

Part V

Norwich School District

Norwich School District Officers

School Board	Term Expires
Linda Addante	2011
Carey Callaghan	2013
Anne Day	2012
Neil Odell	2012
Geoffrey Vitt	2011

Administration

Wayne F. Gersen	Superintendent of Schools
John P. Aubin	Assistant Superintendent for Business
Joanne Roberts	Assistant Superintendent for Student Services
Linda Kelley	Principal, Marion W. Cross School

The Norwich School District provides education for students in grades K-6 at the Marion W. Cross School. Norwich students attend grades 7-12 in the Dresden School District in Hanover, New Hampshire. Annual Norwich School District financial requirements are proposed by the Norwich School Board at the Norwich School District Annual Meeting. The expenditures approved represent the Norwich school impact for taxpayers in Norwich. All property tax revenue for schools (Norwich and Dresden) received by the town is retained by the Norwich School District as provided by the State of Vermont and the Interstate School Compact. Funds not used for current expenses by the two districts are invested by the Norwich School District.

Superintendent's Report

As Superintendent of SAU 70, I serve the students, parents, and community members of Norwich, Vermont and Hanover, New Hampshire. I work with the three school boards that oversee the Marion Cross Elementary School in Norwich; the Bernice Ray Elementary School in Hanover; and the Richmond Middle School and Hanover High School in Hanover. While the three school boards operate independently, for the past year all three districts each shared a common challenge: finding a way to retain the unique qualities of each school that are valued by the community while containing the growth of spending. The budgets presented in each of the districts this year strive to strike that balance.

Despite the budget challenges each district faced over the past three years, all four of our schools in SAU 70 have retained the vibrant program and high quality the community expects. We have excellent teachers in our classrooms, manageable class sizes and a broad array of course offerings at all grade levels, support services for students, and opportunities for students to pursue their interests in the arts and athletics. The SAU 70 website (www.SAU70.org) has links to each of the school websites, which provide detailed information on the program and the activities at the schools. A review of these web pages will give you a sense of the resources we provide for our students in an effort to prepare them for the future.

The members of the Hanover, Norwich and Dresden Boards and administrators in those districts hope the information provided in this Annual Report will make your job easier as a voter. We also hope you will learn even more about our schools by attending the discussion phase of each Annual School District meeting, reviewing the budget mailer you will receive at your home address, and looking at our ever-expanding district and school web pages. Those of us who serve the children in the community thank you for your continued support. Please call us with questions or concerns about any of the public schools in our district.

Wayne F. Gersen, Superintendent (603-643-6050)

Norwich School Board Annual Report

In the 2009-2010 academic year the Marion Cross School continued to provide the excellent, vibrant public education that our community expects. We implemented several new programs and took the first steps to strengthen our strategic planning process. Our enrollment continued to increase, a testament to the desirability of our school and community.

The biggest change in our program was the initiation of full-day kindergarten. The additional time in the school day allowed our teachers to spend more time instilling the fundamental skills and concepts that will form the groundwork for all future education and foster a love of learning that will hopefully carry through the children's entire life. The children were able to take greater advantage of our extraordinary program of "specials," such as art and music, that previously were not in the schedule because of time constraints. Our kindergarten enrollment surged by over 20% from the prior year, with many parents telling us that the full-day program was their primary reason for moving their children to our school.

Looking to the future, at the beginning of the 2009-2010 school year the school began to develop its first long-range plan. Previously, planning had only been done on a yearly basis. By extending the planning period to three to five years, we hope to be able to better meet the needs of the school and our community. The first step in this process was to form a committee of School Board members, administrators, teachers and community representatives to assess the needs of the school and community. The committee then revised the school's mission statement and developed goals for the coming three- to five-year period. After public review and comment, the School Board adopted the plan in June.

The goals of the long-range plan focus on the following eight areas: students, staff, school culture, curriculum and instruction, leadership, facilities operation and management, parents and community, and finances. This fall we created goal groups for each goal to develop implementation strategies. Through the goal groups, we have significantly expanded the number of teachers and community members involved in the planning process. Because the process is ongoing, additional community members are always welcome. Some strategies developed by the goal groups are already being implemented, while others will not be fully developed and initiated until later in the three- to five-year period.

Unfortunately, even though the 2009-2010 expenses for the Marion Cross School were \$45,000 less than budgeted, the school ended its fiscal year with a deficit of over \$188,000. The negative fund balance was primarily a result of a revenue shortfall in special education funds from the State, not because of excess spending. In January 2011, the School Board voted to use approximately \$74,000 in money from the federal Education Jobs program to reduce the deficit. The School Board is committed to further reducing the deficit as expeditiously and prudently as possible.

I cannot conclude without offering on behalf of the entire School Board and community our thanks to all district staff — administrators, teachers, education assistants, specialists, support personnel, custodians and others — who every day embrace our children and strive to draw forth from them their full potential. I also want to thank the Marion Cross PTO for their continued volunteer efforts to enhance the life of the school. Finally, I wish to express our gratitude to the people of Norwich for their continued support of quality education for our children.

Anne Day, Chair, Norwich Board of School Directors (649-2344)

Marion Cross School Principal's Report

Marion Cross School (MCS) continues to serve Norwich community as its premier elementary school. This year's enrollment increased dramatically from 282 to 306 students. Although we sent one of our largest sixth grades to Richmond Middle School, 40 new kindergarteners from Norwich families, and 30 new first through sixth graders from other towns, states and countries entered MCS on September 1. These new students were welcomed by our outstanding staff, dedicated PTO, and supportive Norwich citizens.

Faculty worked throughout the year to refine our new programs of all-day kindergarten and Investigations Math. They also worked closely with parents and community members to implement the goals of MCS's long-range plan. Norwich community membership on "goal group" subcommittees will ensure the success of our new three- to five-year strategic plan.

Marion Cross students made community service a priority this year by collecting food for The Haven's food pantry and raising money to support children who lost their parents and their homes as a result of the earthquake in Haiti. MCS musicians also entertained residents at a local nursing home and performed at the "Welcome Home Hannah" celebration on the Town Green.

We thank the Norwich Fire Department for working closely with our school in the development and implementation of a new fire safety curriculum. Students applied what they learned from local firefighters to a statewide calendar contest by entering artistic interpretations of fire safety rules. The artwork of several MCS students was chosen to illustrate the state fire department's 2010 calendar. We extend our gratitude to Fire Chief Leinoff and the members of the Norwich Fire Department who participated in this program.

We also thank Zooey Zulo, director of the Dartmouth student teacher program, for sending four student teachers to MCS this fall. Not only did these interns learn from our excellent supervising teachers, they also offered new ideas and added tremendous enthusiasm to the life of our school.

The students, faculty, and staff at MCS extend our deep appreciation to the citizens of Norwich for your continued support. We invite you to visit at any time to see the results of your generosity.

Linda Kelley, Principal (649-1703)

Photo: Lars Blackmore/Ameridane Press



Norwich Finance Committee School Budget Statement

The Norwich Finance Committee (NFC), at its meeting on Tuesday, January 25, 2011, voted four to two (one absent) not to endorse the Norwich School District (NSD) budget (grades K-6) of \$4,469,267 as approved by the Norwich School Board at its meeting on Thursday, January 20, 2011. The NFC acknowledged the effort made by the Norwich School Board and school administration in trying to contain costs in the middle of a recession by proposing an expenditure budget that is a 0.1% reduction from FY10-11.

On September 21, 2010, the NFC voted unanimously to request that the Norwich School Board achieve a budget in the NSD that causes no increase in education taxes on a given property. The aim of the NFC was to advocate a budget that would receive strong electoral support in a severe recession, yet still provide an excellent education for its students. The NFC recognized that cuts in the school programs might be necessary, but also hoped that increased enrollment would minimize the need for cuts. This benchmark was not met with a projected 5% increase in school taxes on a given property from the school budget that includes the Marion Cross School, paying down the FY10 and FY 11 deficits and the Dresden Assessment.

Actual school property tax rates are set by the Vermont Department of Education according to per pupil costs, which are in the control of the NSD, plus state-determined parameters, which include the Statewide Education Tax Rate and the Common Level of Appraisal (CLA).

Those NFC members who voted in the majority noted that:

- The cost per pupil in the budget was not lowered sufficiently to mitigate the expected nominal tax rate to the level for FY10-11;
- The NSD hired an extra kindergarten teacher, when it might have used existing staff more productively;
- Hiring that teacher made mitigating the deficit more difficult;
- About \$185,000 in proposed budget cuts were added back into the budget;
- The NSD and the teachers have not yet negotiated a contract that controls cost increases.

Those NFC members who voted in the minority emphasized that:

- The NSD has achieved the leanest budget possible, consistent with the educational standards expected;
- The expenditure budget is close to flat, compared to last year;
- Continued program cuts at Marion Cross School are unsustainable and, if continued, would compromise the quality of education.

*Cheryl Lindberg (Chair), James Dwinell, Stephen Flanders (Secretary), Jim Mackall,
Keith Moran (Vice Chair), Evan Pierce, Christopher Rhim*

**Norwich School District
Proposed Revenue Report**

Item	2010-11 Adopted	2011-12 Proposed	\$ Chg	% Chg
Appropriations				
Marion Cross School	4,470,023	4,469,267	(756)	-0.02%
Dresden Assessment (adopted, not actual assessed)	5,754,672	5,842,945	88,273	1.53%
total	10,224,695	10,312,212	87,517	0.86%
Revenues				
(subtracted from appropriations to arrive at net assessment)				
<i>Local Sources</i>				
Tuition Income	15,000	35,166	20,166	
Interest on investments	16,000	9,000	(7,000)	
Other Local	22,625	27,625	5,000	
<i>subtotal</i>	<i>53,625</i>	<i>71,791</i>	<i>18,166</i>	
<i>State Sources</i>				
Vocational Aid	23,415	15,313	(8,102)	
Transportation Aid	114,487	114,487	0	
Spec Ed Block Grant	231,974	241,745	9,771	
Spec Ed Exp Reimbursement	469,570	234,613	(234,956)	
Spec Ed Extraordinary Aid	130,500	16,200	(114,300)	
Essential Early Educ	30,044	30,531	487	
Federal Ed Jobs Funding Grant	0	73,512	73,512	
<i>subtotal</i>	<i>999,990</i>	<i>726,401</i>	<i>(273,589)</i>	
<i>Interfund Transfer</i>				
Transfer from Spec Ed Rsf Fund	30,000	50,000	20,000	
Transfer from Maint Rsv Fund	22,000	0	(22,000)	
Transfer from Const Fund	357,081	319,801	(37,280)	
<i>subtotal</i>	<i>409,081</i>	<i>369,801</i>	<i>(39,280)</i>	
total Budgeted Revenues	1,462,696	1,167,993	(294,703)	-20.15%
from Prior Year Fund Balance	0	0	0	n/a
Net Assessment	\$8,761,999	\$9,144,219	382,220	4.36%

Norwich School District Expenditure Budget Report

NORWICH SCHOOL DISTRICT			2010-11	2010-11	2011-12	Bgt Chg	
Proposed Budget	2009-10	2009-10	Adopted	Exp'd &	Proposed	increase	%
2011-12	Budget	Actual	Budget	Enc'd	Budget	(decrease)	Chg
REGULAR EDUCATION							
Salaries-Teacher	1,444,851	1,443,143	1,388,555	1,396,386	1,446,481	57,926	
Salaries-Ed Asst	125,147	169,106	138,445	101,277	84,652	(53,793)	
Substitutes	10,000	21,279	10,000	5,108	10,000	0	
Tutors-Remedial & Homebound	33,765	41,068	35,444	60,119	36,162	718	
Purch Prop Svcs	14,300	14,990	14,300	10,663	17,200	2,900	
Vocational Tuition	29,733	29,732	23,415	0	15,445	(7,970)	
Supplies/Textbooks	37,165	28,212	36,450	20,959	35,772	(678)	
Property	4,600	1,262	4,200	0	4,200	0	
Publishing & Enrichment	10,750	9,534	14,000	6,216	14,000	0	
Function Total	1,710,311	1,758,326	1,664,809	1,600,728	1,664,412	(397)	0.0%
TECHNOLOGY							
Salaries	79,733	79,010	79,165	79,615	73,171	(5,994)	
Purch Prop Svcs	7,371	4,745	2,755	2,759	3,000	245	
Supplies	8,500	6,248	8,500	6,716	10,400	1,900	
Property	30,867	27,109	31,483	32,855	34,104	2,621	
Function Total	126,471	117,112	121,903	121,945	120,675	(1,228)	-1.0%
SPECIAL EDUCATION							
Salaries-Teacher	245,432	207,767	160,498	206,693	207,966	47,468	
Salaries-Ed Asst	121,574	110,143	127,248	174,522	205,512	78,264	
Salaries-Tutors & Other	0	0	0	0	0	0	
Purch Prof'l & Tech Svcs	52,660	57,594	92,060	43,653	84,200	(7,860)	
Purch Prop Svcs	5,000	3,812	2,700	704	5,000	2,300	
Other Purch Svcs	1,625	3,161	3,925	6,259	2,625	(1,300)	
Tuition	343,100	319,829	466,500	432,099	109,632	(356,868)	
Supplies	6,550	3,290	7,350	2,419	6,650	(700)	
Property	1,500	0	1,500	0	2,000	500	
Function Total	777,441	705,596	861,781	866,349	623,585	(238,196)	-27.6%
GUIDANCE							
Salaries	70,888	75,091	73,762	73,954	71,597	(2,165)	
Supplies	300	276	550	140	300	(250)	
Function Total	71,188	75,367	74,312	74,094	71,897	(2,415)	-3.2%
HEALTH PROGRAM							
Salaries	52,582	52,582	52,582	52,582	53,108	526	
Purch Prof'l & Tech Svcs	350	0	350	0	350	0	
Supplies	1,200	1,199	1,700	689	2,500	800	
Property	0	0	0	0	400	400	
Function Total	54,132	53,781	54,632	53,271	56,358	1,726	3.2%
PRE-EMPLOYMENT COSTS							
Purch Prof'l & Tech Svcs	0	0	0	0	0	0	
Function Total	0	0	0	0	0	0	n/a
STAFF DEVELOPMENT							
Salaries	0	0	0	0	0	0	
P/R Tax and Benefits	55,675	30,528	54,000	41,141	47,000	(7,000)	
Purch Prof'l & Tech Svcs	2,000	4,559	2,000	300	2,000	0	
Supplies	1,000	398	1,000	0	1,000	0	
Function Total	58,675	35,485	57,000	41,441	50,000	(7,000)	-12.3%

Norwich School District Expenditure Budget Report

NORWICH SCHOOL DISTRICT			2010-11	2010-11	2011-12	Bgt Chg	
Proposed Budget	2009-10	2009-10	Adopted	Exp'd &	Proposed	increase	%
2011-12	Budget	Actual	Budget	Enc'd	Budget	(decrease)	Chg
MEDIA (Library)							
Salaries	53,361	70,889	70,888	70,889	71,597	709	
Supplies	7,500	5,063	7,500	5,718	7,500	0	
Property	600	135	600	157	0	(600)	
Function Total	61,461	76,087	78,988	76,764	79,097	109	0.1%
SCHOOL BOARD SERVICES							
Salaries	5,209	5,101	2,509	2,123	2,732	223	
Purch Prof & Tech Svcs	15,300	15,212	11,500	15,501	11,500	0	
Other Purch Svcs	1,500	0	2,000	615	1,500	(500)	
Other Objects	3,800	5,085	3,800	2,440	3,800	0	
Function Total	25,809	25,398	19,809	20,679	19,532	(277)	-1.4%
SCHOOL ADMINISTRATIVE UNIT #70							
Purch Prof & Tech Svcs	170,368	168,848	165,230	165,230	170,856	5,626	
Function Total	170,368	168,848	165,230	165,230	170,856	5,626	3.4%
SCHOOL ADMINISTRATION							
Salary-Principal	92,700	92,700	92,700	92,700	94,091	1,391	
Salary-Support	55,270	53,935	55,505	60,401	64,197	8,692	
Salary Admin Team	16,225	13,100	0	2,758	0	0	
Admin Staff Dev	1,245	1,267	3,000	707	3,000	0	
Purch Prof & Tech Svcs	1,000	999	1,500	32	1,500	0	
Purch Prop Svcs	1,500	1,713	1,700	1,764	1,800	100	
Other Purch Svcs	9,500	10,039	7,600	8,096	9,600	2,000	
Supplies	1,200	1,453	3,300	2,336	2,100	(1,200)	
Property	500	392	1,500	0	1,000	(500)	
Other Objects	1,455	1,455	900	779	1,500	600	
Function Total	180,595	177,053	167,705	169,573	178,788	11,083	6.6%
PAYROLL TAXES & BENEFITS							
Retiree Wages	3,893	15,021	18,473	18,474	7,345	(11,128)	
Medical Insurance	364,448	376,994	334,001	432,610	489,836	155,835	
Retiree Medical Insur	10,900	9,806	10,309	8,420	6,000	(4,309)	
Dental Insurance	12,846	12,519	12,802	13,244	15,285	2,483	
Life Insurance	5,577	5,028	4,767	4,997	5,093	326	
Workers Comp Ins	17,024	13,419	15,887	18,195	18,064	2,177	
Long Term Disability	9,041	9,564	8,763	7,601	10,070	1,307	
Flex Plan Fees	800	758	0	0	0	0	
Annuities	77,786	66,253	59,425	66,450	65,937	6,512	
Retirement	11,056	18,540	13,895	13,941	15,017	1,122	
FICA	191,196	192,728	176,186	195,166	201,428	25,242	
Retiree FICA	298	0	1,413	0	562	(851)	
Unemployment Insur	1,950	1,048	1,172	1,308	1,507	335	
Function Total	706,815	721,678	657,093	780,406	836,144	179,051	27.2%
MAINTENANCE OF PLANT							
Salaries	7,500	3,440	7,500	3,226	7,500	0	
Purch Prop Svcs	21,065	30,589	15,575	12,301	18,500	2,925	
Other Purch Svcs	1,065	675	500	535	550	50	
Supplies	11,590	9,678	10,315	7,348	11,700	1,385	
Function Total	41,220	44,382	33,890	23,410	38,250	4,360	12.9%

Norwich School District Expenditure Budget Report

NORWICH SCHOOL DISTRICT Proposed Budget 2011-12	2009-10 Budget	2009-10 Actual	2010-11 Adopted Budget	2010-11 Exp'd & Enc'd	2011-12 Proposed Budget	Bgt Chg increase (decrease)	% Chg
CUSTODIAL SERVICES							
Salaries	98,778	104,160	102,920	104,094	105,766	2,846	
P/R Tax and Benefits	360	356	750	322	750	0	
Purch Prop Svcs	30,070	29,794	31,065	6,972	31,500	435	
Other Purch Svcs	11,000	11,026	11,000	12,808	13,000	2,000	
Supplies	74,600	67,368	75,700	71,114	76,991	1,291	
Property	1,065	919	1,500	1,268	1,500	0	
Function Total	215,873	213,623	222,935	196,578	229,507	6,572	2.9%
GROUND MAINTENANCE							
Purch Prop Svcs	10,235	8,078	12,520	12,630	11,400	(1,120)	
Supplies	1,500	8,868	5,700	5,689	5,700	0	
Function Total	11,735	16,946	18,220	18,319	17,100	(1,120)	-6.1%
PUPIL TRANSPORTATION							
Other Purch Svcs	217,827	213,843	224,616	216,257	240,491	15,875	
Supplies	16,000	25,371	16,000	23,500	20,000	4,000	
Function Total	233,827	239,214	240,616	239,757	260,491	19,875	8.3%
SPECIAL EDUCATION TRANSPORTATION							
Other Purch Svcs	6,000	0	0	0	10,000	10,000	
Function Total	6,000	0	0	0	10,000	10,000	n/a
FIELD TRIPS							
Other Purch Svcs	6,000	2,858	5,000	1,940	3,000	(2,000)	
Function Total	6,000	2,858	5,000	1,940	3,000	(2,000)	-40.0%
STUDENT LUNCH SUPPLIES							
Supplies	2,060	1,957	3,000	3,129	6,000	3,000	
Function Total	2,060	1,957	3,000	3,129	6,000	3,000	100.0%
SITE IMPROVEMENTS							
Purch Prop Svcs	0	(2,691)	1,100	15,384	4,675	3,575	
Function Total	0	(2,691)	1,100	15,384	4,675	3,575	325.0%
BUILDING IMPROVEMENTS							
Purch Prop Svcs	53,600	57,913	22,000	22,000	28,900	6,900	
Function Total	53,600	57,913	22,000	22,000	28,900	6,900	31.4%
DEBT SERVICE							
Other Objects	132,925	132,925	0	0	0	0	
Function Total	132,925	132,925	0	0	0	0	n/a
INTERFUND TRANSFERS OUT							
Trnsfr to Spec Ed Rsv	30,000	30,000	0	0	0	0	
Trnsfr to Bldg Maint Rsv	0	0	0	0	0	0	
Function Total	30,000	30,000	0	0	0	0	n/a
SCHOOL TOTAL	4,676,506	4,651,858	4,470,023	4,490,997	4,469,267	(756)	0.0%

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 fiscal year ended June 30, 2010, which collectively comprise the Norwich School District's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the 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, 2010, and the respective changes in financial position thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

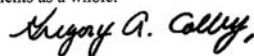
In accordance with *Government Auditing Standards*, we have also issued our report dated December 22, 2010 on our consideration of the Norwich School District's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis (pages 3 through 9), budgetary comparison information (page 27), 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.

*Norwich School District
Independent Auditor's Report*

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 as a whole. The combining and individual fund financial schedules are presented for purposes of additional analysis and are not a required part of the financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is also not a required part of the financial statements. The combining and individual fund financial schedules and the schedule of expenditures of federal awards are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements 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 financial statements as a whole.

December 22, 2010



PLODZIK & SANDERSON
Professional Association

EXHIBIT C-1
NORWICH SCHOOL DISTRICT
Governmental Funds
Balance Sheet
June 30, 2010

	General	District Established Trust	Energy Efficiency Project	Other Governmental Funds	Total Governmental Funds
ASSETS					
Cash and cash equivalents	\$ 370,980	\$ -	\$ -	\$ 64,479	\$ 435,459
Investments	-	2,837,491	-	-	2,837,491
Receivables:					
Accounts	941	-	-	-	941
Intergovernmental	131,145	-	35,207	15,264	181,616
Interfund receivable	44,240	735,684	-	-	779,924
Prepaid items	13,840	-	-	-	13,840
Total assets	<u>\$ 561,146</u>	<u>\$ 3,573,175</u>	<u>\$ 35,207</u>	<u>\$ 79,743</u>	<u>\$ 4,249,271</u>
LIABILITIES AND FUND BALANCES					
Liabilities:					
Accounts payable	\$ 6,281	\$ -	\$ -	\$ -	\$ 6,281
Accrued salaries and benefits	6,898	-	-	-	6,898
Interfund payable	735,684	-	33,646	10,594	779,924
Deferred revenue	-	-	35,207	-	35,207
Total liabilities	<u>748,863</u>	<u>-</u>	<u>68,853</u>	<u>10,594</u>	<u>828,310</u>
Fund balances:					
Reserved for encumbrances	1,231	-	-	-	1,231
Unreserved, undesignated, reported in:					
General fund	(188,948)	-	-	-	(188,948)
Special revenue funds	-	3,573,175	-	69,149	3,642,324
Capital project fund	-	-	(33,646)	-	(33,646)
Total fund balances	<u>(187,717)</u>	<u>3,573,175</u>	<u>(33,646)</u>	<u>69,149</u>	<u>3,420,961</u>
Total liabilities and fund balances	<u>\$ 561,146</u>	<u>\$ 3,573,175</u>	<u>\$ 35,207</u>	<u>\$ 79,743</u>	<u>\$ 4,249,271</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, 2010

	General	District Established Trust	Energy Efficiency Project	Other Governmental Funds	Total Governmental Funds
Revenues:					
Other local	\$ 50,128	\$ 47,109	\$ -	\$ 37,342	\$ 134,579
State	9,654,572	411,771	-	8,841	10,075,184
Federal	309,037	-	-	237,524	546,561
Total revenues	10,013,737	458,880	-	283,707	10,756,324
Expenditures:					
Current:					
Instruction	2,581,033	-	-	261,147	2,842,180
Support services:					
Student	129,149	-	-	-	129,149
Instructional staff	113,228	-	-	-	113,228
General administration	25,398	-	-	-	25,398
Executive administration	168,848	-	-	-	168,848
School administration	898,731	-	-	-	898,731
Operation and maintenance of plant	273,719	-	-	-	273,719
Student transportation	242,072	-	-	-	242,072
Noninstructional services	1,958	-	-	43,051	45,009
Debt service:					
Principal	130,000	-	-	-	130,000
Interest	2,925	-	-	-	2,925
Facilities acquisition and construction	69,859	-	31,229	-	101,088
Total expenditures	4,636,920	-	31,229	304,198	4,972,347
Excess (deficiency) of revenues over (under) expenditures	5,376,817	458,880	(31,229)	(20,491)	5,783,977
Other financing sources (uses):					
Transfers in	552,080	30,000	31,229	-	613,309
Transfers out	(30,000)	(583,309)	-	-	(613,309)
Intergovernmental transfers out	(6,134,161)	-	-	-	(6,134,161)
Total other financing sources and uses	(5,612,081)	(553,309)	31,229	-	(6,134,161)
Net change in fund balances	(235,264)	(94,429)	-	(20,491)	(350,184)
Fund balances, beginning	47,547	3,667,604	(33,646)	89,640	3,771,145
Fund balances, ending	\$ (187,717)	\$ 3,573,175	\$ (33,646)	\$ 69,149	\$ 3,420,961

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, 2010

	Special Revenue Funds				Total
	Food Service	Grants	Medicaid	Local Grants and Projects	
ASSETS					
Cash and cash equivalents	\$ 2,446	\$ -	\$ 20,849	\$ 41,184	\$ 64,479
Intergovernmental receivable	-	10,594	4,670	-	15,264
Total assets	<u>\$ 2,446</u>	<u>\$ 10,594</u>	<u>\$ 25,519</u>	<u>\$ 41,184</u>	<u>\$ 79,743</u>
LIABILITIES AND FUND BALANCES					
Liabilities:					
Interfund payable	\$ -	\$ 10,594	\$ -	\$ -	\$ 10,594
Fund balances:					
Unreserved, undesignated	2,446	-	25,519	41,184	69,149
Total liabilities and fund balances	<u>\$ 2,446</u>	<u>\$ -</u>	<u>\$ 25,519</u>	<u>\$ 41,184</u>	<u>\$ 79,743</u>

Three Prior Years Comparisons

(Provided by VT DOE)

District: **Norwich**
County: **Windsor**

T145
Dresden Interstate

Enter base education amount. See note at bottom of page.
8,544

Enter estimated homestead base rate for FY2012. See note at bottom of page.
0.87

Expenditures

		FY2009	FY2010	FY2011	FY2012
1.	Budget (local budget, including special programs, full technical center expenditures, and any Act 144 expenditures)	\$10,396,810	\$10,831,443	\$10,224,695	\$10,312,512
2.	plus Sum of separately warned articles passed at town meeting	-	-	-	-
3.	minus Act 144 Expenditures, to be excluded from Education Spending	-	-	-	-
4.	Act 68 locally adopted or warned budget	\$10,396,810	\$10,831,443	\$10,224,695	\$10,312,512
5.	plus Obligation to a Regional Technical Center School District if any	-	-	-	-
6.	plus Prior year deficit reduction if not included in expenditure budget	-	-	-	-
7.	Gross Act 68 Budget	\$10,396,810	\$10,831,443	\$10,224,695	\$10,312,512
8.	S.U. assessment (included in local budget) - informational data	-	-	-	\$170,856
9.	Prior year deficit reduction (if included in expenditure budget) - informational data	-	-	-	-

Revenues

10.	Local revenues (categorical grants, donations, tuitions, surplus, etc., including local Act 144 tax revenues)	\$1,390,985	\$1,764,135	\$1,439,281	\$1,152,680
11.	plus Capital debt aid for eligible projects pre-existing Act 60	-	-	-	-
12.	plus Prior year deficit reduction if included in revenues (negative revenue instead of expenditures)	-	-	-	-
13.	minus All Act 144 revenues, including local Act 144 tax revenues	-	-	-	-
14.	Total local revenues	\$1,390,985	\$1,764,135	\$1,439,281	\$1,152,680

15.	Education Spending	\$9,005,825	\$9,067,308	\$8,785,414	\$9,159,832
16.	Equalized Pupils (Act 130 count is by school district)	654.13	632.76	610.61	622.44

17.	Education Spending per Equalized Pupil	\$13,767.64	\$14,329.77	\$14,387.93	\$14,716
18.	minus Less net eligible construction costs (or P&I) per equalized pupil	\$1,045.37	\$1,224.52	\$1,358.32	\$1,260
19.	minus Less share of SpEd costs in excess of \$50,000 for an individual	\$32.28	\$33.37	\$24.21	-
20.	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	-	-	-	-
21.	minus Less SpEd costs if excess is solely attributable to new SpEd spending if district has 20 or fewer equalized pupils	-	-	-	-
22.	minus Less planning costs for merger of small schools	-	-	-	-
23.	plus Excess Spending per Equalized Pupil over threshold (if any)	-	-	-	-
24.	Per pupil figure used for calculating District Adjustment	\$13,768	\$14,330	\$14,388	\$14,716
25.	District spending adjustment (minimum of 100%) (\$14,716 / \$8,544)	167.694%	167.717%	168.398%	172.238%

Prorating the local tax rate

26.	Anticipated district equalized homestead tax rate to be prorated (172.238% x \$0.870)	\$1.4589	\$1.4424	\$1.4482	\$1.4985
27.	Percent of Norwich equalized pupils not in a union school district	100.000%	100.000%	100.000%	100.00%
28.	Portion of district eq homestead rate to be assessed by town (100.000% x \$1.50)	\$1.4589	\$1.4424	\$1.4482	\$1.4985
29.	Common Level of Appraisal (CLA)	100.27%	97.07%	91.40%	90.22%
30.	Portion of actual district homestead rate to be assessed by town (\$1.499 / 90.22%)	\$1.4550	\$1.4859	\$1.5845	\$1.6609

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.

31.	Anticipated income cap percent to be prorated (172.238% x 1.80%)	3.02%	3.02%	3.03%	3.10%
32.	Portion of district income cap percent applied by State (100.000% x 3.10%)	3.02%	3.02%	3.03%	3.10%
33.	Percent of equalized pupils at union 1	-	-	-	-
34.		-	-	-	-

- Due to the ongoing fiscal crisis, there is uncertainty as to what the base education amount and homestead tax rate should be. Our current recommendation is to use \$8,544 and \$0.87, respectively. A district may choose to use different parameters if so desired. Final figures will be set by the Legislature 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/>

FY2010 School Level Data

Cohort Description: Elementary school, enrollment ≥ 200 but <300
(37 schools in cohort)

Cohort Rank by Enrollment (1 is largest)
3 out of 37

School level data		Grades Offered	Enrollment	Total Teachers	Total Administrators	Stu / Tch'r Ratio	Stu / Admin Ratio	Tchr / Admin Ratio
Smaller ->	Lothrop School	PK - 5	269	20.07	1.00	13.40	269.00	20.07
	Stowe Elementary School	K - 5	270	19.25	1.00	14.03	270.00	19.25
	Green Street School	K - 6	273	25.00	1.00	10.92	273.00	25.00
	Marion W. Cross School	K - 6	285	24.70	1.00	11.54	285.00	24.70
<- Larger	Dotban Brook School	K - 5	291	27.60	1.50	10.54	194.00	18.40
	Chester-Andover UESD #29	PK - 6	295	21.50	1.00	13.72	295.00	21.50
Averaged SCHOOL cohort data			238.68	21.29	1.05	11.21	226.44	20.20

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. This year's figures include district assessments to SUs. Doing so makes districts more comparable to each other. The consequence is that THESE FIGURES ARE ONLY COMPARABLE TO FIGURES USED IN THE SIMILAR FILES FOR FY10 and FY11.

FY2009 School District Data

Cohort Description: Elementary school district, FY2009 FTE ≥ 200 but < 300
(19 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) 5 out of 19
Smaller ->	Vergennes UESD #44		K-6	259.79	\$11,068	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.
	Jericho		PK-4	266.30	\$10,256	
	Pittsford		PK-6	268.51	\$10,330	
	Norwich		K-6	275.53	\$12,684	
<- Larger	Randolph		K-6	287.30	\$11,755	
	Highgate		K-6	293.73	\$10,924	
	Newport City		K-6	297.53	\$11,556	
Averaged SCHOOL DISTRICT cohort data				250.43	\$11,588	

FY2011 School District Data

LEA ID School District		Grades offered in School District	School district tax rate			Total municipal tax rate, K-12, consisting of prorated member district rates		
			SD Equalized Pupils	SD Education Spending per Equalized Pupil	SD Equalized Homestead Ed tax rate	MUN Equalized Homestead Ed tax rate	MUN Common Level of Appraisal	MUN Actual Homestead Ed tax rate
			Use these tax rates to compare towns rates.			These tax rates are not comparable due to CLA's.		
Smaller ->	T095 Highgate	K-6	314.88	11,335.24	1.1410	1.1015	1.0642	1.0350
	T139 Newport City	K-6	318.47	12,041.57	1.2120	1.1913	0.8175	1.4572
	T205 Thetford	K-6	467.25	14,263.58	1.4357	1.4357	0.8764	1.6382
<- Larger	T145 Norwich	K-6	610.61	14,387.93	1.4482	1.4482	0.9140	1.5845