

Part V
Norwich School District

Norwich School District Officers

School Board	Term Expires
Jim Mackall	2009
Mary Sachsse	2009
Carey Callaghan, Chair	2010
Linda Addante, Vice-Chair	2011
Geoffrey Vitt	2011

Administration

Wayne F. Gerson	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, and the Bernice Ray Elementary School, the Richmond Middle School, and Hanover High School in Hanover. In 2007-08, the Boards in all three districts continued their efforts to improve the quality of instruction, to improve communication, and to support the teachers' efforts in the area of curriculum development and assessment.

While each school board and faculty set goals independently, each Board hoped to improve communications internally and between the schools and the communities. In response to that initiative, schools upgraded Web pages, conducted parent surveys, and strived to engage the parents and community members in school-related activities. The recently updated SAU 70 web page (www.SAU70.org) has links to each of the school Web pages that can provide parents and community members with a wealth of information on activities at the schools and how our schools perform on standardized achievement tests and other quality indices.

The Boards also have a common goal underscoring their support for the ongoing K-12 curriculum initiative in the SAU 70 schools. For the past several years, teachers have met in work teams on the first Wednesday of each month to develop written curricula for each content area and work on common assessments that can be used to promote dialogue on the improvement of instruction. In May 2008, the SAU Board received reports on the final three curriculum areas: Technology, Physical Education and Library/Media. With written curricula now available in all content areas, the teachers are focused on the development and review of written assessments.

This Annual Report is one way we communicate with the community. While members of the Hanover, Norwich and Dresden Boards and administrators in those districts hope the

information provided in this Town 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 Web pages. Thank you for your continued support. Please call us with questions or concerns about any of the public schools in our district.

Wayne F. Gerson, Superintendent of Schools (603-643-6050)

Norwich School Board Annual Report

The 2007/08 academic year was one of progress and achievement for the Marion Cross School community. For the students, it was marked by continued excellence both on assessments and more broadly in terms of personal growth. For the MCS staff, a new cadre of highly talented teachers joined the team and was nicely integrated. For all the taxpayers of Norwich, the General Fund budget developed over the course of 2007/08 for the current 2008/09 academic year was flat year over year, setting a course of fiscal conservatism that will carry over into the 2009/10 year.

Expanded offerings in French and a longer Kindergarten day were two program changes instituted last year. While modest, both had the effect of decompressing schedules to accommodate more learning. The Local Action Plan emphasizes mathematics and writing. The math program is being evaluated for a possible upgrade, while writing is the focus of an extensive sampling/development effort to improve teaching. In science, an expanded inquiry program is being developed across most grades to enhance scientific investigating skills and logical thinking.

Greater technology use is a high priority for our children, and last year's addition of numerous new desktop computers and mobile laptops should help this effort. Integration of technology into the curriculum is an on-going success story as our teachers harness these new tools.

The physical plant of the Marion Cross School continues to be kept in good repair through the dedicated efforts of a talented staff. Extensive painting, new carpets and bathroom upgrades put the building in very good shape for the opening of the current school year. Replacement of a boiler was the only big unanticipated expense last year, which was easily funded from our reserve fund. Lastly, several steps were taken to improve building security and security procedures.

In the fall of 2007, the community came together at MCS to benefit world hunger through the Giving Bowls initiative spearheaded by MCS art teacher Tracy Smith. This was emblematic of the many community centered events held at MCS or on the Green, and of the interplay between school and town. School and School Board leadership continue to recognize the important role that the school has had historically, and should have in the future, at the center of many Town activities.

We have an energetic and creative PTO that has made important contributions fiscally, but also to the direction and spirit of our school. In addition to sponsoring events and playing an active role in upgrading the school's physical assets, the PTO is vital to communication between parents, staff, and the community. Despite the humiliating defeat of the School Board team, the PTO-sponsored Second Annual Community Spelling Bee was again a great success and fun for all.

Principal Rob Edson, who served in Norwich for five years, left us in June to assume a Middle School principal position in a neighboring town. We thank him deeply for his unflagging energy, devotion, and the warmth he brought to the school and to our children. We were fortunate to hire Dr. Linda Kelley as our new principal at MCS. She brings extensive experience as a principal and as an educator. She has already had a notable impact on the school's administration and direction, and we look forward to her becoming a key part

of our school and community for years to come.

Many thanks are owed to all who work so tirelessly to make our schools so special and successful: to the teachers and staff who serve on the “front lines”; to the administrators who support and lead the effort; to our families and parents for their participation and advocacy; and to all the people of Norwich for their unstinting support of our school and our children.

Carey Callaghan, Chair, Norwich Board of School Directors (649-1987)

Marion Cross School Principal's Report

Marion Cross School continues to enjoy an exciting and productive year. We are proud of all of our teachers.

In the spring of 2008, with the help of Tom Bassarear, a professor of education at Keene State College, we began the process of looking at our present math programs. Our goal is to choose a new program for the 2009-10 year. Dr. Bassarear has also been working with the math teachers at the district level to update our district common assessments.

Last year, the district science and social studies committees worked on finalizing their curriculum documents to improve grade level units. The MCS Science committee has also been working hard on improving the use of science inquiry.

This past year, the MCS English language arts curriculum committee focused on examining student writing. Teachers at MCS and Ray School collaborated to develop writing prompts that will be administered mid-year in order to develop district-wide student writing samples. Each grade level team will use these samples to discuss student development and inform our instruction.

These are highlights of the 2007-08 academic year, contributed by Marion Cross School teachers.

Kindergarten: We added 45 minutes to the kindergarten day, helping us to develop a solid literacy program. Students began the year with the identification of letters. By the end, they were able to write a paragraph about the ocean animal of their choice. They also developed a multimedia show of their writing, a computer drawing of their animal, and an audio recording of their report.

First Grade: Our students increased their literacy skills by using a variety of methods including the Wilson “Foundations” phonics program. They also learned to express themselves through writing fiction, non-fiction, poetry, and research and thank-you letters.

Second Grade: Our study of the Arctic was expanded into a study of the Polar Regions so that the similarities and differences between the Arctic and the Antarctic could be considered. Our study of Mexico was greatly enhanced by parent volunteers who introduced our students to the Spanish language.

Third Grade: We celebrated the spirit of Earth Stewardship by gathering and preparing many local foods. We also made stone soup. We met a French soldier who told us a tale and, during our study of Norwich history, we petitioned Governor Benning Wentworth hoping to be granted the Norwich Town Charter.

Fourth Grade: Our Wetland unit continues the MCS tradition of teaching an appreciation of and stewardship for the land. We also examined our home state's overall geography, history, and government. Students visited our local and state historical societies to complement an inquiry into Vermont's industries and how they have changed over the years.

Fifth Grade: The year included the September overnight trip to Hulbert Outdoor Center. This is an opportunity for students to learn leadership and teamwork skills. In the spring, we had another wonderful River Day in which students spent the day along Blood Brook in workshops designed for experiential learning.

Sixth Grade: We continued the traditions of philanthropy and community service. Projects included pulling invasive buckthorn plants from the Nature Area, and contributing clothes and plastic bags to the Dominican Republic. In addition, students raised funds in support of Donors Choose, an organization that helps disadvantaged schools. Gifts included classroom supplies for two schools and shin pads for a soccer team. We ended the year with a superb performance of Shakespeare's *The Tempest*.

French: The French department at MCS doubled in size this year, as Judy Csatari joined Allison Litten to teach one section of sixth-grade French.

Physical Education: PE included the orienteering program, the integrated music and physical education "repertoire" circus, and the increased use of technology. We are especially pleased to report that Rick Newton was elected VT Physical Education Teacher of the Year.

Health: Thanks to the VT Department of Education Tobacco Prevention Grant, MCS was able to arrange an address to our students on the influence of media images and messages.

Library: We had special visits this year from authors Rebecca Rupp, Lisa Ketchum, and Susan Milford. In May, we had our biennial book sale for which we collected more than 7,000 children's books. We thank our many volunteers.

Technology: Classroom teachers worked with the Technology Integration Specialist to plan projects, which were always connected to the curriculum. We continued to provide ongoing technical instruction and support to staff.

Music: The music program consisted of general music classes for grades one through six, two choruses, band, and orchestra. Throughout the year, the students performed in numerous concerts. Thanks to generous "Friends" and PTO grants, we purchased 20 sets of a music software program so that every student was able to work individually on music composition.

Art: Tracy Smith headed up a Giving Bowls event involving MCS students and Norwich community members. In support of world hunger, the event raised funds for Africare. Students made and decorated pottery bowls, and businesses provided soup, while King Arthur Flour taught the 4th, 5th, and 6th graders how to make bread.

Guidance: The Director of Guidance continued to see students individually or in small groups, and also visited the K-6 classrooms, talking about self esteem, manners, friendship skills, teasing, bullying, conflict resolution, decision making, communication, personal safety, drugs, alcohol, tobacco use, team building, and adolescent issues.

Linda Kelley, Principal (649-1703)

Norwich Finance Committee School Budget Statement

At its meeting on January 29, 2009, the Norwich Finance Committee (NFC) voted unanimously to support a gross expenditure budget for the Marion Cross School (grades K-6) of \$4,676,506, which is 4.99% below last year's budget. This, together with the Dresden School District assessment of \$6,154,937 for grades 7-12 (12.43% above last year's assessment) brings total expenses to \$10,831,443. The large increase in the Dresden assessment was due to a reduction in several revenues, principally the end of the Dartmouth College revenue of \$1,940,000 per year for five years. Total Dresden expenses rose only 2.48%. The increase in the Dresden assessment was partially offset by \$1,764,135 in revenues, including \$544,580 of Vermont construction aid and the Norwich share of \$800,000 unexpended bond funds for the high school renovation and the new middle school, and \$879,112 of Vermont special education funds. This resulted in a net education spending of \$9,067,308 and an estimated residential tax rate of \$1.4902 per \$100 of property evaluation. This is 2.42% higher than last year, and in accord with the NFC's recommendation that the increase not exceed 3%. The per pupil educational spending of \$14,330 is 4.08% above last year but \$647 below the Vermont excess spending limit (another NFC constraint). Enrollment is expected to decline in the next few years and, coupled with the present economic conditions, it will be important to control the student-to-teacher ratio in order to contain costs.

The extension of half-day kindergarten to all-day kindergarten is a major change in the Marion Cross program. In addition, art instruction and computer technical service have been increased by 20%. The NFC hopes that these additions to the program, which are included in the expenditure budget discussed above, will increase enrollment in the Marion Cross School and thereby reduce the tax rate. The budget also includes a 2% salary increase in the new one-year teachers' contract which, coupled with the normal step increase, brings this year's average salary increase to 3.2%.

The NFC supported this budget because it improves the program while reducing expenses by 5% and increases the tax rate by only 2.4%. It also satisfies the NFC guidelines that the tax rate not increase more than 3%, and that the Vermont excess spending limit not be exceeded. However some of the expense reduction was fortuitous, and the availability of unexpended bond funds will not continue beyond next year. We are quite dependent on grants from the State of Vermont, and individuals in Norwich benefit greatly from the income sensitivity features of the state education funding law.

The NFC appreciates the efforts of the Norwich School Board, and the teachers and administration, especially the new principal at Marion Cross, Dr Linda Kelley, to bring forth a budget that adds to the program and yet avoids the excess spending threshold.

*Alvin Converse, Chair (649-2326), Fred Crawford, Stephen Flanders,
Karen Kayen, Stephen Lajoie, Cheryl A. Lindberg*

Norwich School District Proposed Revenue Report

	FY08 Actual	FY09 Adopted	FY09 Anticipated	FY10 Proposed
GENERAL FUND				
Local Revenue				
Tuition from Patron	17,073	28,750	28,750	28,750
Interest Income	59,396	50,000	50,000	50,000
Rental of District Property	19,555	21,950	20,000	20,000
Insurance Refunds/Dividends	3,056	2,000	2,500	2,500
Miscellaneous Income	4	250	125	125
<i>subtotal local sources</i>	99,084	\$102,950	\$101,375	\$101,375
State Revenue				
Homestead Tax Liability	8,918,999	\$8,977,254	\$8,977,254	\$9,037,575
From State Ed Fund	\$0	0	0	0
Non Residential Tax Liability	0	0	0	0
Vocational Center Grant	27,728	28,572	28,572	29,733
State Construction Aid	0	0	0	0
Transportation Grant	79,292	112,442	112,442	111,941
Special Education Block Grant	233,197	245,702	245,702	240,458
Special Ed Exp Reimb	502,414	459,587	459,587	535,604
Extraordinary Reimb	190,055	286,380	286,380	103,050
Early Essential Education Grant	34,086	33,923	33,923	33,923
Transfr from Spec Ed Rsv Fund	0	0	0	0
Transfr from Vt Const Aid Fund	0	0	0	544,580
Prior Yr Adjust	0	0	0	0
<i>subtotal state sources</i>	9,985,771	\$10,143,860	\$10,143,860	\$10,636,864
GENERAL FUND TOTAL	\$10,084,855	\$10,246,810	\$10,245,235	\$10,738,239
Summary:				
Appropriation Total				\$10,831,443
from Prior Year Fund Balance				93,204
from Other Income				1,700,664
Total Revenue & From Fund Balance				1,793,868
From Property Tax				\$9,037,575
Revenue for Purposes of Calculating "Ed Spending" and Estimated Tax Rate				
Revenue Total				\$1,793,868
less Vocational Grant				29,733
Revenue for Purposes of Calculating "Ed Spending" and Estimated Tax Rate				\$1,764,135

**Norwich School District
Expenditure Budget Report**

	FY08 Actual	FY09 Adopted Budget	FY10 Proposed Budget	Bgt Chg increase (decrease)
REGULAR EDUCATION				
Salaries~Teacher	1,261,722	1,365,737	1,455,220	89,483
Salaries~Ed Asst	131,368	125,416	125,147	(269)
Substitutes	12,644	10,000	10,000	0
Tutors~Remedial & Homebound	53,220	38,187	32,398	(5,789)
Sabbatical	0	0	0	0
Purch Prof & Tech Svcs	0	0	0	0
Purch Prop Svcs	13,123	14,300	14,300	0
Other Purch Svcs	0	0	0	0
Vocational Tuition	27,728	28,571	29,733	1,162
Total Purchased Services	27,728	0	30,000	30,000
Supplies/Textbooks	29,014	39,530	38,850	(680)
Property	2,620	4,450	4,600	150
Publishing & Enrichment	9,711	14,000	11,000	(3,000)
Function Total	1,541,151	1,640,191	1,721,248	81,057
TECHNOLOGY				
Salaries	68,274	70,357	78,236	7,879
P/R Tax and Benefits	0	0	0	0
Purch Prop Svcs	8,797	7,000	7,371	371
Supplies	7,153	10,000	8,500	(1,500)
Property	24,148	21,000	30,867	9,867
Function Total	108,373	108,357	124,974	16,617
SPECIAL EDUCATION				
Salaries~Teacher	213,202	246,563	235,019	(11,544)
Salaries~Ed Asst	112,336	69,046	121,574	52,528
Salaries~Tutors & Other	0	0	0	0
Purch Prof & Tech Svcs	64,148	87,100	60,160	(26,940)
Purch Prop Svcs	7,355	7,000	5,000	(2,000)
Other Purch Svcs	832	1,500	1,625	125
Tuition	516,322	518,031	341,200	(176,831)
Total Purchased Svcs	517,153	519,531	342,825	(176,706)
Supplies	12,602	7,550	6,550	(1,000)
Property	1,947	500	1,500	1,000
Function Total	928,743	937,290	772,628	(164,662)
GUIDANCE				
Salaries	68,271	69,499	69,499	0
Supplies	556	630	600	(30)
Function Total	68,826	70,129	70,099	(30)

Norwich School District Expenditure Budget Report

	FY08 Actual	FY09 Adopted Budget	FY10 Proposed Budget	Bgt Chg increase (decrease)
HEALTH PROGRAM				
Salaries	52,384	56,258	51,551	(4,707)
Purch Profl & Tech Svcs	0	350	350	0
Supplies	994	1,500	1,200	(300)
Property	0	0	0	0
<i>Function Total</i>	53,378	58,108	53,101	(5,007)
PRE-EMPLOYMENT COSTS				
Purch Profl & Tech Svcs	0	0	0	0
<i>Function Total</i>	0	0	0	0
STAFF DEVELOPMENT				
Salaries	0	0	0	0
P/R Tax and Benefits	28,647	52,500	55,500	3,000
Purch Profl & Tech Svcs	2,266	2,000	2,000	0
Supplies	0	1,000	1,000	0
<i>Function Total</i>	30,912	55,500	58,500	3,000
MEDIA (Library)				
Salaries	74,903	77,899	52,315	(25,584)
Supplies	7,584	7,450	7,500	50
Property	0	750	600	(150)
<i>Function Total</i>	82,487	86,099	60,415	(25,684)
SCHOOL BOARD SERVICES				
Salaries	2,998	3,700	3,700	0
Purch Profl & Tech Svcs	12,089	14,475	16,009	1,534
Other Purch Svcs	424	1,500	1,500	0
Other Objects	16,158	3,800	3,800	0
<i>Function Total</i>	31,669	23,475	25,009	1,534
SCHOOL ADMINISTRATIVE UNIT #70				
Purch Profl & Tech Svcs	154,313	162,147	170,368	8,221
<i>Function Total</i>	154,313	162,147	170,368	8,221
SCHOOL ADMINISTRATION				
Salary-Principal	91,595	91,596	92,700	1,104
Salary-Support	46,747	52,043	55,270	3,227
Salary Admin Team	13,610	15,752	16,225	473
Admin Staff Dev	694	1,500	2,000	500
Purch Profl & Tech Svcs	1,203	1,000	1,000	0
Purch Prop Svcs	1,607	1,400	1,500	100
Other Purch Svcs	16,348	8,500	9,500	1,000
Supplies	1,280	300	1,200	900
Property	0	500	500	0
Other Objects	502	500	700	200
<i>Function Total</i>	173,585	173,091	180,595	7,504

Norwich School District Expenditure Budget Report

	FY08 Actual	FY09 Adopted Budget	FY10 Proposed Budget	Bgt Chg increase (decrease)
PAYROLL TAXES & BENEFITS				
Retiree Wages	43,191	38,184	3,893	(34,291)
Medical Insurance	353,838	415,122	365,358	(49,764)
Retiree Medical Insur	12,027	11,900	10,900	(1,000)
Dental Insurance	12,508	13,265	13,708	443
Life Insurance	4,998	5,278	5,577	299
Workers Comp Ins	15,057	15,773	16,805	1,032
Long Term Disability	8,686	8,818	8,889	71
Flex Plan Fees	696	800	800	0
Annuities	63,744	76,074	76,298	224
Retirement	10,347	9,184	11,056	1,872
FICA	177,036	187,017	192,858	5,841
Retiree FICA	3,304	2,921	298	(2,623)
Unemployment Insur	956	1,957	1,949	(8)
Function Total	706,387	786,293	708,389	(77,904)
MAINTENANCE OF PLANT				
Salaries	7,596	3,000	7,500	4,500
Purch Prop Svcs	23,255	9,655	15,700	6,045
Other Purch Svcs	1,090	1,100	1,200	100
Supplies	9,664	12,500	11,650	(850)
Function Total	41,606	26,255	36,050	9,795
CUSTODIAL SERVICES				
Salaries	86,151	85,960	98,778	12,818
P/R Tax and Benefits	521	700	700	0
Purch Prop Svcs	37,956	44,600	32,100	(12,500)
Other Purch Svcs	12,385	14,018	11,000	(3,018)
Supplies	73,645	78,600	74,100	(4,500)
Property	3,777	2,000	2,000	0
Function Total	214,435	225,878	218,678	(7,200)
GROUNDS MAINTENANCE				
Purch Prop Svcs	12,944	11,700	12,600	900
Supplies	1,190	4,800	1,500	(3,300)
Function Total	14,134	16,500	14,100	(2,400)
PUPIL TRANSPORTATION				
Other Purch Svcs	217,118	206,735	217,827	11,092
Supplies	21,054	20,000	16,000	(4,000)
Function Total	238,172	226,735	233,827	7,092
SPECIAL EDUCATION TRANSPORTATION				
Other Purch Svcs	17,350	40,000	6,000	(34,000)
Function Total	17,350	40,000	6,000	(34,000)
FIELD TRIPS				
Other Purch Svcs	5,840	6,000	6,000	0
Function Total	5,840	6,000	6,000	0

**Norwich School District
Expenditure Budget Report**

	FY08 Actual	FY09 Adopted Budget	FY10 Proposed Budget	Bgt Chg increase (decrease)
SITE IMPROVEMENTS				
Purch Prop Svcs	9,612	11,000	3,000	(8,000)
<i>Function Total</i>	9,612	11,000	3,000	(8,000)
BUILDING IMPROVEMENTS				
Purch Prop Svcs	101,795	70,500	50,600	(19,900)
<i>Function Total</i>	101,795	70,500	50,600	(19,900)
DEBT SERVICE				
Other Objects	144,398	138,710	132,925	(5,785)
<i>Function Total</i>	144,399	138,710	132,925	(5,785)
INTERFUND TRANSFERS OUT				
Trnsfr to Spec Ed Rsv	0	30,000	30,000	0
Trnsfr to Bldg Maint Rsv	0	30,000	0	(30,000)
<i>Function Total</i>	0	60,000	30,000	(30,000)
SCHOOL TOTAL	4,667,168	4,922,258	4,676,506	(245,752)

NOTE

In accordance with VSA Title 16 § 563 an audit of the 2007-08 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. Excerpts from the audit follow, beginning on page V-12.

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, 2008, 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, 2008, 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.

The management's discussion and analysis and budgetary comparison information are not a required part of the basic financial statements, but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

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 schedules are presented for the purposes of additional analysis and are not a required part of the basic financial statements. They have been subjected to the auditing procedures applied in the audit of the basic financial statements, and in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Plodzik & Sanderson
Professional Association

January 7, 2009

EXHIBIT C-1
NORWICH SCHOOL DISTRICT
Balance Sheet
Governmental Funds
June 30, 2008

	General	District Established Trust	Energy Efficiency Project	Other Governmental Funds	Total Governmental Funds
ASSETS					
Cash and cash equivalents	\$ 134,994	\$ 1,321,279	\$ -	\$ 67,037	\$ 1,523,310
Investments	-	1,766,687	-	-	1,766,687
Receivables:					
Accounts	27,136	-	5,155	-	32,291
Intergovernmental	18,784	-	37,725	14,161	70,670
Interfund receivable	45,166	-	-	-	45,166
Prepaid items	24,598	-	-	-	24,598
Total assets	<u>\$ 250,678</u>	<u>\$ 3,087,966</u>	<u>\$ 42,880</u>	<u>\$ 81,198</u>	<u>\$ 3,462,722</u>
LIABILITIES AND FUND BALANCES					
Liabilities:					
Accounts payable	\$ 4,209	\$ -	\$ -	\$ 7,303	\$ 11,512
Accrued salaries and benefits	9,543	-	-	-	9,543
Intergovernmental payable	101,629	-	-	-	101,629
Interfund payable	-	-	38,801	6,365	45,166
Deferred revenue	-	-	37,725	-	37,725
Total liabilities	<u>115,381</u>	<u>-</u>	<u>76,526</u>	<u>13,668</u>	<u>205,575</u>
Fund balances:					
Reserved for encumbrances	98,434	-	2,798	-	101,232
Unreserved, undesignated, reported in:					
General fund	36,863	-	-	-	36,863
Special revenue funds	-	3,087,966	-	67,530	3,155,496
Capital project fund	-	-	(36,444)	-	(36,444)
Total fund balances	<u>135,297</u>	<u>3,087,966</u>	<u>(33,646)</u>	<u>67,530</u>	<u>3,257,147</u>
Total liabilities and fund balances	<u>\$ 250,678</u>	<u>\$ 3,087,966</u>	<u>\$ 42,880</u>	<u>\$ 81,198</u>	<u>\$ 3,462,722</u>

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

EXHIBIT C-3
NORWICH SCHOOL DISTRICT
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For the Fiscal Year Ended June 30, 2008

	General	District Established Trust	Energy Efficiency Project	Other Governmental Funds	Total Governmental Funds
Revenues:					
Local	\$ 99,085	\$ 124,885	\$ 5,155	\$ 17,582	\$ 246,707
State	9,980,865	1,131,029	-	-	11,111,894
Federal	-	-	-	221,453	221,453
Total revenues	<u>10,079,950</u>	<u>1,255,914</u>	<u>5,155</u>	<u>239,035</u>	<u>11,580,054</u>
Expenditures:					
Current:					
Instruction	2,588,671	-	-	232,625	2,821,296
Support services:					
Student	122,204	-	-	-	122,204
Instructional staff	113,399	-	-	5,956	119,355
General administration	31,669	-	-	-	31,669
Executive administration	154,313	-	-	-	154,313
School administration	879,973	-	-	-	879,973
Operation and maintenance of plant	269,249	-	-	-	269,249
Student transportation	261,362	-	-	-	261,362
Non-instructional services	-	-	-	19,430	19,430
Debt service:					
Principal	130,000	-	-	-	130,000
Interest	14,398	-	-	-	14,398
Facilities acquisition and construction	21,562	-	67,801	-	89,363
Total expenditures	<u>4,586,800</u>	<u>-</u>	<u>67,801</u>	<u>258,011</u>	<u>4,912,612</u>
Excess (deficiency) of revenues over (under) expenditures	5,493,150	1,255,914	(62,646)	(18,976)	6,667,442
Other financing uses:					
Intergovernmental transfers out	<u>(5,636,992)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(5,636,992)</u>
Net change in fund balances	(143,842)	1,255,914	(62,646)	(18,976)	1,030,450
Fund balances, beginning	279,139	1,832,052	29,000	86,506	2,226,697
Fund balances, ending	<u>\$ 135,297</u>	<u>\$ 3,087,966</u>	<u>\$ (33,646)</u>	<u>\$ 67,530</u>	<u>\$ 3,257,147</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, 2008

	Special Revenue Funds				
	Food Service	Grants	Medicaid	Local Grants and Projects	Total
ASSETS					
Cash and cash equivalents	\$ 976	\$ -	\$ 29,186	\$ 36,875	\$ 67,037
Intergovernmental receivable	493	13,668	-	-	14,161
Total assets	<u>\$ 1,469</u>	<u>\$ 13,668</u>	<u>\$ 29,186</u>	<u>\$ 36,875</u>	<u>\$ 81,198</u>
FUND BALANCES					
Liabilities:					
Accounts payable	\$ -	\$ 7,303	\$ -	\$ -	\$ 7,303
Interfund payable	-	6,365	-	-	6,365
Total liabilities	-	13,668	-	-	13,668
Fund balances:					
Unreserved, undesignated	1,469	-	29,186	36,875	67,530
Total fund balances and liabilities	<u>\$ 1,469</u>	<u>\$ 13,668</u>	<u>\$ 29,186</u>	<u>\$ 36,875</u>	<u>\$ 81,198</u>

SCHEDULE 5
NORWICH SCHOOL DISTRICT
Nonmajor Governmental Funds
Combining Statement of Revenues, Expenditures and Changes in Fund Balances
For the Fiscal Year Ended June 30, 2008

	Special Revenue Funds				
	Food Service	Grants	Medicaid	Local Grants and Projects	Total
Revenues:					
Local	\$ 2,217	\$ -	\$ -	\$ 15,365	\$ 17,582
Federal	7,016	185,006	29,431	-	221,453
Total revenues	9,233	185,006	29,431	15,365	239,035
Expenditures:					
Current:					
Instruction	-	185,006	47,619	-	232,625
Support services:					
Instructional staff	-	-	-	5,956	5,956
Non-instructional services	10,027	-	-	9,403	19,430
Total expenditures	10,027	185,006	47,619	15,359	258,011
Excess (deficiency) of revenues over (under) expenditures	(794)	-	(18,188)	6	(18,976)
Fund balances, beginning	2,263	-	47,374	36,869	86,506
Fund balances, ending	\$ 1,469	\$ -	\$ 29,186	\$ 36,875	\$ 67,530

Three Prior Years Comparison

Provided by VT DOE

PRELIMINARY

Three Prior Years Comparisons - Format as Provided by DOE

ESTIMATES
ONLY

District: Norwich County: Windsor		LEA: T145 S.U.: Dresden Interstate		<small>8.8% estimated homestead appeal rate for FY2009. This rate is a function of the state's income tax rate.</small> 0.8%	
		Act 68		Act 130	
Expenditures		FY2007	FY2008	FY2009	FY2010
1	Budget local budget including special programs full technical center expenditures, and any Act 144 expenditures	\$9,898,239	\$10,356,058	\$10,396,810	\$10,794,392
2	plus Sum of separately warned articles passed at town meeting	+	+	+	+
3	minus Act 144 Expenditures, to be excluded from Education Spending	-	-	-	-
4	minus Act 68 locally adopted or warned budget	-	-	-	-
		\$9,898,239	\$10,356,058	\$10,396,810	\$10,794,392
5	plus Prior years Dresden assessment	+	+	NA	NA
6	plus No union elementary or junior high school assessment	+	+	NA	NA
7	plus Obligation to a Regional Technical Center School District if any	+	+	+	+
8	plus Prior year deficit reduction if not included in expenditure budget	+	+	+	+
9	Gross Act 68 Budget	\$9,898,239	\$10,356,058	\$10,396,810	\$10,794,392
10	S U assessment (included in local budget) - informational data	-	-	-	\$170,356
11	Prior year deficit reduction (if included in expenditure budget) - informational data	-	-	-	-
Revenues					
12	Local revenues (categorical grants donations surplus etc. including local Act 144 tax revenues)	\$1,466,421	\$1,409,331	\$1,390,985	\$1,695,931
13	plus Capital debt aid for eligible projects pre-existing Act 60	+	+	+	+
14	plus Prior year deficit reduction if included in revenues (negative revenue instead of expenditures)	+	+	+	+
15	minus All Act 144 revenues, including local Act 144 tax revenues	-	-	-	-
16	Total local revenues	\$1,466,421	\$1,409,331	\$1,390,985	\$1,695,931
17	Education Spending	\$8,431,818	\$8,946,727	\$9,005,825	\$9,098,461
18	Equalized Pupils (Act 130 count is by school district)	673.72	659.71	654.13	632.76
19	Education Spending per Equalized Pupil	\$12,515	\$13,582	\$13,768	\$14,379
20	minus Less net eligible construction costs (or P&H) per equalized pupil	- \$805.22	- \$1,061.64	- \$1,045.37	- \$1,225.20
21	minus Less share of SpEd costs in excess of \$50,000 for an individual	-	-	-	-
22	minus Less amount of deficit if deficit is solely attributable to tuition paid to public schools for grades the district does not operate for new students who moved to the district after the budget was passed	- Not applicable prior to school year 2008-2009 (FY2009)	-	-	-
23	minus Less SpEd costs if excess is solely attributable to new SpEd spending if district has 20 or fewer equalized pupils	-	-	- \$34.07	-
24	plus Excess Spending per Equalized Pupil over threshold (if any)	+ threshold = \$11,708 threshold = \$12,984	+	threshold = \$13,287 threshold = \$13,984	+
25	Per pupil figure used for calculating District Adjustment	\$12,515	\$13,582	\$13,768	\$14,379
26	District spending adjustment (minimum of 100%) (\$14,379 / \$8,544)	170.741% <small>based on \$7,300</small>	175.571% <small>based on \$7,708</small>	167.694% <small>based on \$8,310</small>	168.294% <small>based on \$8,544</small>
Prorating the local tax rate					
27	Anticipated district equalized homestead tax rate to be prorated (Tax rates were not prorated in FY06 - FY08) (168.294% x \$0.86)	\$1,622 <small>based on \$0.95</small>	\$1,620 <small>based on \$0.87</small>	\$1,459 <small>based on \$0.97</small>	\$1,447 <small>based on \$0.86</small>
28	Percent of Norwich equalized pupils not in a union school district	Not applicable prior to Act 130	100.000%	100.000%	100.000%
29	Portion of district eq homestead rate to be assessed by town (100.000% x \$1.45)	Not applicable prior to Act 130	\$1,459	\$1,459	\$1,447
30	Common Level of Appraisal (CLA)	109.36%	104.77%	100.27%	96.79%
31	Portion of actual district homestead rate to be assessed by town (Tax rates were not prorated in FY06 - FY08) (\$1,447 / 96.79%)	\$1,483 <small>based on \$0.95</small>	\$1,455 <small>based on \$0.86</small>	\$1,455 <small>based on \$0.97</small>	\$1,495 <small>based on \$0.86</small>
<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>					
32	Anticipated income cap percent to be prorated (168.294% x 1.80%)	Not applicable prior to Act 130	3.02%	3.02%	3.03%
33	Portion of district income cap percent applied by State (100.000% x 3.03%)	3.07% <small>based on 1.80%</small>	3.16% <small>based on 1.80%</small>	3.02% <small>based on 1.80%</small>	3.03% <small>based on 1.80%</small>
34	Percent of equalized pupils at union 1	Not applicable prior to Act 130	-	-	-
35		Not applicable prior to Act 130	-	-	-

The Tax Commissioner recommended an FY2010 base education homestead tax rate of \$0.85 but also urged the Legislature to not accept that recommendation. The rate entered is therefore an estimate only. The base income percentage cap is 1.80%. Final figures will be set by the Legislature and approved by the Governor.

The projected base education amount of \$8,544 is subject to change by the Legislature.

Comparative Data for Cost-Effectiveness

Provided by VT DOE

16 V.S.A. § 165(a)(2)(K)

School: Marion W. Cross School
S.U.: Sau 70

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/>

FY2008 School Level Data

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

Cohort Rank by Enrollment (1 is largest)
1 out of 40

School level data		Grades Offered	Enrollment	Total Teachers	Total Administrators	Stu / Tch Ratio	Stu / Admin Ratio	Tchr / Admin Ratio
Smaller >	Bristol Elementary School	K - 6	294	28.60	1.80	10.28	163.33	15.89
	Park Street School	K - 5	296	27.40	1.00	10.80	296.00	27.40
	Richmond Elementary School	PK - 4	287	19.20	1.00	15.47	297.00	19.20
< Larger	Marion W. Cross School	K - 6	297	25.30	1.00	11.74	297.00	25.30
Averaged SCHOOL cohort data			247.73	21.29	1.02	11.64	242.87	20.87

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.

In prior years, these figures were limited to districts' own current expenditures. The portion of current expenditures made by supervisory unions on behalf of districts varies greatly. This year's figures include district assessments to SUs. The advantage is that districts are more comparable to each other. The consequence is that THESE FIGURES ARE NOT COMPARABLE TO FIGURES USED PRIOR YEARS.

FY2007 School District Data

Cohort Description: Elementary school district, FY2007 FTE ≥ 300
(9 school districts in cohort)

Grades offered in School District

Student FTE enrolled in school district

Cohort Rank by FTE
(1 is largest)
9 out of 9

School district data (local, union, or joint district)

Smaller >	Norwich	K-6	301.47	\$10,980
	Bristol	K-6	307.11	\$11,277
	Highgate	K-6	323.65	\$9,353
< Larger	Brandon	PK-6	332.57	\$10,061
Averaged SCHOOL DISTRICT cohort data			488.1	\$10,307

Current expenditures are an effort to calculate an amount per FTE spent by a district on students enrolled in that district. This figure excludes tuition and assessments paid to other providers' construction and equipment costs, debt service, adult education, and community service.

FY2009 School District Data

LEA ID		School District	Grades offered in School District	School district tax rate			of prorated member district rates			
				Equalized Pupils	SD	SD	SD	MUN Equalized Homestead Ed tax rate	MUN Common Level of Appraisal	MUN Actual Homestead Ed tax rate
					Education Spending per Equalized Pupil	Equalized Homestead Ed tax rate				
					Use these tax rates to compare town rates.					
		These tax rates are not comparable due to CLAs.								
T058	Derby	K-6	396.81	9,942.22	1.0536	1.0385	1.0697	0.9708		
T205	Thetford	K-6	500.81	13,656.65	1.4474	1.4474	0.9400	1.5398		
T204	Swanton	PK-6	580.67	10,447.55	1.1071	1.0622	1.0859	0.9782		
T145	Norwich	K-6	654.13	13,767.64	1.4589	1.4589	1.0027	1.4550		
T027	Bretteboro	K-6	814.97	13,211.98	1.4000	1.4852	0.9540	1.5568		
T015	Bennington ID	K-6	886.36	10,107.76	1.0711	1.1549	0.9996	1.1554		

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.