

Business Operations/Resource Management Subcommittee meeting

Thursday, December 18, 2025 6:00 PM

Meeting Access: BO/RM Subcommittee (12/18/25 at 6 p.m.) Web:

<https://zoom.us/j/92457411784> Dial In: (929) 205-6099 Meeting ID: 924 5741 1784, 3 Brush Hill Road, New Fairfield, CT 06812

I. CALL TO ORDER

II. APPROVAL OF THE MINUTES

II.A. November 6, 2025 - Regular

III. INFORMATION ITEMS

III.A. Monthly Summary of Budget vs. Actual
Expenditure/Encumbrances for FY 2025-26 at November 30,
2025

III.B. Five-Year Capital Plan

III.C. Middle School Roof

III.D. Non-Tax Revenue Report

IV. INFORMATION/ACTION ITEM

IV.A. ELC Tuition

V. OTHER

VI. ADJOURNMENT

BOARD OF EDUCATION, NEW FAIRFIELD, CT
Business Operations/Resource Management Subcommittee Meeting

Name of Subcommittee: BO/RM Meeting type: Regular
Date of Meeting: 11/6/25 Minutes submitted by: Kim LaTourette
Members present: Greg Flanagan, Amy Johnson, Kim LaTourette, Ed Sbordone
Members absent:
Other attendees: Ken Craw, Carrie DePuy
Place of meeting: New Fairfield Community Room, 33 Route 37, New Fairfield, CT.

Meeting called to order: 6:00 p.m.

II. Approval of Minutes

A. October 16, 2025 – Regular

Motion: To approve the minutes of October 16, 2025

Made by: Amy Johnson

Seconded by: Ed Sbordone

Recording of vote: Aye - Unanimous

III. INFORMATION ITEMS

A. Monthly Summary of Budget vs. Actual Expenditure/Encumbrances for FY 2025-26 at October 31, 2025 – Concerning non-payroll, we are close to where we were last year. Same with payroll, we are close. SPED is something we are keeping an eye on. We are 86% expended right now, last year we were 71%. Dr. Craw shared a document with the board that will be discussed.

Athletics will be offset at the end of the year. Transportation will be offset by the magnet grant. Business machines will be mitigated by a badge swipe, limiting the number of copies. It has been flagged and mentioned to the admin.

Carrie DePuy shared that our SPED tuition is behind \$792,838 and she is not seeing us being able to mitigate in the operating budget. Anything over \$575 we will get at our budget. The total number of outplacements is not increasing by a large amount. We were budgeted for 15 and we currently have 18. However, the tuition cost of the placements is high and increasing, as well as the number of services needed. Certain controls are being put in place - if admin/staff absolutely need something, they may get it, but they may be asked to wait to see if they really need something right away. We are concerned about the impact on the budget this year and next if these outplacements continue. We are hoping to help mitigate by being able to hire more paras and being able to use less contracted services. Ken and Carrie wanted to bring this to our attention now so that we are being transparent to the public. This information will be shared with the Board of Finance as well.

B. Building Project Update - Sunshades are being installed at the playground. The PTO donated them and APEX will be installing them. There is no update yet on the propane.

C. FY26 Budget Update

This item was discussed earlier - Special Education.

IV. ACTION ITEMS - none

V. OTHER - none

VI. ADJOURNMENT

Motion to adjourn: Made by: Greg Flanagan

Seconded by: Amy Johnson

Recording of vote: Aye - Unanimous

Meeting adjourned at: 6:25 p.m.

New Fairfield Board of Education
Summary of Budget vs. Actual for Payroll & Non-Payroll Accounts
Fiscal 2025-2026 as of November 30, 2025

	Approved Budget	2025-2026 Adjusted Budget	Year-to-Date Expenditure	Percent Expended	Current Encumbrances	Percent Encumbered	2025-2026 Remaining Unexpended	Percent Committed
Regular Education - Non-Payroll								
2000 Consolidated	0	0	0		0		-	
3000 Elementary School	140,160	151,293	96,946	64.1%	7,976	5.3%	46,371	69.4%
4000 Middle School	67,876	67,876	26,041	38.4%	34,041	50.2%	7,794	88.5%
5000 High School	247,113	247,513	109,892	44.4%	106,896	43.2%	30,725	87.6%
5500 Athletics	180,345	180,345	133,072	73.8%	144,641	80.2%	(97,367)	154.0%
6000 Districtwide	2,218,137	2,218,137	1,139,219	51.4%	279,424	12.6%	799,495	64.0%
6100 Board of Education	40,000	40,000	35,804	89.5%	2,919	7.3%	1,277	96.8%
6200 Central Office	106,665	106,665	67,194	63.0%	26,285	24.6%	13,186	87.6%
6300 Fiscal Services	376,870	376,870	146,584	38.9%	0	0.0%	230,286	38.9%
6400 Human Resources	62,266	62,266	61,601	98.9%	7,917	12.7%	(7,252)	111.6%
6500 Technology	723,756	712,223	604,545	84.9%	100,860	14.2%	6,818	99.0%
6600 Pupil Transportation	1,703,935	1,703,935	1,014,632	59.5%	726,041	42.6%	(36,738)	102.2%
6700 Business Machines	156,188	156,188	119,469	76.5%	105,556	67.6%	(68,837)	144.1%
6800 Utilities	1,121,502	1,121,502	332,505	29.6%	236,125	21.1%	552,872	50.7%
7000 Curriculum	255,227	255,227	121,924	47.8%	10,384	4.1%	122,919	51.8%
7001 Enrichment Services	8,058	8,058	4,284	53.2%	0	0.0%	3,774	53.2%
9000 Buildings & Grounds	806,994	806,994	432,968	53.7%	344,256	42.7%	29,770	96.3%
Subtotal - Reg Ed - Non-P/R	8,215,092	8,215,092	4,446,678	54.1%	2,133,323	26.0%	1,635,091	80.1%
Special Education - Non-Payroll								
8001 SPED - Admin/Central	162,582	162,582	21,393	13.2%	25,072	15.4%	116,117	28.6%
8002 SPED - Contracted Svcs	699,028	699,028	228,334	32.7%	134,800	19.3%	335,894	51.9%
8003 SPED - Out of District	2,236,084	2,236,084	903,063	40.4%	2,557,906	114.4%	(1,224,885)	154.8%
8004 SPED - Transportation	1,749,107	1,749,107	431,378	24.7%	1,006,274	57.5%	311,455	82.2%
8005 SPED - Program Costs	79,647	79,647	46,350	58.2%	31,330	39.3%	1,967	97.5%
8006 PPS - Other Programs	28,045	28,045	9,998	35.6%	16,856	60.1%	1,192	95.7%
Subtotal - Special Ed - Non-P/R	4,954,493	4,954,493	1,640,515	33.1%	3,772,237	76.1%	(458,259)	109.2%
TOTAL NON-PAYROLL	13,169,585	13,169,585	6,087,194	46.2%	5,905,559	44.8%	1,176,832	91.1%
TOTAL PAYROLL	30,948,819	30,948,819	10,063,698	32.5%	17,152,709	55.4%	3,732,412	87.9%
TOTAL OPERATING BUDGET	44,118,404	44,118,404	16,150,891	36.6%	23,058,268	52.3%	4,909,244	88.9%
Pending Adjustments to Operating Budget								
Excess Cost Grant for High Cost Special Education Students Above Estimate per CGS 10-76g(b)								\$793,650
Subtotal - Adjustments								
NET OPERATING BUDGET	44,118,404	44,118,404	16,150,891	36.6%	23,058,268	52.3%	4,909,244	88.9%



NEW FAIRFIELD PUBLIC SCHOOLS

3 Brush Hill Road, New Fairfield, CT 06812
Fax: 203-312-5609 www.newfairfieldschools.org

Kenneth G. Craw, Ed.D., Superintendent
203-312-5770

December 17, 2025

To: New Fairfield Board of Education

From: Kenneth G. Craw, Ed.D. Superintendent of Schools &
Carrie DePuy, Director of Business and Operations

Cc: New Fairfield Board of Finance

Re: Non-Tax Revenue Comparison 2025-2026 School Year

Introduction

In response to a [request](#) from the New Fairfield Board of Finance, this report provides an analysis of the New Fairfield Public Schools' non-tax revenue sources and benchmarks them against northern Fairfield County districts. While public schools are not structured, nor intended, to function as revenue-generating entities, they do oversee a limited set of fees and non-tax income streams tied to programmatic, facility, and operational needs. To support the Town's effort to assess all municipal and educational non-tax revenue, this review outlines the current sources within the school district, examines how they align with regional practices, and identifies areas where modest adjustments may be feasible.

For this analysis, New Fairfield Public Schools was benchmarked against a neighboring group of northern Fairfield County districts. These districts were chosen because they represent neighboring communities with comparable operational models and fee structures, providing a relevant basis for evaluating New Fairfield's non-tax revenue practices. The comparative districts include:

- Bethel Public Schools
- Brookfield Public Schools
- Newtown Public Schools
- Sherman School District (reviewed specifically for tuition comparisons)

The review focused on the revenue categories that typically fall within the purview of school districts and that are most directly influenced by Board of Education policy decisions. The following non-tax revenue streams were assessed:

- Preschool tuition
- High School athletics pay-to-participate fees
- High School parking fees
- Sherman tuition rates

- Facilities use fees
- Field use fees

Early Education (PreK) Programs Revenue Analysis

Public school districts have a legal obligation under Child Find to identify children who require specialized supports and services. Under FAPE, districts must provide these special education services at no cost to families. To meet these mandates while fostering inclusive learning environments, districts typically operate integrated preschool programs that enroll both students with special needs and typically developing peers. While services for special education students are provided at no cost, districts generally charge tuition for their typically developing peers to offset a portion of program costs.

New Fairfield Public Schools operates its Early Learning Center, an integrated preschool program serving both groups of students, at New Fairfield Elementary School. Tuition revenue from typical peers is applied directly as an offset to program staffing costs, consistent with regional practices. A comparison of tuition rates across neighboring districts is provided below:

Table # 1: Early Education Comparison			
Town	Program		Annual Fee
New Fairfield	Early Learning Center	PreK 3-4	\$3,500
Bethel Public	Circle of Friends	PreK 3 PreK 4	\$2750 \$3250
Brookfield	Integrated Preschool Program	PreK 3-4	\$4,466
Newtown	Play Partners	PreK 3-4	\$2,400

New Fairfield’s current tuition rate of \$3,500 is above Newtown and Bethel and remains below the rate charged in Brookfield. The last adjustment to New Fairfield’s tuition occurred in the 2022–2023 school year.

Based on this comparative analysis, we are recommending that the Board of Education increase the tuition rate for the 2026-2027 school year from \$3,500 to \$3,750. This adjustment maintains New Fairfield’s position within the regional range, reflects rising programmatic and staffing costs, and continues to support the program’s ability to offset a portion of instructional expenses.

Athletics Pay-to-Participate Fee Analysis

New Fairfield Public Schools charges a pay-to-participate fee to help offset the non-payroll expenses associated with running a comprehensive high school athletics program. These expenses typically include equipment replacement, officials costs and other operational costs. Families pay this fee per student, per season, and unlike some districts, New Fairfield does not offer a family cap. A comparison of regional fee structures is provided below:

Table # 2: Pay-to-Participate Comparison			
School District	Per Student, Per Season Fee	Family Cap	Cap Amount
New Fairfield	\$150	No	N/A
Bethel	\$150	Yes	\$300
Brookfield	\$0	N/A	N/A
Newtown	\$205	Yes	\$500

New Fairfield's current fee of \$150.00 is aligned with Bethel and falls within the standard range for districts in the region that charge participation fees. Brookfield is the only neighboring district in this comparison that does not assess a fee.

The last adjustment to New Fairfield's athletics fee occurred in the 2022-23 school year, when the fee was increased significantly from \$100 to \$150. Given the size and recency of that increase, as well as the district's current alignment with regional practices, we are not recommending an increase at this time.

In addition to the district's fee, families already incur substantial out-of-pocket costs related to athletics—such as booster club contributions, sport-specific equipment, apparel, and optional training programs. Raising the fee further would add to this financial burden and could create barriers to participation for some students.

For these reasons, maintaining the current fee structure is appropriate and continues to support the athletics program by offsetting non-payroll expenditures without placing undue strain on families.

High School Parking Fee Analysis:

High school parking fees represent a typical non-tax revenue source for school districts and are applied directly as an offset to payroll. At New Fairfield High School, only seniors have been permitted to park on campus since the onset of the building project, which reconfigured parking availability. Previously, juniors were also allowed to park, but current policy limits parking to senior students due to available spaces. A comparison of regional parking fees is provided below:

Table # 3: Parking Fee Comparison			
District	Parking Fee	Juniors	Seniors
New Fairfield	\$100.00	No	Yes
Bethel	\$10.00	Yes	Yes
Brookfield	\$80.00	Yes	Yes
Newtown	\$100.00	Yes	Yes

New Fairfield's current fee of \$100.00 is aligned with Newtown, higher than Brookfield and Bethel, and reflects the limited number of available spaces and the privilege associated with on-campus senior parking. Given current regional practices and the constraints on parking availability, no increase to the parking fee is recommended at this time.

The most significant opportunity for increasing parking-related revenue is not through fee adjustments, but through the relocation of the bus lot to a permanent off-campus location. Once this issue is resolved, the district anticipates the creation of approximately 75 additional student parking spaces, which would generate additional revenue without increasing the per-student fee.

Maintaining the current fee structure balances affordability for families while continuing to offset costs. Any future revenue growth in this area should first be driven by infrastructure solutions rather than increases to student fees.

Tuition Revenue from Sherman Students

New Fairfield Public Schools enrolls high school students from the Town of Sherman under a multi-year tuition agreement that generates more than \$400,000 annually in non-tax revenue for the Town. This represents the district's most profitable non-tax revenue source, and one that is uncommon to most Fairfield County districts.

In reviewing the existing agreement in 2025, the district identified a modest opportunity to expand revenue potential by allowing Sherman high school students to transfer mid-year. Historically, the contract permitted only full-year transfers, with Sherman required to provide a list of incoming Grade 9-12 students by March 15 of the preceding school year. Only those students identified by that deadline were accepted at New Fairfield High School.

To increase flexibility and create an additional revenue avenue, we initiated a Memorandum of Understanding (MOU) between the districts. The New Fairfield and Sherman Superintendents agreed to an amendment in December 2025.

Under the revised MOU:

- Sherman may now send 10th or 11th grade mid-year transfer students to NFHS for the second semester.
- Written notification must be provided to New Fairfield by October 15.
- The student must be in good standing.
- Tuition for mid-year transfers is set at 50% of the full-year tuition rate.

For the 2025–2026 school year, the full-year fixed tuition rate is \$16,575, resulting in a mid-year tuition of \$8,288 per student. Based on current projections, the district anticipates enrolling at least one mid-year Sherman transfer for the upcoming second semester. A comparison of full-year tuition rates among the district receiving Sherman students is below:

Table: # 4 Sherman Tuition Rates - 2025-26			
District	New Fairfield	New Milford	Shepaug
Tuition Rate	\$16,575	\$15,218	\$15,777

New Fairfield’s tuition rate is slightly higher than both New Milford and Shepaug Valley, positioning the district appropriately within the regional market for high school tuition. Some town officials have questioned whether the rate should be raised higher to align with New Fairfield’s full per-pupil expenditure. However, such an increase is not feasible for the following reasons:

- Market Constraints: Tuition agreements are negotiated within a competitive regional landscape. Districts such as New Milford and Shepaug offer lower rates; setting tuition at or near full per-pupil expenditure would make New Fairfield non-competitive and risk losing Sherman students, and the associated revenue, entirely.
- Contract Negotiations Structures: The existing three-year contract includes a 3% annual increase, ensuring steady, predictable growth over the life of the agreement. Each Sherman contract is negotiated collaboratively by a Board member, the Business Director, and the Superintendent to ensure rates reflect fiscal responsibility and the practical realities of regional tuition benchmarks.

For these reasons, New Fairfield’s current tuition rate for Sherman students is considered fair, defensible, and appropriately aligned with regional comparables. Understanding the desire to increase revenue, the MOU for mid-year transfers provides another viable pathway, albeit a modest one, to increase tuition revenue within the constraints of the current contract.

Facility Use Fee Analysis

Facility use fees represent a standard non-tax revenue source for school districts, intended to offset custodial, operational, and utility costs associated with maintaining auditoriums, gyms, classrooms, cafeterias, and pools. In New Fairfield, these fees also reflect the dual role of our school facilities as primary community spaces, given that the town does not have separate community centers.

Table # 5: Facility Comparison				
Facility	NFPS	Bethel	Brookfield	Newtown
Auditorium	\$150	\$900	\$250	\$1,000/4 hr + add'l
Gym	\$100	\$400	\$140	\$500/4 hr + add'l
Classroom	\$25	\$150	\$70	\$100/4 hr + add'l

Cafeteria w/o Kitchen	\$75	\$350	\$70	\$200/4 hr + add'l
Cafeteria w/Kitchen	\$125	\$550	\$150	\$450/4 hr + add'l
Pool	\$200	N/A	N/A	\$800/4 hr + add'l
Custodial Fees	\$35.85/hr (M–Sat); \$47.46/hr (Sun)	\$24.15 - \$59.07/hr	\$25–\$55.68/hr	\$42.66–\$73.58/hr

Historically, New Fairfield Public Schools has intentionally maintained relatively low facility use fees in order to encourage community access and participation. This approach has supported youth organizations, civic groups, and school-affiliated activities, reinforcing the schools' role as a community hub.

However, when benchmarked against neighboring districts, particularly Brookfield, New Fairfield's facility use fees are consistently lower across nearly all categories, even before accounting for custodial and utility costs. While this differential has long been viewed as a community benefit, rising operational costs and increasing facility demand suggest that a re-examination of the fee structure may be appropriate to ensure fees more accurately reflect the true cost of use while continuing to preserve reasonable access.

Any future review of facility use fees would be guided by the following principles:

- Maintaining affordability and access for school-related and youth-based community organizations;
- Ensuring that fees fully offset custodial, operational, maintenance, equipment replacement, and utility expenses;
- Preserving consistency and transparency in how fees are applied across user groups;
- Remaining mindful of regional benchmarks.

At this time, no specific fee increases are being proposed. Rather, this analysis highlights facility use fees as an area where further study by the Board of Education may be warranted as part of ongoing efforts to balance community access with fiscal sustainability.

Athletic Field Use Fee Analysis

Athletic field use fees represent a non-tax revenue source that offsets staffing costs, including grounds, maintenance and custodial services, utilities and lighting. Fees are also set aside to partially fund future turf field replacement, ensuring the long-term sustainability of the district's athletic facilities.

New Fairfield Public Schools directly manages the majority of the town's athletic facilities, which function not only as school grounds but also as the primary community facilities. Unlike some

neighboring districts that rely on separate municipal Parks and Recreation facilities, New Fairfield's schools serve as the de facto community center, hosting youth organizations, PTO events, and other community activities. Field fees are designed to balance affordability for these community users with the costs of facility upkeep, maintaining reasonable access while recovering operational expenses and generating revenue.

Table # 6: Field Fees Comparison				
Category	New Fairfield	Bethel	Brookfield	Newtown
Youth Participation	\$50/player/season \$65/hr camps (<40hrs)	\$50/hour for youth organizations	\$10/player (resident) \$20/player (non res)	\$35/player (resident) \$70/player (non res)
Field Hourly Use	\$150/hr first day \$100/hr add.cont days	\$175/use	\$150/hr	\$1,000/hr (first 4 hrs) +\$250/hr (each add hr) (Stadium)
Premium Field Use	\$200/hr first day \$150/hr add days	N/A	N/A	N/A
Custodial/Grounds Daily	\$50/hr	\$24.15 - \$39.38/hr	\$25/hr	\$42.66 - \$55.18/hr
Custodial/Grounds Sat	\$50/hr	\$36.25 - \$59.07/hr	\$41.76/hr	\$42.66 - \$55.18/hr
Custodial/Grounds Sun	\$70/hr	\$36.25 - \$59.07/hr	\$55.68/hr	\$56.88 - \$73.58/hr
Field Management	District	Town	Parks & Rec	Parks & Rec

In 2024-25, the district implemented a \$50 per participant, per season user fee, which represented a \$10 per participant increase. New Fairfield's recent increase aligns the district with regional practices while preserving reasonable access for community and youth organizations. Given this recent adjustment, regional norms, and community access considerations, no additional increase in field fees is recommended at this time.

Summary of Revenue Findings

To provide additional context for the non-tax revenue sources discussed in this report, the following budgeted amounts and fund balances are anticipated for the 2025-26 school year:

Table # 7: Revenue Findings		
Revenue Source	Revenue	Finding / Recommendation
Early Learning Center	\$168,000	Increase rate from \$3,500 to \$3,750 for 2026-27
Athletics Pay-to-Participate	\$95,000	Maintain current fee
High School Parking Fees	\$10,000	Maintain current fee; Relocation of bus lot will generate more spaces and revenue in the future
Sherman Tuition	\$466,755	Rate reflects market; MOU allows for add'l revenue
Use of Facilities	\$35,000 (6/30/25)	No increase proposed at this time; Further study warranted; Funds offset costs incurred (custodial)
Field Fees	\$77,000 (6/30/25)	Maintain recent increase to fee structure; Revenue goes directly to turf replacement account

These figures represent anticipated annual non-tax revenue and are applied as offsets to programmatic, staffing, and operational costs within the district's operating budget. Sherman tuition remains the single largest source of school-based non-tax revenue and plays a meaningful role in supporting the overall Town budget while remaining competitively aligned with regional tuition rates.

Conclusion

New Fairfield Public Schools' non-tax revenue practices are reasonable and regionally consistent. The review identifies a modest increase to integrated preschool tuition for the 2026-27 school year. In most other categories, recent increases or existing conditions support maintaining current rates at this time. The district's tuition agreement with the Town of Sherman continues to represent the most significant non-tax revenue source, and a recently executed MOU allowing limited mid-year transfers provides a small but meaningful opportunity for additional revenue without jeopardizing regional competitiveness. In addition, the use of facilities fees may warrant further review by the Board of Education to determine whether current practices and rates continue to align with district goals, community access, and regional norms.