

Part V

Norwich School District

Norwich School District Officers

School Board

	Term Expires
Carey Callaghan	2013
Tom Candon	2013
Anne Day	2014
Neil Odell	2015
Lauren Morando Rhim	2015

Administration

Franklyn G. Bass	Superintendent of Schools
John P. Aubin	Assistant Superintendent for Business
Joanne Roberts ...	Director of Curriculum, Instruction and Assessment
Rhett Darak	Director of Special Education
William S. Hammond	Principal, Marion W. Cross School

Superintendent's Report

It is with great pride and pleasure that I write on behalf of the Norwich School District and our elementary school since 1898, Marion Cross School. It is not just the programs, not just the teaching staff – though they are great – and not just the excellence we have come to expect year after year, but more the sense of community that has really come to define public education in Norwich. Long-Range Planning, which began in 2010, has become one of the hallmarks of our school and a wonderful way to ensure our community remains a vibrant part of the decision-making matrix of our schools.

One of the highlights of this past year for so many reasons is the hiring of our new principal at MCS, Mr. Bill Hammond. Picking up on the theme of community, “Mr. Bill” has embraced our faculty, students, parents, and community in a way that is rarely seen in public education today. Communication and collaboration have become the watchwords in the leadership style of our new principal as he galvanizes a spirit of connectivity and celebration for all the great things that “happen” in our classrooms each and every day. To know 95% of the student body on a first-name basis is a remarkable achievement for our first-year principal, but perhaps, more important, it is the manner in which the student is acknowledged and the resulting repartee that always seems to accompany each address.

Several new key administrators have joined our ranks, which have certainly helped in supporting the many endeavors at Marion Cross. They include Ms. Amy Tallman, Human Resources Coordinator, Mr. Rhett Darak, Director of Special Education, and although not new to the district, Dr. Joanne Roberts, Director of Curriculum, Instruction & Assessment. We are pleased to welcome these new additions to the Upper Valley and look forward to the many visionary opportunities they will bring to “this place called school.”

Let me close by saying once again how much we are indebted to our community, the citizens of Norwich, for their insights, considerations, and limitless support and generosity – it truly makes a difference!

Frank Bass, Superintendent of Schools (603-643-6050)

Norwich School Board Annual Report

The 2012-13 academic year has been a year of change and transition at Marion Cross School. We have introduced a new Principal, new staff, new educational initiatives, and a new lunch program to name a few. Yet despite these changes, the entire staff – teachers and administration – continued to deliver an exceptional educational program to all students in our community, helping to make Marion Cross one of the best schools in the state.

Perhaps the most significant transition this year is the change in leadership at the school. After an exhaustive and collaborative search for a new principal, Marion Cross welcomed Bill Hammond on July 1, 2012, as its next principal. “Mr. Bill,” as he is known to staff and students, fit in immediately. A remarkable and highly respected teacher at Hanover High School, he has brought a renewed sense of wonder and excitement to the school, coupled with a focus on excellent teaching.

We continue to embrace the Long-Range Plan that was first introduced in 2010. One of our more significant accomplishments this year has been the work done by the Foreign Language subcommittee. Their work to gather information, and to get expert advice and formulate a proposal for expansion of our foreign language program, has evolved into a pilot program that will be undertaken next year to expand French to the third grade.

Also related to the Long-Range Plan is the introduction of a new school lunch program. For the first time in recent history, Marion Cross students can now purchase prepared lunches from a daily selection of items. While the program has proved a bit challenging at times for families and the school, continued revisions and improvements have helped to alleviate many of the initial hurdles, and we are now serving 350 lunches each week. We will continue to refine and improve the program going forward.

In addition to our wonderful school community, Marion Cross continues to benefit from the remarkable neighborhood community in which we all live. From our extraordinary PTO whose fiscal support and creative initiatives offer countless opportunities to staff and students, to parents, family members, community volunteers, and local businesses who offer their expertise, assistance and support throughout the year, Marion Cross is extremely fortunate to have access to all of these resources.

Safety for our children and staff continues to be a primary focus of the Board and the Administration. Upgrades to our fire alarm and building-wide announcement system were put in place this year to ensure that they are audible throughout the entire building. Additional safety measures are being considered for the upcoming year, and our administration and staff continue to collaborate with the Norwich Police Department to keep our students and staff safe and secure.

As our building ages we realize there are areas of our physical plant that are in need of upgrades. This year, the Board will be asking voters to approve a 10-year bond to finance the replacement of heating and air handling equipment at the school as well as the replacement of the gym roof. We anticipate cost savings by purchasing all of the equipment and installation at once and from increased energy savings in future years.

Even with all of these changes, Marion Cross continues in its tradition of academic excellence for all students. Our students continue to score well above the state average on NECAP exams. But perhaps even more importantly, they walk into school each day with a curiosity and a love of learning that is instilled in each of them by their teachers and the entire staff at Marion Cross, their parents and families and indeed the entire Norwich community.

Neil Odell, Chair, Norwich Board of School Directors

Marion Cross School Principal's Report

The success of any school relies on the positive collaboration of the teachers, students, parents, and community. I feel fortunate that the Marion Cross School enjoys the support of the community and can count on the hard work of the faculty, staff, and students to provide a long-lasting education for our kids. We all have much to be grateful for.

We have 311 students this year, up seven students from last year, and all are active learners. Besides their work in the classroom, students are active out in the community. Sixth graders do team-building activities at Dartmouth's outdoor program on Oak Hill. Fifth graders, developing group skills, spend an overnight at Hulbert Outdoor Center. Fourth graders take a trip early in the year to the Tunbridge Fair. Third graders study animals at the Squam Lakes Natural Science Center. Second graders follow Blood Brook from its source to its mouth and study the reasons that water flows the way it does. First graders climb Wright's Mountain in Bradford each spring. Kindergarteners pick apples at Riverview Farm in Plainfield and develop their entrepreneurial and mathematical skills by selling them in school the following week.

And that's just a slice of what students learn.

If you're interested in following some of the day-to-day events and philosophies of the school, you may follow me on Twitter @billhammond61. All the tweets pertain to the Marion Cross School and to the education of our kids.

Bill Hammond, Principal (649-1703)

Norwich Finance Committee School Budget Statement

The Norwich Finance Committee voted 4-0 (one member was absent from the meeting and two seats are vacant) to support the proposed Norwich School Budget.

Members of the Committee were initially concerned by the 5.4% increase in the Norwich portion of the budget, but found that two of the items driving the increase (special education spending—which gets partially offset with increased funding from the state—and building maintenance) provided a good explanation for the increase, and that the balance of the increase was reasonable. In addition, the Committee notes that the projected CLA of 99.7% results in what we believe is a manageable tax rate increase with respect to the overall school budget (Norwich, Dresden, and SAU), but there is a very large caveat here: If the CLA were to stay the same as the current year, at 93%, the tax rate increase would be almost 8%.

In light of the projected tax rate increase of only 0.8%, the Committee also looked favorably on proposed additions to the building maintenance reserve and the special education reserve.

Looking forward, the Committee expects that if the bond issue (for roof and univents) is approved, that the project will be bid out and that anticipated cost savings will be realized both from doing the work all at once and in energy cost savings in future years. One item of concern to be watched in future years is the long-term projection of a declining student enrollment. To the extent that student enrollment is projected to decline over time, the Committee would like to see variable costs reduced in an effort to keep per pupil costs in line with, or even reduced from, the current proposed budget.

Nathan Stearns, Chair (649-7144)

Joshua Durst, James Dwinell, Mary Fowler, Cheryl A. Lindberg

Norwich School District Proposed Revenue Report

NORWICH SCHOOL DISTRICT Proposed Revenue Budget 2013-14 School Year		2011-12 Actual Year End	2012-13 Adopted	2012-13 Anticipated Year End	2013-14 Proposed	\$ Chg	% Chg
GENERAL FUND							
Local Revenue							
1311	Tuition from Patron	\$35,166	\$21,034	\$35,166	\$0	(\$35,166)	-100.0%
1510	Interest Income	9,000	3,936	9,000	4,000	(5,000)	-55.6%
1910	Rental of District Property	25,000	18,151	22,000	18,000	(4,000)	-18.2%
1980	Refund of Prior Year Exp	2,500	6,083	1,000	5,000	4,000	400.0%
1990	Miscellaneous Income	125	1,065	1,000	1,000	0	0.0%
<i>subtotal local sources</i>		\$71,791	\$50,269	\$68,166	\$28,000	(\$40,166)	-58.9%
State Revenue							
3109	Homestead Tax Liability	\$9,144,219	\$9,144,219	\$10,197,017	\$10,197,017	\$116,031	1.1%
3110	From State Ed Fund	0	0	0	0	0	n/a
3112	Non Residential Tax Liability	0	0	0	0	0	n/a
3114	Vocational Center Grant	15,313	15,312	9,259	9,259	0	0.0%
3150	Transportation Grant	114,487	107,008	114,487	111,587	(2,900)	-2.5%
3201	Special Education Block Grant	241,745	241,745	254,583	257,935	3,352	1.3%
3202	Special Ed Exp Reimb	234,613	571,716	394,327	411,545	17,218	4.4%
3203	Extraordinary Reimb	16,200	57,775	92,700	92,700	216,856	133.9%
3204	Early Essential Education Grant	30,531	30,531	39,103	39,103	44,062	12.7%
4110	State Fiscal Stabilization Funds	0	0	0	0	0	n/a
4xxx	Federal Educ Job Funds Grant	73,512	151,463	0	0	0	n/a
5230	Transfr from Vt Const Aid Fund	319,801	319,801	270,456	270,456	245,309	(25,147) -9.3%
5230	Transfr from Spec Ed Rsv Fund	50,000	50,000	0	0	0	n/a
5230	Transfr from Bldg Maint Rsv Fund	0	35,000	0	0	0	n/a
5400	Prior Yr Adjust	0	0	0	0	0	n/a
5720	VSBIT Refund	0	0	0	0	0	n/a
<i>subtotal state sources</i>		\$10,240,421	\$10,724,571	\$11,371,932	\$11,371,932	\$11,609,601	\$237,669 2.1%
GENERAL FUND TOTAL		\$10,312,212	\$10,774,839	\$11,440,098	\$11,399,932	\$11,637,601	\$197,503 1.7%
Summary:							
Appropriation Total					\$11,637,601		
from Prior Year Fund Balance					0		
from Other Income					1,324,553		
Total Revenue & From Fund Balance					1,324,553		
From District Assessment					\$10,313,048		
Revenue for Purposes of Calculating "Ed Spending" and Estimated Tax Rate							
Revenue Total					\$1,324,553		
less Vocational Grant					9,259		
Revenue for Purposes of Calculating "Ed Spending" and Estimated Tax Rate					\$1,315,294		

In accordance with VSA Title 16 § 563 an audit of the 2011-12 accounts of the Norwich School District was conducted by Plodzick and Sanderson CPA, of Concord, New Hampshire. A copy of the audit is available for review at the Town Manager's Office, Norwich, Vermont and at the Superintendent's Office, Hanover, New Hampshire.

Norwich School District Expenditure Budget Report

NORWICH SCHOOL DISTRICT			2012-13	2012-13	2013-14	Bgt Chg	
Proposed Budget	2011-12	2011-12	Adopted	Exp'd &	Proposed	increase	%
2013-14	Budget	Actual	Budget	Enc'd	Budget	(decrease)	Chg
REGULAR EDUCATION							
Salaries--Teacher	1,446,481	1,470,389	1,495,572	1,480,784	1,486,386	(9,186)	
Salaries--Ed Asst	84,652	77,304	92,058	70,002	65,574	(26,484)	
Substitutes	10,000	20,073	20,000	3,770	22,000	2,000	
Tutors--Remedial & Home	36,162	46,258	54,796	81,771	61,075	6,279	
Payroll Tax & Benefit	468,992	502,851	533,113	450,049	538,617	5,504	
Purch Prof & Tech Svcs	500	2,100	3,500	1,500	3,500	0	
Purch Prop Svcs	20,200	18,062	19,400	11,974	17,400	(2,000)	
Vocational Tuition	15,445	15,312	15,445	15,445	15,600	155	
Supplies/Textbooks	31,324	30,251	37,310	20,429	41,525	4,215	
Property	3,800	3,658	3,200	1,250	3,700	500	
Publishing & Enrichment	13,400	9,153	0	0	0	0	
Function Total	2,130,956	2,195,411	2,274,394	2,136,974	2,255,377	(19,017)	-0.8%
TECHNOLOGY							
Salaries	73,171	72,493	73,029	76,056	75,939	2,910	
Payroll Tax & Benefit	8,332	20,272	24,995	23,914	26,669	1,674	
Purch Prop Svcs	3,000	1,049	2,000	1,549	1,500	(500)	
Supplies	10,415	10,303	11,000	7,569	10,500	(500)	
Property	36,409	36,372	35,000	29,222	34,000	(1,000)	
Function Total	131,327	140,489	146,024	138,310	148,608	2,584	1.8%
SPECIAL EDUCATION							
Salaries--Teacher	157,927	204,542	180,485	183,785	226,154	45,669	
Salaries--Ed Asst	205,512	231,844	219,789	269,574	266,470	46,681	
Payroll Tax & Benefit	192,768	122,179	140,957	178,874	190,935	49,978	
Purch Prof & Tech Svcs	135,399	135,725	142,980	250,437	114,700	(28,280)	
Purch Prop Svcs	12,600	25,783	15,000	0	16,500	1,500	
Other Purch Svcs	1,025	317	1,500	0	1,500	0	
Tuition	102,972	246,104	298,300	360,524	347,400	49,100	
Supplies	6,650	4,102	6,200	1,900	6,300	100	
Property	1,500	989	700	0	1,000	300	
Function Total	816,353	971,585	1,005,911	1,245,094	1,170,959	165,048	16.4%
GUIDANCE							
Salaries	71,597	75,649	73,029	74,820	75,835	2,806	
Payroll Tax & Benefit	14,017	15,488	15,196	16,002	15,985	789	
Supplies	300	296	500	11	500	0	
Function Total	85,914	91,433	88,725	90,833	92,320	3,595	4.1%
HEALTH PROGRAM							
Salaries	53,108	53,108	54,170	54,170	54,730	560	
Payroll Tax & Benefit	7,224	7,864	7,916	7,426	7,966	50	
Purch Prof & Tech Svcs	350	0	350	0	350	0	
Supplies	2,500	2,275	2,500	1,056	2,500	0	
Property	400	375	400	0	400	0	
Function Total	63,582	63,622	65,336	62,652	65,946	610	0.9%

Norwich School District Expenditure Budget Report

NORWICH SCHOOL DISTRICT			2012-13	2012-13	2013-14	Bgt Chg	
Proposed Budget	2011-12	2011-12	Adopted	Exp'd &	Proposed	increase	%
2013-14	Budget	Actual	Budget	Enc'd	Budget	(decrease)	Chg
STAFF DEVELOPMENT							
P/R Tax and Benefits	46,000	45,109	47,500	21,843	48,000	500	
Purch Prof'l & Tech Svcs	2,500	2,054	2,000	1,947	2,000	0	
Supplies	0	0	1,000	0	1,000	0	
Function Total	48,500	47,163	50,500	23,790	51,000	500	1.0%
MEDIA (Library)							
Salaries	71,597	71,598	73,029	73,030	73,785	756	
P/R Tax and Benefits	22,628	24,173	24,495	22,888	21,501	(2,994)	
Supplies	7,500	7,337	7,500	4,379	7,500	0	
Property	0	0	1,000	998	1,000	0	
Function Total	101,725	103,108	106,024	101,295	103,786	(2,238)	-2.1%
SCHOOL BOARD SERVICES							
Salaries	2,732	3,372	3,232	255	2,732	(500)	
Payroll Tax & Benefit	215	258	237	27	236	(1)	
Purch Prof'l & Tech Svcs	11,500	31,780	17,500	13,361	18,500	1,000	
Other Purch Svcs	1,500	2,926	1,500	0	1,500	0	
Other Objects	3,800	4,306	3,700	786	3,700	0	
Function Total	19,747	42,642	26,169	14,429	26,668	499	1.9%
SCHOOL ADMINISTRATIVE UNIT #70							
Purch Prof'l & Tech Svcs	170,856	170,856	192,108	192,108	206,626	14,518	
Function Total	170,856	170,856	192,108	192,108	206,626	14,518	7.6%
SCHOOL ADMINISTRATION							
Salary--Principal	94,091	94,441	96,913	94,500	94,119	(2,794)	
Salary--Support	46,176	46,581	46,576	44,908	47,189	613	
Salary Admin Team	18,021	24,752	22,350	22,276	21,607	(743)	
Payroll Tax & Benefit	98,216	97,373	77,607	74,592	91,359	13,752	
Purch Prof'l & Tech Svcs	1,500	1,128	5,600	459	5,600	0	
Purch Prop Svcs	1,800	1,764	1,800	1,800	1,836	36	
Other Purch Svcs	9,100	9,417	11,925	6,058	12,095	170	
Supplies	2,100	1,940	2,100	157	2,100	0	
Property	2,210	2,217	1,000	301	1,000	0	
Other Objects	818	815	1,500	780	1,500	0	
Function Total	274,032	280,428	267,371	245,831	278,405	11,034	4.1%
MAINTENANCE OF PLANT							
Salaries	7,500	3,643	0	0	0	0	
Purch Prop Svcs	20,555	49,810	29,810	21,076	28,566	(1,244)	
Other Purch Svcs	550	552	550	550	550	0	
Supplies	16,290	12,084	18,670	10,828	20,000	1,330	
Function Total	44,895	66,089	49,030	32,454	49,116	86	0.2%
CUSTODIAL SERVICES							
Salaries	105,766	105,814	109,221	103,606	107,280	(1,941)	
P/R Tax and Benefits	27,787	37,759	45,450	49,607	55,415	9,965	
Purch Prop Svcs	27,110	27,869	30,000	8,966	36,500	6,500	
Other Purch Svcs	13,000	13,292	14,000	12,611	13,494	(506)	
Supplies	77,131	76,357	76,030	74,326	93,300	17,270	
Property	1,400	1,071	1,500	1,319	3,900	2,400	
Function Total	252,194	262,162	276,201	250,435	309,889	33,688	12.2%
GROUNDS MAINTENANCE							

Norwich School District Expenditure Budget Report

NORWICH SCHOOL DISTRICT			2012-13	2012-13	2013-14	Bgt Chg	
Proposed Budget	2011-12	2011-12	Adopted	Exp'd &	Proposed	increase	%
2013-14	Budget	Actual	Budget	Enc'd	Budget	(decrease)	Chg
Purch Prop Svcs	8,440	6,547	12,500	12,100	12,300	(200)	
Supplies	6,010	5,995	8,100	3,008	8,400	300	
Function Total	14,450	12,542	20,600	15,108	20,700	100	0.5%
PUPIL TRANSPORTATION							
Other Purch Svcs	240,491	224,568	231,076	220,633	240,988	9,912	
Supplies	20,000	12,851	20,000	15,556	21,560	1,560	
Function Total	260,491	237,419	251,076	236,189	262,548	11,472	4.6%
SPECIAL EDUCATION TRANSPORTATION							
Other Purch Svcs	10,000	3,329	5,000	4,904	11,500	6,500	
Function Total	10,000	3,329	5,000	4,904	11,500	6,500	130.0%
FIELD TRIPS							
Other Purch Svcs	3,600	2,929	5,000	2,446	5,000	0	
Function Total	3,600	2,929	5,000	2,446	5,000	0	0.0%
STUDENT LUNCH SUPPLIES							
Supplies	6,000	2,865	3,000	3,050	7,500	4,500	
Function Total	6,000	2,865	3,000	3,050	7,500	4,500	150.0%
SITE IMPROVEMENTS							
Purch Prop Svcs	4,675	4,524	9,720	9,715	7,900	(1,820)	
Function Total	4,675	4,524	9,720	9,715	7,900	(1,820)	-18.7%
BUILDING IMPROVEMENTS							
Purch Prop Svcs	29,970	30,365	60,000	11,173	8,000	(52,000)	
Function Total	29,970	30,365	60,000	11,173	8,000	(52,000)	-86.7%
DEBT SERVICE							
Other Objects	0	0	0	0	56,700	56,700	
Function Total	0	0	0	0	56,700	56,700	n/a
INTERFUND TRANSFERS OUT							
Trnsfr to Spec Ed Rsv	0	0	0	0	0	0	n/a
Trnsfr to Bldg Maint Rsv	0	0	0	0	25,000	25,000	n/a
Function Total	0	0	0	0	25,000	25,000	n/a
SCHOOL TOTAL							
	4,469,267	4,728,961	4,902,189	4,816,790	5,163,548	261,359	5.3%

1. "Func" and "Obj" are federally required accounting designations which refer to "function" and "object". A function might be "regular education" or "transportation". "Objects" designate the type of expense being reported, for example, wage expense, or equipment expense, relating to a particular function.
2. The "budget" columns represent the adopted budget for the particular line item or group of line items. "Actual" represents the amount actually spent in the prior year. Exp'd & Enc'd represents, in salary and benefit accounts, the expected expenditure through year end; and in other accounts, the actual expenditure, plus amount for which the school has issued purchase orders or contracts for goods or services. It may represent an estimate of year end, but more likely not.
3. The "Bgt Chg" column represents the difference between the proposed budget and the current year's budget. The "% Chg" is computed based on the same columns.

Independent Auditor's Report – Excerpts



PLODZIK & SANDERSON

Professional Association/Accountants & Auditors

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INDEPENDENT AUDITOR'S REPORT

To the Members of the School Board
Norwich School District
Norwich, Vermont

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Norwich School District as of and for the year ended June 30, 2012, which collectively comprise the School District's basic financial statements as listed in the table of contents. These financial statements are the responsibility of Norwich School District's management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund and the aggregate remaining fund information of the Norwich School District as of June 30, 2012 and the respective changes in financial position for the year then ended and the respective budgetary comparison for the general fund, in conformity with accounting principles generally accepted in the United States of America.

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis (pages 2 through 7) and the Schedule of Funding Progress for Other Postemployment Benefit Plan (page 28) be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Norwich School District's basic financial statements. The combining and individual fund financial schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements. They are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the financial schedules themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the basic financial statements as a whole.

December 28, 2012

Plodzik & Sanderson
Professional Association

EXHIBIT C-1
NORWICH SCHOOL DISTRICT
Governmental Funds
Balance Sheet
June 30, 2012

	General	Grants	Energy Efficiency Project	Other Governmental Funds	Total Governmental Funds
ASSETS					
Cash and cash equivalents	\$ 255,653	\$ -	\$ -	\$ 123,239	\$ 378,892
Investments	2,201,417	-	-	-	2,201,417
Accounts receivable	16,012	-	-	2,119	18,131
Intergovernmental receivable	380,836	26,229	21,821	8,558	437,444
Interfund receivable	42,396	-	-	-	42,396
Prepaid items	44,554	-	-	-	44,554
Total assets	<u>\$ 2,940,868</u>	<u>\$ 26,229</u>	<u>\$ 21,821</u>	<u>\$ 133,916</u>	<u>\$ 3,122,834</u>
LIABILITIES AND FUND BALANCES					
Liabilities:					
Accounts payable	\$ 44,795	\$ -	\$ -	\$ -	\$ 44,795
Accrued salaries and benefits	7,986	-	-	-	7,986
Interfund payable	-	26,229	16,167	-	42,396
Deferred revenue	-	-	17,729	3,690	21,419
Total liabilities	<u>52,781</u>	<u>26,229</u>	<u>33,896</u>	<u>3,690</u>	<u>116,596</u>
Fund balances:					
Nonspendable	44,554	-	-	-	44,554
Restricted	-	-	-	73,247	73,247
Committed	2,804,540	-	-	56,979	2,861,519
Assigned	2,342	-	-	-	2,342
Unassigned	36,651	-	(12,075)	-	24,576
Total fund balances	<u>2,888,087</u>	<u>-</u>	<u>(12,075)</u>	<u>130,226</u>	<u>3,006,238</u>
Total liabilities and fund balances	<u>\$ 2,940,868</u>	<u>\$ 26,229</u>	<u>\$ 21,821</u>	<u>\$ 133,916</u>	<u>\$ 3,122,834</u>

The notes to the basic financial statements are an integral part of this statement.

EXHIBIT C-3
NORWICH SCHOOL DISTRICT
Governmental Funds
Statement of Revenues, Expenditures, and Changes in Fund Balances
For the Fiscal Year Ended June 30, 2012

	General	Grants	Energy Efficiency Project	Other Governmental Funds	Total Governmental Funds
Revenues:					
Local	\$ 71,606	\$ -	\$ -	\$ 49,092	\$ 120,698
State	10,164,284	8,042	21,571	14,450	10,208,347
Federal	151,463	179,172	-	63,174	393,809
Total revenues	<u>10,387,353</u>	<u>187,214</u>	<u>21,571</u>	<u>126,716</u>	<u>10,722,854</u>
Expenditures:					
Current:					
Instruction	3,307,483	187,214	-	98,657	3,593,354
Support services:					
Student	202,217	-	-	-	202,217
Instructional staff	103,107	-	-	-	103,107
General administration	42,642	-	-	-	42,642
Executive administration	170,856	-	-	-	170,856
School administration	280,428	-	-	-	280,428
Operation and maintenance of plant	340,792	-	-	-	340,792
Student transportation	243,677	-	-	-	243,677
Noninstructional services	2,865	-	-	11,918	14,783
Facilities acquisition and construction	34,889	-	-	-	34,889
Total expenditures	<u>4,728,956</u>	<u>187,214</u>	<u>-</u>	<u>110,575</u>	<u>5,026,745</u>
Excess of revenues over expenditures	5,658,397	-	21,571	16,141	5,696,109
Other financing use:					
Intergovernmental transfers out	<u>(5,843,561)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(5,843,561)</u>
Net change in fund balances	(185,164)	-	21,571	16,141	(147,452)
Fund balances, beginning	3,073,251	-	(33,646)	114,085	3,153,690
Fund balances, ending	<u>\$ 2,888,087</u>	<u>\$ -</u>	<u>\$ (12,075)</u>	<u>\$ 130,226</u>	<u>\$ 3,006,238</u>

The notes to the basic financial statements are an integral part of this statement.

SCHEDULE 4
NORWICH SCHOOL DISTRICT
Nonmajor Governmental Funds
Combining Balance Sheet
June 30, 2012

	Special Revenue Funds				Total
	Food Service	Medicaid	Local Grants and Projects	Other	
ASSETS					
Cash and cash equivalents	\$ 2,195	\$ 48,421	\$ 56,264	\$ 16,359	\$ 123,239
Accounts receivable	-	-	2,119	-	2,119
Intergovernmental receivable	-	8,558	-	-	8,558
Total assets	<u>\$ 2,195</u>	<u>\$ 56,979</u>	<u>\$ 58,383</u>	<u>\$ 16,359</u>	<u>\$ 133,916</u>
LIABILITIES AND FUND BALANCES					
Liabilities:					
Deferred revenue	\$ -	\$ -	\$ 3,690	\$ -	\$ 3,690
Fund balances:					
Restricted	2,195	-	54,693	16,359	73,247
Committed	-	56,979	-	-	56,979
Total fund balances	<u>2,195</u>	<u>56,979</u>	<u>54,693</u>	<u>16,359</u>	<u>130,226</u>
Total liabilities and fund balances	<u>\$ 2,195</u>	<u>\$ 56,979</u>	<u>\$ 58,383</u>	<u>\$ 16,359</u>	<u>\$ 133,916</u>

Three Prior Years Comparisons

(Provided by VT DOE)

District: Norwich		T145		FY14 base education amount: See note at bottom of page.		estimated homestead base rate for FY2014: See note at bottom of page.	
County: Windor		Dresden Interstate		8,723		0.94	
Expenditures		FY2011	FY2012	FY2013	FY2014		
1.	Budget (local budget, including special programs, full technical center expenditures, and any Act 144 expenditures)	\$10,224,695	\$10,312,212	\$11,372,910	\$11,637,601	1.	
2.	plus Sum of separately warned articles passed at town meeting	-	-	-	-	2.	
3.	minus Act 144 Expenditures, to be excluded from Education Spending	-	-	-	-	3.	
4.	Act 68 locally adopted or warned budget	\$10,224,695	\$10,312,212	\$11,372,910	\$11,637,601	4.	
5.	plus Obligation to a Regional Technical Center School District if any	-	-	-	-	5.	
6.	plus Prior year deficit reduction if not included in expenditure budget	-	-	-	-	6.	
7.	Gross Act 68 Budget	\$10,224,695	\$10,312,212	\$11,372,910	\$11,637,601	7.	
8.	S.U. assessment (included in local budget) - informational data	-	-	\$206,628	-	8.	
9.	Prior year deficit reduction (if included in expenditure budget) - informational data	-	-	-	-	9.	
Revenues							
10.	Local revenues (categorical grants, donations, tuitions, surplus, etc., including local Act 144 tax revenues)	\$1,439,281	\$1,152,680	\$1,233,822	\$1,315,294	10.	
11.	plus Capital debt aid for eligible projects pre-existing Act 60	-	-	-	-	11.	
12.	plus Prior year deficit reduction if included in revenues (negative revenue instead of expenditures)	-	-	NA	NA	12.	
13.	minus All Act 144 revenues, including local Act 144 tax revenues	-	-	-	-	13.	
14.	Total local revenues	\$1,439,281	\$1,152,680	\$1,233,822	\$1,315,294	14.	
15.	Education Spending	\$8,785,414	\$9,159,532	\$10,139,088	\$10,322,307	15.	
16.	Equalized Pupils (Act 130 count is by school district)	610.61	622.44	632.50	633.24	16.	
Education Spending per Equalized Pupil		\$14,387.93	\$14,715.53	\$16,030.18	\$16,301		
17.	minus Less ALL net eligible construction costs (or P&I) per equalized pupil	\$1,358.32	\$1,257.16	\$1,383.69	\$1,422	17.	
18.	minus Less share of SpEd costs in excess of \$50,000 for an individual	\$24.21	\$19.06	\$27.32	\$10	18.	
19.	minus Less amount of deficit if deficit is SOLELY attributable to tuitions paid to public schools for grades the district does not operate for new students who moved to the district after the budget was passed	-	-	-	-	19.	
20.	minus Less SpEd costs if excess is solely attributable to new SpEd spending if district has 20 or fewer equalized pupils	-	-	-	-	20.	
21.	minus Estimated costs of new students after census period	NA	-	-	-	21.	
22.	minus Total tuitions if tuitioning ALL K-12 unless electorate has approved tuitions greater than average announced tuition	NA	NA	NA	-	22.	
23.	minus Less planning costs for merger of small schools	-	-	-	-	23.	
24.	plus Excess Spending per Equalized Pupil over threshold (if any)	\$14,388	\$14,716	\$16,030	\$16,301	24.	
25.	plus Per pupil figure used for calculating District Adjustment	168.398%	172.232%	183.769%	186.871%	25.	
26.	District spending adjustment (minimum of 100%)	\$16,301 / \$8,723	\$16,301 / \$8,723	\$16,301 / \$8,723	\$16,301 / \$8,723	26.	
Prorating the local tax rate							
27.	Anticipated district equalized homestead tax rate to be prorated (186.871% x \$0.940)	\$1.4882	\$1.4984	\$1.6355	\$1.7566	27.	
28.	Percent of Norwich equalized pupils not in a union school district	100.000%	100.000%	100.000%	100.000%	28.	
29.	Portion of district eq homestead rate to be assessed by town (100.000% x \$1.76)	\$1.4882	\$1.4984	\$1.6355	\$1.7566	29.	
30.	Common Level of Appraisal (CLA)	91.40%	90.91%	93.30%	99.73%	30.	
31.	Portion of actual district homestead rate to be assessed by town (\$1.757 / 99.73%)	\$1.5845	\$1.6482	\$1.7529	\$1.7614	31.	
32.	<div> <p>If the district belongs to a union school district, this is only a PARTIAL homestead tax rate. The tax rate shown represents the estimated portion of the final homestead tax rate due to spending for students who do not belong to a union school district. The same holds true for the income cap percentage.</p> </div>						
33.	Anticipated income cap percent to be prorated (186.871% x 1.80%)	3.03%	3.10%	3.31%	3.38%	33.	
34.	Portion of district income cap percent applied by State (100.000% x 3.36%)	3.03%	3.10%	3.31%	3.36%	34.	
35.	Percent of equalized pupils at union 1	-	-	-	-	35.	
36.		-	-	-	-	36.	

- Following current statute, the base education amount would be \$9,151. That would require base education tax rates of \$0.94 and \$1.43. The tax commissioner has suggested allowing one year of inflation, resulting in a base amount of \$8,915 and base tax rates of \$0.92 and \$1.41. The administration also has stated that tax rates could remain flat at \$0.89 and \$1.38 if statewide education spending is level and the base education amount is set at \$8,915. Final figures will be set by the Legislature during the legislative session and approved by the Governor.

- The base income percentage cap is 1.80%.

Comparative Data for Cost Effectiveness

(Provided by VT DOE)

School: Marion W Cross School
S.U.: Dresden Interstate S.D.

A list of schools and school districts in each cohort may be found on the DOE website under "School Data and Reports".
<http://www.state.vt.us/educ/>

FY2012 School Level Data

Cohort Description: Elementary school, enrollment ≥ 300
(25 schools in cohort)

Cohort Rank by Enrollment (1 is largest)
22 out of 25

School level data		Grades Offered	Enrollment	Total Teachers	Total Administrators	Stu / Tch	Stu / Admin	Tchr / Admin
Smaller →	Randolph Elementary School	K - 6	300	25.40	1.85	11.81	162.16	13.73
	Newport City Elementary Schools	K - 6	301	32.50	3.00	9.26	100.33	10.83
	Highgate Schools	K - 6	307	29.60	2.00	10.37	153.50	14.80
	Marion W Cross School	K - 6	307	26.20	1.00	11.72	307.00	26.20
	Derby Elementary School	K - 6	325	34.86	2.00	9.32	162.50	17.43
← Larger	Northfield Elementary School	PK - 5	325	24.80	1.00	13.10	325.00	24.80
	Champlain School	K - 5	334	25.93	1.00	12.88	334.00	25.93
Averaged SCHOOL cohort data			409.00	33.68	1.63	12.15	251.66	20.72

School District: Norwich
LEA ID: T145

Special education expenditures vary substantially from district to district and year to year. Therefore, they have been excluded from these figures.

The portion of current expenditures made by supervisory unions on behalf of districts varies greatly. These data include district assessments to SUs. Doing so makes districts more comparable to each other.

FY2011 School District Data

Cohort Description: Elementary school district, FY2011 FTE ≥ 300
(10 school districts in cohort)

School district data (local, union, or joint district)		Grades offered in School District	Student FTE enrolled in school district	Current expenditures per student FTE EXCLUDING special education costs	Cohort Rank by FTE (1 is largest) 9 out of 10
Smaller →	Newport City	PK-6	303.25	\$11,900	Current expenditures are an effort to calculate an amount per FTE spent by a district on students enrolled in that district. This figure excludes tuitions and assessments paid to other providers, construction and equipment costs, debt service, adult education, and community service.
	Norwich	K-6	305.33	\$12,687	
	Randolph	K-6	315.44	\$11,161	
	Derby	K-6	331.76	\$11,802	
	Cambridge	PK-6	333.22	\$10,678	
Averaged SCHOOL DISTRICT cohort data			451.39	\$11,200	

FY2013 School District Data

		School district tax rate				of prorated member district rates			
		SchIDist	SchIDist	SchIDist		MUN	member	MUN	
Grades offered in School District		Equalized Pupils	Education Spending per Equalized Pupil	Equalized Homestead Ed tax rate	Use these tax rates to compare towns rates.	Equalized Homestead Ed tax rate	Common Level of Appraisal	Actual Homestead Ed tax rate	
LEA ID	School District							These tax rates are not comparable due to CLAs.	
T026	Brandon	PK-6	337.78	11,933.13	1.2175	1.2748	99.48%	1.2814	
T123	Middlebury ID #4	K-6	404.22	14,169.05	1.4457	1.4960	86.80%	1.7235	
T204	Swanton	PK-6	566.34	10,742.77	1.0961	1.0942	109.56%	0.9987	
T145	Norwich	K-6	632.50	16,030.18	1.6355	1.6355	93.30%	1.7529	
T027	Brattleboro	K-6	789.94	14,418.45	1.4711	1.5235	99.62%	1.5293	
T015	Bennington ID	K-5	840.66	10,656.57	1.0873	1.1888	87.98%	1.3512	

The Legislature has required the Department of Education to provide this information per the following statute:

16 V.S.A. § 165(a)(2) The school, at least annually, reports student performance results to community members in a format selected by the school board. . . . The school report shall include:

(K) data provided by the commissioner which enable a comparison with other schools, or school districts if school level data are not available, for cost-effectiveness. The commissioner shall establish which data are to be included pursuant to this subdivision and, notwithstanding that the other elements of the report are to be presented in a format selected by the school board, shall develop a common format to be used by each school in presenting the data to community members. The commissioner shall provide the most recent data available to each school no later than October 1 of each year. Data to be presented may include student-to-teacher ratio, administrator-to-student ratio, administrator-to-teacher ratio, and cost per pupil.