(A) Accounts Receivable for Facilities Rental are estimated based on corresponding expenditures. Actual billing is issued in arrears.

(B) Revenues for donations do not include balances carried over from previous years for ongoing projects

GOALS, BUDGET ASSUMPTIONS AND RELATED PRIORITIES

2026-2027 Budget Development

GOAL 1. INCREASE STUDENT LEARNING AS MEASURED BY MULTIPLE AND VARIED ASSESSMENTS TO ASSURE ALL STUDENTS GRADUATE PREPARED FOR A DYNAMIC AND COMPLEX GLOBAL SOCIETY.

a. Preparing all students to excel in a dynamic and complex global society requires a sustained focus on and investment in curriculum, instruction, and assessment

i. District curriculum must be continually updated and revised, following a formal process and using a curriculum template, with a focus on emphasizing depth of understanding, application of knowledge through inquiry and problem-solving, higher order thinking, cross-disciplinary learning, informed and ethical use of technology, and authentic learning opportunities in different modalities.

ii. Intellectual curiosity, persistence, resilience, a growth mindset, and the application of discipline-based knowledge fuel success as a student and citizen, and district curriculum, instruction, and assessments reflect these expectations.

iii. A coordinated system of assessment K-12, reflecting national and international performance expectations and using multiple platforms, provides the foundation for teachers and administrators, individually and collaboratively, to examine a range of evidence of student learning in order to revise curriculum and continuously improve instructional practice.

iv. Successful 21st century learners and workers demonstrate critical and creative thinking skills and the ability to raise, analyze, and investigate meaningful questions and present solutions, both as individuals and as members of a productive group. The district embeds these expectations in curriculum, instruction, and assessment system-wide.

v. Literacy in multiple languages and cultural competence are 21st century skills that promote individual success as a student, citizen, and leader. K-12 language programs and Multilingual Learner programs are keys to success in these areas.

b. Excellence is not a destination, but a journey focused on continuous improvement, learning, and leveraging high-impact practices district-wide

i. Innovation encompasses all disciplines, is being integrated in curriculum K-12, and encourages students to progress from engagement to empowerment in their learning.
ii. Examining existing spaces and developing a plan to extend existing classroom options to include dedicated spaces for planning, collaboration, fabrication, and development of ideas provides the context for design thinking and exploration to occur for all students in every school.
iii. Engaging, meaningful, and aligned content and programming for The Dome provides the foundation for assured experiences for our students as well as high-interest engagement from the community.
iv. Professional learning for faculty and staff is required to successfully integrate a design-thinking mindset into curricular experiences K-12.

c. A highly qualified and effective faculty is the foundation of our district's efforts to continuously improve student performance

i. Highly qualified and effective administrators, teachers, and staff, sufficient to meet all internal and external expectations, are the cornerstone of our district's efforts to continuously improve student outcomes.

ii. Staffing levels, instructional materials, technology, equipment, and supplies must provide for full implementation of the curriculum, including co-curricular programs and other learning opportunities.

iii. The student academic support team provides timely and responsive instruction and interventions to students K-12, and provides professional learning to colleagues through formal and embedded opportunities.

iv. The district's curriculum is developed by educational thought leaders and master practitioners, which provides a sustained expert focus on the development, implementation, assessment, and revision of curriculum and related student outcomes across the system.

d. District resources must be purposefully distributed and dedicated to areas that drive student performance.

i. Maintaining class size guidelines and requisite staffing levels throughout all programs supports our students' growth and enables us to meet and exceed state and district student performance standards, as well as the appropriately high expectations of the New Canaan community.

ii. The team structure enables the faculty and staff at Saxe Intermediate and Middle Schools to differentiate instructional practice based on each student's individualized learning needs within a developmentally appropriate and supportive learning environment.

iii. Providing high quality, researched-based instruction to students with disabilities who struggle to learn to read is foundational to their future success. Along with improved outcomes, a focused approach can also reduce or eliminate the costs associated with future services.

iv. Providing resources focused on students' health and well-being furthers our efforts to help them become and remain healthy in all domains of their lives.

v. Ongoing reviews and revisions to programs ensure that the district is responsive to and reflective of the needs, expectations, and interests of today's learners.

vi. Supporting teacher-leaders in their ongoing implementation of innovative and transformational practices with technology, including Artificial Intelligence, with a focus on expanding opportunities for students, leads to a continuous cycle of experimentation, learning, sharing, and improving.

vii. Efforts focused on the early identification of and support for students in need of intervention (RTI) services provide a network of support to help ensure all students continually progress in meeting and/or exceeding their learning goals each year. These proactive efforts often result in cost savings or avoidance of future costs associated with special education services.

viii. Integrating the newly designed Computer Science Standards into the curriculum helps ensure our program remains timely, relevant, and engaging for today's learners.

ix. Continued professional learning related to our Learning Management Systems (LMS) ensures we continue to evolve in our use of these tools on behalf of our students and their parents/guardians.

x. Continued investment in the integration and implementation of science, technology, engineering, and math (STEM) initiatives K-12, in alignment with the Next Generation Science Standards (NGSS), helps provide the foundation to ensure all students graduate with the technological knowledge, skills, and mindsets required to succeed in today's dynamic and complex global society.

GOAL 2. IMPROVE ACHIEVEMENT, SERVICE, AND RELATIONSHIPS THROUGH COMMUNICATION THAT IS RESPONSIVE, CLEAR, TIMELY, AND INCLUSIVE.

a. Responsive, clear, timely and inclusive communication is the result of purposeful planning and thoughtful action

i. A continued focus on the district's website and social media presence ensures it continuously improves in meeting the needs of all stakeholders.

ii. Streamlining the publication process helps ensure content is timely and relevant.

iii. Implementing best practices in school and district communications engages all students, families, and other stakeholders in the educational process while ensuring compliance with legislation.

iv. Advocating for New Canaan's students locally, regionally, statewide, and nationally through active participation in statewide committees and frequent communication with policymakers ensures that we represent our stakeholders' needs to decision-makers.

b. Effective communication with families is essential to creating the conditions where all students can excel

i. Our School and Family Liaison provides information to families about essential student support services and helps ensure all students and families can avail themselves of these important school and community supports

ii. Continued improvement of our Learning Management Systems (LMS) helps ensure the system's features are appropriately implemented district-wide for the benefit of students, parents, and staff.

GOAL 3. PROMOTE AND SUPPORT INNOVATIVE AND EXEMPLARY RESEARCH-BASED PROFESSIONAL PRACTICES IN ORDER TO CONTINUOUSLY ENHANCE TEACHING AND EXTEND LEARNING.

i. Consistent access to meaningful coaching, professional learning, and peer collaboration, at all levels, is critical to attracting, developing, and retaining highly qualified and effective administrators, teachers, and staff.

ii. Expanding coordinator competence in coaching provides a network of expert leaders to help ensure all teachers receive timely feedback aligned with research-based best practices.

iii. Maintaining the fidelity and effectiveness of the Teacher Evaluation and Professional Learning (TEPL) model by providing differentiated professional learning, reviewing and adjusting the evaluator/evaluatee ratios wherever necessary, and maintaining a system of collaborative document creation, storage, and retrieval, ensures TEPL remains a powerful and easily accessible tool for teacher growth and support.

iv. A system of expert administrators and curriculum leaders contributes to continued high levels of performance by students and staff. These positions lead the ongoing analysis of student performance data and the application of current research into classroom practices. In addition, they update curriculum, assessment, instructional practices, oversee placement and assessment administration, and lead embedded professional learning experiences for staff.

v. A focus on the recruitment and retention of highly qualified candidates for all positions, certified and non-certified, helps maintain the vitality of our professional learning community.

vi. Identifying and highlighting non-monetary compensation opportunities for NCPS employees helps improve recruitment and retention.

Goal 4. Promote an environment that fosters respect, ethical behavior, and responsible global citizenship.

a. Healthy, safe, and secure learning, work and transportation environments are integral to the educational success and social-emotional development of students.

i. The district wide school climate initiative, aligned with the K-12 Social, Academic, and Personal Learning Framework (SAPL), supports and strengthens positive school cultures at each building to ensure that every student feels physically, emotionally, and intellectually safe, as well as supporting faculty and staff well-being.

ii. The campus monitor system is a critical component of our school safety infrastructure.

iii. A strong, well-designed, and coordinated leadership structure is necessary to provide for the well-being and safety of students.

iv. The Crisis Advisory Board (CAB) effectively brings together school staff, district staff, police, fire, campus monitors, EMS, Cybersecurity, health, EI, and first-responders town-wide to review, plan, implement, test, and revise security protocols and procedures.

v. A diverse catalog of co-curricular and extra-curricular opportunities increases the likelihood that every student will become engaged in one or more school-related activities outside of the school day, thereby providing increased opportunities for students to become positively involved with and invested in their school and the New Canaan community.

vi. The existing level and structure of student support services, composed of school counselors, school psychologists, school social workers, campus monitors, and school resource officers at each building (SROs), provides daily monitoring and supporting of student and family needs along with effective and responsive mental-health and crisis-response teams district-wide.

vii. Providing students with opportunities for community service and recognizing students for service they perform outside of school underscores the importance of these activities and the role they play in the development of problem-solving skills, responsibility, and social connection.

viii. The anonymous reporting system for students in grades 7-12 (Sandy Hook Promise) provides a platform for students, parents, and staff to report concerns about the health and safety of themselves and/or others. Implementation includes annual student education as well as coordination and training among and between NCPS administrators, SROs, and the NCPD.

b. Continuously strengthening all school and classroom communities to ensure every student feels a sense of belonging, safety, connection, and engagement in inclusive, respectful, equitable, and supportive learning environments welcomes every child and family to become active in their classroom, school, and district communities.

i. Providing professional development for faculty and staff focused on ensuring every child experiences a respectful, supportive and inclusive school environment with high expectations for all empowers our teachers to nurture and strengthen their positive classroom environments.

ii. Recognizing the work that is ongoing, and expanding that work where appropriate, increases school and community awareness while also increasing student opportunities for participation and growth.

iii. Strong community agency partnerships provide resources (expertise, financial, time, relationships, etc.) to develop and offer educational programming to students, parents, and community members focused on the pressing issues of the day.

c. The maintenance and improvement of school facilities and technology is a sound financial investment that results in healthy, safe and productive learning and work environments.

i. Facilities and technology are a vital component of the district's mission, and must be regularly maintained and updated in support of student learning.

ii. Consistently maintaining district facilities helps reduce the likelihood of costly and urgent needs unexpectedly surfacing in the future.

iii. A timely response to enrollment projections, patterns, and concentrations by the Resources Committee, the Board, and the community is essential to ensure all school facilities can meet enrollment and programmatic needs for all students.

iv. The maintenance of school facilities includes interior and exterior upkeep by a team of knowledgeable staff. Facilities maintenance positions are regularly reviewed, and adjusted as needed, to help ensure in-house expertise can meet many of the facilities issues, predictable and unpredictable, that arise throughout the year.

GOAL 5: PROMOTE AND PRACTICE GOOD STEWARDSHIP FOR ALL DISTRICT RESOURCES IN A MANNER THAT SUPPORTS SAFE AND HEALTHY ENVIRONMENTS AND OPTIMIZES STUDENT LEARNING.

a. Adhering to both unfunded and funded federal and state mandates is a continuous challenge; to do so effectively requires appropriate yet customized implementation of mandates and sufficient resources so as to meet legal mandates while consistently reflecting community principles and standards in all that we do.

Recent mandates impacting our work include:

i. Right to Read Legislation

ii. Age of eligibility for Kindergarten

iii. Mastery Learning Credit Requirement

iv. Personal Finance Credit Requirement

v. Mandatory 30-minute lunch for students and staff

vi. Increase in age of eligibility for Launch students

vii. Professional Development and Evaluation Committee (PDEC) changes

viii. Mandatory Medicare Enrollment for schools

ix. Title IX

Existing mandates requiring ongoing investment and oversight include:

i. Significant hours of mandated training for certified and classified staff, including mandated reporter training, Epi-Pen, blood-borne pathogens, teen dating violence/domestic violence training, suicide prevention, sexual harassment prevention, health care and management procedures

ii. Student Data Privacy Act

iii. Human Resources background and reference check requirements

iv. Safety and security (staffing, training, technology and facilities; partnerships with local agencies)

v. Public law, guidelines and policies including FOIA, hearings, and legal actions

vi. Anti-bullying/threatening behavior, school climate and attendance mandates

vii. Special Education, 504, ELL, mediation, outplacements, Response to Intervention (RTI)

viii. State and federal data reports across an array of domains including district, school and student performance, student behavior, school climate, financial, human resources/personnel

b. Educational excellence requires significant and sustained investment. A fiscally sound, prudent, and transparent approach is followed in budget development, with a focus on maximizing the use of resources to ensure continued achievement and success.

i. Effective and efficient stewardship of resources honors community trust, responds to community needs, and is part of providing a sound return on investment; therefore, efficiencies are identified and implemented on an ongoing basis.

ii. Creative and innovative approaches to maintaining and growing current programs/practices and developing new initiatives should be pursued with results reported to the Board and community regularly.

iii. ICT personnel, services, and resources will be selected, structured, and deployed so as to meet the specific and specialized needs of our school district, including digital learning, innovation, and the administrative and communication needs of students, staff, and families.

iv. Structures, policies, and practices will be reviewed continually to ensure that they address mandates and evolving needs relative to effectiveness, security, and confidentiality.

v. Facing Kindergarten enrollment uncertainty, the district should remain agile and flexible as it considers the best strategy to meet the enrollment demands while maintaining a comprehensive program for every child at each school. Establishing and funding a "non-lapsing" account can provide the district with the resources required to meet the challenges presented by enrollment increases and variability across the elementary schools.

vi. A long and short-term elementary school strategic facilities plan, based upon feedback and insight from professional services and focused on what's best for the students and community, will provide a roadmap for building and grade configurations that positions the district well for the foreseeable future.

c. Meeting the community's high and increasing expectations for responsive services, excellence in educational outcomes, and fiscal prudence requires a forward looking and collaborative approach to goal setting, reporting, and funding.

i. To ensure that the district addresses long-term capital and insurance costs to meet the needs of all stakeholders, we will continue to work collaboratively with the Town Bodies and representatives.

ii. Clearly communicated, accurate, and timely financials are essential and are provided to the Board regularly.

iii. Managing public information requests and hearing demands effectively and efficiently provides support for those most impacted by the nature and number of requests.

iv. Identifying and implementing opportunities to reduce energy consumption through efficiencies, which may include capital spending, is both fiscally prudent and environmentally responsible. These opportunities include the expansion of solar, natural gas, and propane..

v. Carefully managing the NCPS health insurance program ensures that the Board continues to meet its fiduciary responsibility to the community while fulfilling its commitments to all those covered by the plan. Explore various stop loss options for optimal financial benefit.

vi. Fully utilize the E-Rate FCC program to take advantage of a 40% discount on up to $800K of eligible technology expenditures including Network Connectivity (CEN), Firewall Hardware and Services, Wireless Access (access points), UPS (Uninterruptible Power Supply), Network Switches, and Network Wiring.

vii. Resume participation in the IRS Propane Rebate program if/when reinstated.

BUDGET CALENDAR – FY27

10/20/25	**Director of Finance and Operations electronically distributes the budget guidelines to the Cost Center Administrators**
Week of 10/27/25	**Director of Human Resources disseminates Enrollment Projections to Schools and Departments**
10/23/25 -11/05/25	**Schools and Departments to meet with district administrators to discuss Technology and Facilities needs**
11/14/25	**Due date for budget non-salary accounts, staff requests and photos. Administrators and managers to submit requests to the Director of Human Resources and Finance and Operations via email**
11/21/25	**Director of Finance and Operations disseminates a "Working Copy" for the district's budget request by "responsibility" to Cabinet**
11/24/25-11/26/25	**Cabinet meets with School/Department administrators and managers. Cabinet develops budget priorities - 220 Elm Street Boardroom**
12/1/25	**Board of Education takes action on DRAFT copy of Budget Assumptions and Budget Calendar (1st read)**
12/3/25	**Administrative team shares Budget Request 4:00pm-8:00pm Wagner Room**
12/8/25	**Board of Education Budget Workshop 6:00 P.M. Wagner Room**
12/10/25	**Schools and Departments submit Budget Narratives**
12/15/25	**Board of Education Meeting Vote on Budget Assumptions and Budget Calendar (2nd read)**
12/18/25	**Director of Finance and Operations & Budget Director review DRAFT of Budget Request with Superintendent of Schools**
12/19/25	**Superintendent shares Completed Budget Draft with Cabinet**
12/23/25	**Superintendent finalizes Executive Summary of Budget Request**
01/05/26	**Superintendent's Budget Presentation to the Board of Education 7:00 P.M. – Wagner Room**
01/06/26	**Combined Elementary PTC Budget Presentation/Forum at East Elementary School – 9:30AM (snow date 1/14/26 – Wagner Room)**
01/07/26	**Saxe PTC and NCHS PFA Budget Presentation/Forum at Wagner Room – 9:30AM (snow date 1/14/26 – Wagner Room)**

01/9/26	**Board of Education Budget Workshop 8:00 A.M. – 220 Elm Street Boardroom**
01/20/26	**Board of Education Review and Recommendation/Vote of Budget 7:00 P.M. Wagner Room**
01/22/26	**Board of Selectman Budget Presentation Operating & Capital 10:30AM**
01/27/26	**Board of Selectman Final Review 8:30AM**
01/29/26	**Board of Selectman Budget Vote 8:30 A.M.**
02/3/26	**Board of Finance Budget Presentation with focus on Capital 7:00P.M. (8:00PM – BOE Capital)**
02/24/26	**Board of Finance Follow–Up (*if needed*) 7:00PM**
02/26/26	**Board of Finance Follow-Up and Final Review 7:15 P.M.**
03/03/26	**Board of Finance Budget Public Hearing 7:00 P.M.**
03/05/26	**Board of Finance Budget Vote 7:00 P.M.**
03/18/26	**Town Council BOE Budget Presentation 7:30 P.M.**
03/31/26	**Town Council Budget Follow-up 7:00 P.M.**
04/02/26	**Town Council Budget Final Review and Public Hearing 5:30 P.M.**
04/14/26	**Town Council Budget Vote 7:00 P.M.**

***FINAL as of 12.12.25**

GLOSSARY

ADMINISTRATIVE SERVICES

Administrative services are provided to ensure the highest quality educational experience for the students of New Canaan.

Central Office (CO) administrators, each of whom have an expert background specific to her/his role, serve as members of the cabinet and work collaboratively with the Superintendent in meeting Board of Education goals and objectives. This group of administrators implements policies that make possible the accomplishment of the educational mission of the New Canaan Public Schools within the context of fiscal and educational accountability. CO administrators consist of the Superintendent of Schools, chief executive of the district; the Assistant Superintendent for Curriculum & Instruction, who directs the educational programs throughout the district; the Assistant Superintendent of Pupil Services, who has district responsibility for all Special Education and Pupil Services such as counseling, psychological, social work, and speech/language services as well as gifted and talented and the school nursing department; the Director of Finance and Operations, who serves as the Chief Financial Officer of the district while also overseeing operational areas such as facilities, transportation, and food services; and the Director of Human Resources, who leads the personnel department in their efforts to attract, nurture, and retain the best and brightest in the field.

Principals, assistant principals, and district administrators perform an array of leadership and management functions that are essential to the daily functioning and ongoing success of the system. Administrators serve the full range of needs of students and parents in relationship to the educational program for each child. These roles include development and monitoring of respectful school climates, evaluation and supervision of certified and classified staff, oversight of all safety and security needs for the school community, facilitation of student services and special services meetings including response to intervention meetings, Section 504 planning meetings and special education Planning and Placement Team (PPT) meetings. Administrators are responsible for preparing and analyzing data reports, using the results to set goals and action plans. They also serve on school and district committees, attend school and community events, and participate in professional activities that build connections with government agencies, professional organizations, and universities. They plan and deliver training and professional development to faculty and other staff. Each elementary school has a principal and assistant and Saxe has a principal and assistant principal each for the intermediate and middle grades. The high school has a principal and 3 assistant principals.

The district wide positions for Director of Visual & Performing Arts, Director of Digital Learning, and Director of World Languages & English Language Learners are represented in this account as well. This team of K-12, system-wide leaders work collaboratively with building and district administrators to ensure the highest quality teaching and learning in their respective program areas.

ADMINISTRATIVE SUPPORT

Secretaries and administrative support staff often serve as the initial contact with New Canaan

parents and community members, both of whom take a high interest in the education of children and the operation of our schools. Examples of responsibilities include but are not limited to: visitor greeting and assistance with school access, daily student attendance, daily staff attendance, arranging substitute teachers, guidance record keeping, school purchasing and receiving, and work orders for building maintenance. Others support areas such as special education, school libraries and school counseling offices. Secretaries must continually upgrade their office technology skills in order to assist with efficiency of operations and the ever-increasing complexity of today's schools.

The Administrative Support category includes both secretaries and bookkeepers who are represented by the New Canaan BOE Secretaries Union, as well as several non-union administrative positions that support the Offices of the Superintendent, the Assistant Superintendents and Directors.

ATHLETICS
This account includes the cost of the athletic trainer required for the NCPS interscholastic athletic program.

CAMPUS MONITORS
Campus monitors are district employees trained in security who are charged with the control of access to the elementary, middle school and high school. They greet and register guests and issue and monitor visitor passes and locations. They assist administration with the overall monitoring of safety and security throughout the school and grounds using the district crisis plan and safety plans as guides. Monitors are trained by the district HR Director, local law enforcement and public safety experts. They also assist with supervision at school events and activities.

CURRICULUM WRITING
Teachers are compensated at a contractual rate for writing and revising curriculum documents during the summer and at other times outside of their contractual day or year. Since curriculum is the heart of teaching and learning, New Canaan follows a comprehensive, ongoing process of curriculum review and revision to ensure that all programs align with the current goals of our school district, meet Connecticut standards, and tailored to the needs of our students.

CUSTODIAL & MAINTENANCE
Custodians play a central role in by maintaining a clean, safe learning environment at each of our schools. They also provide essential services at in-school activities, after-school activities, and community events. During weather events, the custodial staff is essential personnel, serving the best interest of the school and greater community.

In addition to our building custodians, the complexity of managing our facilities requires a highly skilled maintenance staff to handle the majority of repairs required and upkeep throughout the year.

DRIVERS
The New Canaan Public Schools maintains a small fleet of vans used to transport special needs

students to their classrooms, vocational and community experiences, and to out of district placements throughout Connecticut. The drivers and transportation aides responsible for these students' transportation are classified in this category.

EMPLOYEE BENEFITS
Employee benefits include the following categories:

EMPLOYEE INSURANCE
The Board of Education maintains a self-insurance program to cover medical claims of eligible employees (this includes all current staff members and retirees under the age of 65). Currently services are provided by CIGNA for health, prescription, and dental coverage. The Board of Education maintains group term life insurance for all eligible employees. An additional payment for third party benefits management is included in this account.

EMPLOYER PAYROLL TAXES
All employees not covered by the State Teacher's Retirement plan are required to participate in the social security program. The employer matches employee contributions. The Board of Education provides the employer's portion of Medicare social security for all employees.

COURSE REIMBURSEMENT
This negotiated education incentive serves to encourage tenured teachers to continue their academic training.

UNEMPLOYMENT COMPENSATION
The Board of Education must contribute to the Connecticut State Unemployment fund, as do all employers within the state. This is an experience-based account. The Department of Labor invoices the Board when former employees are collecting benefits from the system.

WORKERS' COMPENSATION
In partnership with the Town of New Canaan, the Board of Education maintains a workers' compensation insurance policy with Connecticut Interlocal Risk Management Agency (CIRMA). This is a group insurance program, made up of many Connecticut school systems and municipalities, which provides insurance policies. The premiums for this service are experience rated.

NON-CERTIFIED SUPERVISORS
Non-Certified Support Supervisors provide supervision and support across a variety of areas including instructional and administrative technology, nursing services and maintenance/custodial services.

The following positions are currently classified as non-certified supervisors:
- Director of Human Resources
- Budget Director
- Food Service Manager
- Manager of Facilities
- Mgr. of End User Svcs.

Coordinator of Transportation & Safety

NON REPRESENTED
Non-represented positions include highly specialized bookkeepers, benefits, and personnel experts in the central office as well as the maintenance supervisor.

TECHNOLOGY STAFF
Technology positions have been represented under the AFL-CIO (custodial maintenance) union since the contract was ratified in fiscal year 2023, with the contract effective July 1, 2022. Technology staff provide essential support within schools and across the district, ensuring the effective and productive use of technology for both educational and administrative purposes. These staff members are responsible for the day-to-day support of all software, hardware, and online resources in classrooms, laboratories, libraries, and administrative offices. District technicians, who provide hands-on support and troubleshooting, are included in the union representation. The network team maintains the district's technology infrastructure, including servers, network services, and wireless access, ensuring connectivity and system reliability across all locations. The data team manages all database systems, both internal and externally hosted, including the Student Information System, IEP Direct, transportation, food services, library services, and Google Workspace. They oversee student registration and withdrawals, as well as the preparation and submission of numerous state and federal reports required of school systems in Connecticut.

Together, the technology staff ensure that the district's digital tools and systems operate seamlessly to support teaching, learning, and organizational productivity.

OCCUPATIONAL AND PHYSICAL THERAPISTS
Occupational therapists assist students in the development and improvement of fine motor skills while physical therapists assist students in the development and improvement of gross motor skills. Their services are part of students' Individual Educational Plans. As needed, they provide consultation to general education staff as well.

OVERTIME
This account covers the cost of overtime for non-certified staff. This includes maintenance and custodial employees as well as clerical and paraprofessional staff. Overtime pay is granted for necessary district work performed outside of an employee's normal workday. Typical work is snowplowing and emergency repairs. Overtime is also incurred when employees work double shifts to cover for colleagues who are absent.

SCHOOL COUNSELORS
School Counselors are an integral part of the Pupil Services team and are assigned to all schools.

At the elementary and middle school levels counselors assist in planning educational programs for students and focus on individual and group school counseling. They are members of PPT and 504 meetings and play a significant role in monitoring the implementation of individualized instructional programming. Additionally, they are key members of each school's Student Study Team, Climate Committee, and Crisis Team.

At the high school, in addition to the above, school counselors are responsible for the scheduling and course selection process for students. They also play a significant role in the post-secondary planning process, beginning in the Junior year. High School Counselors conduct a number of informational meetings with individuals, groups of students, and parents throughout the year as well. Similar to the elementary and middle schools, these professionals provide consultation to teachers in meeting the instructional needs of students and serve as a member of varied school student service and school climate teams.

SCHOOL NURSES

Nursing services include nursing assessment and interventions for students with chronic and acute health problems, illness, injury and normal developmental/health concerns. Nurses also conduct state mandated health programs such as screenings and immunizations, medication administration, management of infection control and public health matters, e.g. blood borne pathogens, communicable disease, crisis planning, etc. Nurses play an integral role on each school's' Crisis team.

Additionally, nurses are called upon to contribute to the Section 504 Teams, Student Assistance Teams, as well as Planning and Placement Teams (PPTs). This would include the development of individualized healthcare, 504 and educational plans, and clinical treatments for students with significant medical conditions.

SCHOOL PSYCHOLOGISTS

Special education mandates require comprehensive evaluation of psycho-educational functioning of all students who are suspected of a disability that affects learning. School psychologists serve all elementary, middle and high schools. They are responsible for all individual psychological evaluations, required by state law, to identify children requiring special services. School psychologists attend all Planning and Placement Team (PPT) meetings at which eligibility for special education services is determined, as well as those where behavior and/or counseling plans are made for designated students. They provide counseling to individual children and small groups as mandated by the PPT. School psychologists also provide counseling to general education students when the need arises. A large part of their time is devoted to consultation with staff members and parents on behalf of improving educational opportunities for all students.

SCHOOL SOCIAL WORKERS

School social workers are an integral part of the support offered to all students. They provide support to students and families where school performance is affected by influences beyond the school boundaries. They assess student needs and work with students, parents and school staff members to develop strategies that increase the value and accessibility of the instructional program.

School social workers provide individual and group counseling during the school day in addition to their work with parents and staff. They respond to urgent needs related to child abuse suspicion and many other crisis situations.

They also participate in Planning and Placement Teams (PPTs), Student Study Teams (SSTs), School Crisis and School Climate teams.

A district social worker is a key liaison with out of district placement schools and service providers.

SPECIAL EDUCATION TEACHERS

Special Education teachers work from pre-kindergarten to grade 12, including the Launch Program (18 to 21 years old) with students having needs that are classified as requiring special education services. A Planning and Placement Team (PPT) process, governed by law and requiring parent participation and consent, determines student eligibility for services and classification.

State and federal laws, as well as effective educational practice, require that special education students be placed with their peers who do not require special education services to the degree that is educationally beneficial for each child. Special educational needs exist in 13 categories of disability including autism, learning disabilities, hearing impairment, speech and/or language impairment, multiple handicaps, emotional disturbance or intellectually disabled. Most special education teachers work in a combination of general education classrooms and resource rooms with students who are included in classes for all or most of the school day and who may require additional support services in order to succeed. Other special education teachers work in individualized classrooms with students who have significant disabilities. As often as possible, as determined by the PPT, these students are included in general education classes for a portion of their school day.

State statutes require that the school system service children with special needs beginning at age three, and that children with special needs from birth through age three have their special needs identified. Mandated pre-school programs work with students with identified special education needs as well as with children who are at significant risk for requiring special education services if their needs are not met early.

Included under Pupil Services is the district Challenge program, which provides services for students who are identified as gifted and talented. Teachers participate in screening, placement and direct instruction for the Challenge program. In addition, the district provides a Challenges in Art after school program.

SPEECH/LANGUAGE PATHOLOGISTS

Special Education mandates require the provision of speech/language services to eligible students. The speech and language pathologists provide diagnostic assessments and therapy for students with difficulties in the areas of communication that interfere with their academic progress. The majority of service provision by speech/language pathologists is in the area of language development. This critical area of development underlies all forms of communication, including reading and writing. Speech/language pathologists are available to help teachers adjust the classroom program to meet students' needs, and also work with parents to encourage carry-over at home to enhance growth in the speech and language area.

SUBSTITUTE TEACHERS

Over 70 dedicated substitute teachers are on call for the New Canaan Public Schools each day. Substitute teachers perform many of the duties of a general teacher, including executing teacher provided lesson plans, classroom management, and supervisory duties. Substitute teachers are paid a daily rate of $125. If a substitute works three or more days within the same week, the rate increases to $150 per day for that week.

Long-term substitutes are assigned to cover extended teacher absences such as maternity or medical leaves. They receive a daily rate of $293.35, beginning on the first day of the assignment. After 60 consecutive working days in the same assignment, certification in the appropriate instructional area is required.

TEACHERS: GENERAL EDUCATION

General Education educators, as coded in the NCPS budget documents, currently include all general education and content area teachers, technology integrators and library media specialists. The Athletic Director, curriculum coordinators and instructional specialists are also included in this group of professionals.

2026-2027 SALARY SCHEDULE

Step	I BA Degree	II Required: 30 semester hours certification & a M.A. degree	III BA +60 M.A. required	IV BA +90 M.A. required
1	0*	0*	0*	0*
2	0*	0*	0*	0*
3	0*	0*	0*	0*
4	0*	0*	0*	0*
5	55,817	60,727	65,638	70,549
6	58,785	63,826	68,865	73,902
7	61,777	66,942	72,111	77,275
8	64,782	70,079	75,373	80,667
9	67,807	73,230	78,657	84,080
10	70,848	76,404	81,956	87,512
11	74,280	79,590	85,273	90,958
12	78,452	82,796	88,614	94,429
13	84,076	86,023	91,970	97,917
14		89,263	95,346	101,427
15		92,525	98,741	104,956
16		95,903	102,255	108,605
17		100,551	107,208	113,866
18		106,197	113,228	120,260
19		113,810	121,347	128,882

*Teachers with up to four years of teaching experience shall be placed on step 5 in their first year of employment.

Individuals qualifying for movement from the BA track shall advance one step in the year following such qualification, and individuals qualifying for movement over two columns in one year will be advanced one column in the first year of qualification and will be given full recognition

in the following year.

Except when negotiated otherwise, all increments will be granted automatically unless an unsatisfactory evaluation has been earned.

For the 2026-2027 school year, eligible staff will advance one step on July 1, 2026.

Staff on the maximum step in the 2025-2026 school year will be "off schedule" and will receive an increase of 3.5% (see attached Off Step Salaries). Staff "off schedule" in 2025-2026 will receive an increase of 3.5%. See Off Step Schedule Below.

OFF STEP SCHEDULE

2026-2027 School Year

	BA Degree	+ 30 M.A.	BA +60 M.A. required	BA +90 M.A. required
Off Step starting in 2026-2027: (RC)	85,944	116,339	124,044	131,746
Off Step starting in 2025-2026: (RC1)		119,219	127,114	135,007
Off step starting in 2024-2025: (RC 2)		121,603	129,655	137,708
Off step starting in 2023-2024: (RC 3)		123,988	132,197	140,409
Off step starting in 2022-2023: (RC 4)	93,355	126,372	134,739	143,109

TEACHING ASSISTANTS – GENERAL and SPECIAL EDUCATION

Teaching Assistants (TAs) work under the direction of classroom teachers to provide additional individualized and small group instructional support within the classroom settings. They are also vital in assisting with the supervision of students at arrival, dismissal, recess and lunch times.

Teaching Assistants support the technology integration by assisting the teachers serving as Technology Integrators throughout the schools.

Teaching Assistants are assigned to special education (SPED) students through the Planning and Placement Team (PPT) as determined by Individualized Educational Plans (IEP). The Special Education Department requires the services of Teaching Assistants for a number of purposes, including:

- TAs are assigned to resource rooms and classrooms to support student success. Their presence provides a reduced adult-student ratio and is essential in promoting the least restrictive environment for youngsters with special needs as mandated by IDEA.
- TAs are assigned to students with severe special needs requiring the 1 to 1 assistance of a special education paraprofessional in order to benefit from their education program. TAs also assist in the transportation of students with handicapping conditions. They also assist students with handicapping conditions participating in extracurricular activities sponsored by the school system.
- TAs are assigned as "job coaches" at the high school level and beyond to support students

in school and community-based work-study placement programs.

TEMPORARY HELP
This account covers the cost of hiring temporary clerical and technology help throughout the school district. Examples of uses of this account include substitute secretaries for vacations and illness, clerical assistance for special projects, and temporary summer help to assist the technology staff in all schools to ensure readiness for opening in August.

TUTORS
Tutors are paid on an hourly basis and provide instruction to students who have been identified in need of English Language Learner services and other special needs such as medical conditions. English Language Learner tutors also work with classroom teachers to modify materials and provide professional development when needed.

UNIFORM ALLOWANCE AND OTHER BENEFITS
The Custodial and Maintenance contract includes a uniform allowance. The district also provides uniforms for NCPS drivers and campus monitors. These uniforms assist in maintaining proper employee identification as well as building security throughout the school district.

NEW CANAAN PUBLIC SCHOOLS
2027 PROPOSED BUDGET
TEACHERS SALARY GRID ANALYSIS - UNADJUSTED

2025-2026 SALARY SCHEDULE

STEPS	BA	BA +30	BA +60	BA +90
3				
4				
5	54,857	59,863	64,509	69,336
6	57,774	62,728	67,680	72,631
7	60,714	65,790	70,870	75,946
8	63,668	68,874	74,077	79,280
9	66,641	71,971	77,304	82,634
10	69,629	75,090	80,546	86,007
11	73,003	78,221	83,807	89,394
12	77,102	81,372	87,090	92,804
13	83,038	84,543	90,388	96,233
14		87,727	93,706	99,682
15		90,934	97,043	103,150
16		94,254	100,496	106,737
17		98,821	105,364	111,908
18		104,370	111,281	118,192
19		112,405	119,849	127,291
GWI		115,187	122,815	130,442
GWI-2		117,491	125,271	133,051
GWI-3		119,798	127,727	135,661
GWI-4	90,198	122,099	130,183	138,270

2026-2027 SALARY SCHEDULE

STEPS	BA	BA +30	BA +60	BA +90
3				
4				
5	55,817	60,727	65,638	70,549
6	58,785	63,826	68,865	73,902
7	61,777	66,942	72,111	772,575
8	64,782	70,079	75,373	80,667
9	67,807	73,230	78,657	84,080
10	70,848	76,404	81,956	87,512
11	74,280	79,590	85,273	90,958
12	78,452	82,796	88,614	94,429
13	84,076	86,023	91,970	97,917
14		89,263	95,346	101,427
15		92,525	98,741	104,956
16		95,903	102,255	108,605
17		100,551	107,208	113,866
18		106,197	113,228	120,260
19		113,810	121,347	128,882
GWI	85,944	116,339	124,044	131,746
GWI-2		119,219	127,114	135,007
GWI-3		121,603	129,655	137,708
GWI-4		123,988	132,197	140,409
GWI-5	93,355	126,372	134,739	143,109

2025-2026 FTES

STEPS	BA	BA +30	BA +60	BA +90	TOTAL
3					0
4					0
5	8	9	2	1	20
6	1	13	0.6	2	16.6
7	3	10.3	6	1	20.3
8	1	12.2	5	4	22.2
9	2	4		5	11
10		3	1.9	5	9.9
11	1	3	3	5	12
12		6	8.1	8.4	22.5
13		6	4	4	14
14		3	3	7	13
15		4	2.4	2	8.4
16		4	2.5	13	19.5
17		3	6	8.06	17.06
18		4	6.6	7	17.6
19		3	8	17	28
GWI		2	7.6	15.4	25
GWI-2		1	6	14.7	21.70
GWI-3		4	6.2	11.4	21.60
GWI-4		9.7	19.6	84.2	113.50
					0
TOTAL	16	104.2	98.5	215.16	**433.86**

2026-2027 FTES

STEPS	BA	BA +30	BA +60	BA +90	TOTAL
3					0
4					0
5			2.2		2.2
6	8	9	2	1	20
7	1	13	0.6	2	16.6
8	3	10.3	6	1	20.3
9	1	12.2	5	4	22.2
10	2	4		5	11
11		3	1.9	5	9.9
12	1	3	3	5	12
13		6	8.1	8.4	22.5
14		6	4	4	14
15		3	3	7	13
16		4	2.4	2	8.4
17		4	2.5	13	19.5
18		3	6	8.06	17.06
19		4	6.6	7	17.6
GWI		3	8	17	28
GWI-2		2	7.6	15.4	25
GWI-3		1	6	14.7	21.7
GWI-4		4	6.2	11.4	21.6
GWI-5		9.7	19.6	84.2	113.5
TOTAL	16	104.2	100.7	215.16	**436.06**

2025-2026 TOTAL COST

STEPS	BA	BA +30	BA +60	BA +90	TOTAL
3					0
4					0
5	438,856	537,147	132,123	214,512	1,322,637
6	57,774	815,464	40,608	146,262	1,060,108
7	182,142	679,044	429,389	75,946	1,366,521
8	63,668	846,936	373,554	317,120	1,601,278
9	133,282	287,884		421,836	843,002
10		225,270	149,290	435,235	809,795
11	73,003	239,863	255,903	457,643	1,026,412
12		488,232	714,354	780,554	1,983,140
13		512,458	371,951	384,932	1,269,341
14		268,381	288,051	718,036	1,274,468
15		369,936	234,941	206,800	811,677
16		378,516	257,940	1,408,680	2,045,136
17		303,163	648,458	912,355	1,863,976
18		424,680	747,286	837,933	2,009,898
19		338,915	971,025	2,201,312	3,511,252
GWI		231,674	941,578	2,024,895	3,198,147
GWI-2		118,091	764,805	1,984,106	2,867,002
GWI-3		493,080	800,907	1,592,948	2,886,935
GWI-4		1,191,860	2,589,668	11,826,445	15,607,973
					0
TOTAL	948,725	8,750,592	10,711,830	26,947,551	**47,358,697**

2026-2027 TOTAL COST

STEPS	BA	BA +30	BA +60	BA +90	TOTAL
3					0
4					0
5			78,766		78,766
6	470,280	574,434	140,835	222,027	1,407,575
7	61,777	870,246	43,267	155,550	1,130,840
8	194,346	723,221	456,407	80,667	1,454,641
9	67,807	900,079	396,454	336,320	1,700,660
10	141,696	305,616		446,226	893,538
11		238,770	166,326	459,990	865,086
12	78,452	253,588	270,324	482,818	1,085,182
13		516,138	753,882	823,503	2,093,523
14		540,778	391,783	405,708	1,338,269
15		282,775	303,156	755,454	1,341,385
16		389,812	247,450	217,710	854,972
17		403,704	274,720	1,501,357	2,179,781
18		325,291	695,642	979,773	2,000,705
19		462,440	814,021	912,963	2,189,424
GWI		350,717	1,004,885	2,277,547	3,633,149
GWI-2		239,738	974,650	2,099,707	3,314,095
GWI-3		122,203	791,109	2,052,664	2,965,976
GWI-4		509,952	828,721	1,647,375	2,986,048
GWI-5		1,233,308	2,697,191	12,234,889	16,165,388
TOTAL	1,014,358	9,242,808	11,329,588	28,092,248	**49,679,002**

Increase Over Prior Year	2,320,304
	4.90%