

# Part V

Norwich School District

## **Norwich School District Officers**

<b>School Board</b>	<b>Term Expires</b>
Carey Callaghan .....	2010
Anne W. Day - Secretary .....	2010
Neil Odell .....	2010
Geoffrey J. Vitt .....	2011
Linda Addante - Vice Chair .....	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. While the three school boards set goals independently, in 2008-09 each had goals that addressed the need to continuously improve the quality of the district's curriculum and instruction and to improve communication with parents and the public.

To improve the quality of the district's curriculum and instruction, the administrators in Hanover and Dresden prepared a list of quality indicators that they intend to use as a means of measuring school performance. These were presented to the boards in June with periodic reports planned throughout the school year. Under the leadership of new principal Dr. Linda Kelley, the Marion Cross School is undertaking the development of a long-range plan in the current school year, from which a set of quality measures is likely to emerge. All four principals are working to develop a teacher evaluation system this year that will help improve the quality of instruction in the classrooms.

In response to the communications goals, each school enhanced its weekly or biweekly newsletters to parents, conducted parent surveys, and continued outreach efforts to parents and community members. The Dresden and Norwich Boards sponsored parent and community surveys this fall to support the development of the long-range plan for Marion Cross and the development of long-term and short-term budget priorities for Richmond Middle School and Hanover High School. The SAU 70 website ([www.SAU70.org](http://www.SAU70.org)) links to each of the school websites, which in turn provides parents and community members with a wealth of information on activities at the school, including the results of the surveys referenced above.

This Annual Report is one way we communicate with the community. While members of the Norwich, Hanover, and Dresden Boards and administrators hope this information will

help you 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. 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 of Schools (603-643-6050)*

### **Norwich School Board Annual Report**

For the Marion Cross School (MCS) community, the 2008-09 academic year was one of new beginnings and keeping faith with old and new traditions. It was the first year under the able leadership of our new principal, Dr. Linda Kelley. It was a year, too, that saw a number of new programs either implemented or under active consideration. These efforts should enhance the education of our children in the years ahead. While there has been an active effort to further improve the already excellent MCS educational program, there has also been a recognition of all that is best about the school's culture. Program improvement will be evolutionary, building on community participation, and honoring the vibrant heritage at MCS.

A new math program, Investigations, was launched in Kindergarten through fifth grade. Teachers from all the grades participated in choosing, learning and implementing this new program, which should enhance both conceptual understanding and practical use of math. New textbooks, materials, and teaching aids were acquired to support the launch of Investigations.

The same participative decision-making that led to Investigations was used across a variety of fronts last year. Ad hoc committees of faculty, administrators and in some cases others were set up to examine: Grade Reports; the Local Action Plan Survey; Handwriting; the Academic Calendar; the Daily Schedule; and to search for a new school librarian. Several notable outcomes from these groups included a newly standardized report card format and a move to a six-day schedule. The latter decision, I hasten to add, involves not six days of school per week but rather a rotating schedule to better space out class offerings and to improve the regularity of specific class meetings.

All day Kindergarten, which was adopted as part of last year's budget, was begun at the start of the 2009-2010 school year. Enrollment surged by over 20% from the prior year. This is a terrific start for this program, and we hope that larger cohorts carry forward in the following years.

The MCS buildings and grounds have been kept in excellent condition through the dedicated efforts of our outstanding maintenance and housekeeping team. Before the onset of the current 2009-10 school year, the building exterior was painted green. This was the consensus color choice of the MCS staff, but it was especially appropriate given a number of other building initiatives of the past few years. According to Vermont's School Energy Management Program, MCS uses 35% less energy per square foot than the average school in the state. Lighting, insulation and solar panel investments of prior years are making MCS increasingly "green," inside and out!

We are fortunate to have an involved and enthusiastic PTO group who make very meaningful contributions, both monetarily and also to the direction and spirit of our school system. This past year the PTO launched a new and highly professional PTO newsletter that is vital to communication between parents, school staff, and the Town. The PTO also sponsors many activities over the course of the year that add not only to the physical assets of the school, but also to the sense of community around MCS.

Our budget process has begun for the 2010-11 year. In last year's budget we were able to

reduce the building level expenditure at MCS by 5%. At the time of this writing, it is too early to gauge next year's. Voters should know, however, that every effort is being made to be cost-conscious and cost-effective.

Much gratitude is owed to all of those who work so hard to make our schools the centers of excellence that they have become: to the teachers and assistants who impart their knowledge and wisdom to our children; to the administrators, support staff, and the Superintendent who work tirelessly to support our educators; and to all the people of Norwich for their unflagging 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's (MCS) parents and staff worked together to institute full-day kindergarten. Kindergarteners now enjoy a more restful pace to their learning as well as the full advantage of our music, art, physical education, technology, and library programs. An unexpected increase in enrollment resulted.

Mathematics teachers chose the "Investigations" as MCS's unifying math program. Faculty attended summer workshops and wrote curriculum to unite all mathematics teaching from first through fifth grade. Sixth graders continue to follow the mathematics curriculum of the middle school.

MCS students perform at the top of the national standards in the New England Common Assessment Program (NECAP) tests. Last year, the states of Vermont and New Hampshire instituted a new science assessment for students in grades 4 and 8. MCS's fourth graders performed excellently. This test focuses on science inquiry, use of the scientific process, and life science. All three areas are emphasized in MCS's Inquiry Science and LEEEP programs.

Other accomplishments during 2008-2009 include the standardization of report cards, development of a six-day schedule, and greater faculty responsibility for school life through participation in ad hoc committees, monthly presentations to the Board of Directors, and the School Leadership Team. Parents also offer advice and consultation through Breakfast with the Principal, a monthly gathering of 8-10 people who discuss an educational topic of concern or interest.

MCS remains immensely grateful to the PTO for its strength in membership and enormous support of our school's activities. We also thank the citizens of Norwich for your support as we work together to continue offering the very best education to our children.

*Linda Kelley, Principal (649-1703)*

## **Norwich Finance Committee School Budget Statement**

At its properly warned meeting on January 26, 2010, the Norwich Finance Committee (NFC) voted not to support the Norwich School Board's proposed FY 2010-11 gross expenditure budget for the Norwich School District (Grades K-6) of \$4,470,023 as approved by the Norwich School Board at its meeting on January 21, 2010. This budget is 4.42% less than the current budget of \$4,676,506. Including the Dresden assessment for grades 7-12, the combined decrease is expected to be 4.10%. The Dresden assessment itself will decrease by \$237,303, or 3.86%. The Finance Committee recognizes that the proposed budget does accomplish the budget guideline of not exceeding Act 68's excess spending threshold calculation.

The NFC acknowledges the efforts the Norwich School Board and the Administration made to bring in a reduced budget. However, in reaching its decision, the NFC noted that the significant reduction in the expenditure budget came from the retirement of the Norwich School District bond, a \$132,925 expenditure elimination. Excluding that fortuitous item, the Norwich School District budget decrease is 1.57%. The NFC recognizes that the \$52,000 transfer from the Special Ed and Building reserve funds into the general fund, coupled with the expenditure reduction, helps to provide tax relief, but it does not consider tapping special reserve funds a prudent decision. The NFC believes more should have been done to reduce proposed expenditures, since the reserve funds will need to be replaced in future years.

The NFC encourages the Norwich School Board and Administration to do the following while maintaining the quality of the Norwich school system:

- prepare, before the FY12 budget process begins, options for mitigating the impact of further reductions in monetary support from the state and the consequential pressure on property taxes
- take measures that will encourage increased enrollments in the Marion Cross School
- continue to apply federal stimulus funds only to one-time expenses that generate long-term benefits and savings
- consider alternative means from the traditional classroom setting, such as on-line learning to deliver program efficiently and meet the needs of 21st century students
- reduce total compensation costs.

*Stephen Lajoie, Chair (649-2649), Stephen Flanders, Cheryl Lindberg,  
Robert Mitchell, Keith Moran, Ann Sargent, Dan Weintraub*

**Norwich School District  
Proposed Revenue Report**

<b>NORWICH SCHOOL DISTRICT Proposed Revenue Budget 2010-11 School Year</b>		2008-09 Actual Year End	2009-10 Adopted	2009-10 Anticipated Year End	2010-11 Proposed
<b>GENERAL FUND</b>					
<b>Local Revenue</b>					
1311	Tuition from Patron	17,353	28,750	11,331	15,000
1510	Interest Income	15,731	50,000	15,096	16,000
1910	Rental of District Property	20,700	20,000	20,000	20,000
1980	Insurance Refunds/Dividends	12,810	2,500	5,000	2,500
1990	Miscellaneous Income	0	125	100	125
<i>subtotal local sources</i>		\$66,595	\$101,375	\$51,527	\$53,625
<b>State Revenue</b>					
3109	Homestead Tax Liability	\$8,977,253	\$9,037,575	\$9,037,575	\$8,924,451
3110	From State Ed Fund	16,855	0	0	0
3112	Non Residential Tax Liability	0	0	0	0
3114	Vocational Center Grant	28,572	29,733	29,733	23,415
3130	State Construction Aid	0	0	0	0
3150	Transportation Grant	106,458	111,941	111,941	114,487
3201	Special Education Block Grant	245,702	240,458	240,458	231,974
3202	Special Ed Exp Reimb	477,086	535,604	535,604	469,570
3203	Extraordinary Reimb	133,022	103,050	103,050	130,500
3204	Early Essential Education Grant	35,681	33,923	33,923	30,044
5230	Transfr from Spec Ed Rsv Fund	0	0	0	30,000
5230	Transfr from Bldg Maint Rsv Fund	0	0	0	22,000
5230	Transfr from Vt Const Aid Fund	0	544,580	544,580	357,081
5400	Prior Yr Adjust	0	0	0	0
<i>subtotal state sources</i>		\$10,020,629	\$10,636,864	\$10,636,864	\$10,333,522
<b>GENERAL FUND TOTAL</b>		\$10,087,224	\$10,738,239	\$10,688,391	\$10,387,147
<b>Summary:</b>					
Appropriation Total					\$10,387,147
from Prior Year Fund Balance					0
from Other Income					1,462,696
Total Revenue & From Fund Balance					1,462,696
From District Assessment					\$8,924,451
<b>Revenue for Purposes of Calculating "Ed Spending" and Estimated Tax Rate</b>					
Revenue Total					\$1,462,696
less Vocational Grant					23,415
Revenue for Purposes of Calculating "Ed Spending" and Estimated Tax Rate					\$1,439,281

**Norwich School District  
Expenditure Budget Report**

NORWICH SCHOOL DISTRICT		2009-10	2010-11	Bgt Chg
Proposed Budget	2008-09	Adopted	Proposed	increase
2010-11 School Year	Actual	Budget	Budget	(decrease)
<b>REGULAR EDUCATION</b>				
Salaries~Teacher	1,322,322	1,444,851	1,388,555	(56,296)
Salaries~Ed Asst	131,487	125,147	138,445	13,298
Substitutes	13,755	10,000	10,000	0
Tutors~Remedial & Hom	39,385	33,765	35,444	1,679
Purch Prop Svcs	15,045	14,300	14,300	0
Vocational Tuition	28,572	29,733	23,415	(6,318)
Supplies/Textbooks	32,736	37,940	36,450	(1,490)
Property	3,806	4,600	4,200	(400)
Publishing & Enrichment	12,548	10,850	14,000	3,150
<i>Function Total</i>	1,599,656	1,711,186	1,664,809	(46,377)
<b>TECHNOLOGY</b>				
Salaries	68,772	79,733	79,165	(568)
Purch Prop Svcs	7,256	7,371	2,755	(4,616)
Supplies	9,271	8,500	8,500	0
Property	21,920	30,867	31,483	616
<i>Function Total</i>	107,219	126,471	121,903	(4,568)
<b>SPECIAL EDUCATION</b>				
Salaries~Teacher	280,348	245,432	160,498	(84,934)
Salaries~Ed Asst	132,224	121,574	127,248	5,674
Salaries~Tutors & Other	264	0	0	0
Purch Prof & Tech Svcs	56,899	52,660	92,060	39,400
Purch Prop Svcs	0	5,000	5,000	0
Other Purch Svcs	367	1,625	1,625	0
Tuition	416,168	343,900	466,500	122,600
Supplies	5,347	6,550	7,350	800
Property	1,055	1,500	1,500	0
<i>Function Total</i>	892,672	778,241	861,781	83,540
<b>GUIDANCE</b>				
Salaries	72,755	70,888	73,762	2,874
Supplies	593	600	550	(50)
<i>Function Total</i>	73,348	71,488	74,312	2,824
<b>HEALTH PROGRAM</b>				
Salaries	54,752	52,582	52,582	0
Purch Prof & Tech Svcs	0	350	350	0
Supplies	1,366	1,200	1,700	500
Property	0	0	0	0
<i>Function Total</i>	56,118	54,132	54,632	500
<b>PRE-EMPLOYMENT COSTS</b>				
Purch Prof & Tech Svcs	0	0	0	0
<i>Function Total</i>	0	0	0	0

**Norwich School District  
Expenditure Budget Report**

NORWICH SCHOOL DISTRICT		2009-10	2010-11	Bgt Chg
Proposed Budget	2008-09	Adopted	Proposed	increase
2010-11 School Year	Actual	Budget	Budget	(decrease)
<b>STAFF DEVELOPMENT</b>				
Salaries	0	0	0	0
P/R Tax and Benefits	50,035	55,500	54,000	(1,500)
Purch Profl & Tech Svcs	9,045	2,000	2,000	0
Supplies	0	1,000	1,000	0
<i>Function Total</i>	59,080	58,500	57,000	(1,500)
<b>MEDIA (Library)</b>				
Salaries	77,899	53,361	70,888	17,527
Supplies	7,309	7,500	7,500	0
Property	677	600	600	0
<i>Function Total</i>	85,885	61,461	78,988	17,527
<b>SCHOOL BOARD SERVICES</b>				
Salaries	3,438	5,209	2,509	(2,700)
Purch Profl & Tech Svcs	15,746	14,500	11,500	(3,000)
Other Purch Svcs	1,904	1,500	2,000	500
Other Objects	3,957	3,800	3,800	0
<i>Function Total</i>	25,045	25,009	19,809	(5,200)
<b>SCHOOL ADMINISTRATIVE UNIT #70</b>				
Purch Profl & Tech Svcs	162,147	170,368	165,230	(5,138)
<i>Function Total</i>	162,147	170,368	165,230	(5,138)
<b>SCHOOL ADMINISTRATION</b>				
Salary-Principal	90,000	92,700	92,700	0
Salary-Support	44,643	55,270	55,505	235
Salary Admin Team	13,610	16,225	0	(16,225)
Admin Staff Dev	2,936	1,565	3,000	1,435
Purch Profl & Tech Svcs	1,801	1,000	1,500	500
Purch Prop Svcs	1,663	1,500	1,700	200
Other Purch Svcs	9,532	9,500	7,600	(1,900)
Supplies	2,589	1,200	2,700	1,500
Property	410	500	1,500	1,000
Other Objects	150	1,135	1,500	365
<i>Function Total</i>	167,334	180,595	167,705	(12,890)



**Norwich School District  
Expenditure Budget Report**

NORWICH SCHOOL DISTRICT		2009-10	2010-11	Bgt Chg
Proposed Budget	2008-09	Adopted	Proposed	increase
2010-11 School Year	Actual	Budget	Budget	(decrease)
<b>PAYROLL TAXES &amp; BENEFITS</b>				
Retiree Wages	28,219	3,893	18,473	14,580
Medical Insurance	342,060	364,448	334,001	(30,447)
Retiree Medical Insur	10,227	10,900	10,309	(591)
Dental Insurance	11,857	12,846	12,802	(44)
Life Insurance	5,142	5,577	4,767	(810)
Workers Comp Ins	14,213	17,024	15,887	(1,137)
Long Term Disability	8,833	9,041	8,763	(278)
Flex Plan Fees	634	800	0	(800)
Annuities	65,537	77,786	59,425	(18,361)
Retirement	10,906	11,056	13,895	2,839
FICA	185,972	191,196	176,186	(15,010)
Retiree FICA	0	298	1,413	1,115
Unemployment Insur	617	1,950	1,172	(778)
<i>Function Total</i>	684,217	706,815	657,093	(49,722)
<b>MAINTENANCE OF PLANT</b>				
Salaries	15,432	7,500	7,500	0
Purch Prop Svcs	14,954	15,700	15,575	(125)
Other Purch Svcs	352	1,065	500	(565)
Supplies	10,859	11,650	11,200	(450)
<i>Function Total</i>	41,597	35,915	34,775	(1,140)
<b>CUSTODIAL SERVICES</b>				
Salaries	96,239	98,778	102,920	4,142
P/R Tax and Benefits	641	700	750	50
Purch Prop Svcs	35,781	32,100	31,000	(1,100)
Other Purch Svcs	10,369	11,000	11,000	0
Supplies	85,056	74,100	75,700	1,600
Property	837	2,000	1,500	(500)
<i>Function Total</i>	228,923	218,678	222,870	4,192
<b>GROUNDS MAINTENANCE</b>				
Purch Prop Svcs	10,120	12,735	12,200	(535)
Supplies	4,581	1,500	5,200	3,700
<i>Function Total</i>	14,701	14,235	17,400	3,165
<b>PUPIL TRANSPORTATION</b>				
Other Purch Svcs	222,059	217,827	224,616	6,789
Supplies	21,530	16,000	16,000	0
<i>Function Total</i>	243,589	233,827	240,616	6,789
<b>SPECIAL EDUCATION TRANSPORTATION</b>				
Other Purch Svcs	3,590	6,000	0	(6,000)
<i>Function Total</i>	3,590	6,000	0	(6,000)

**Norwich School District  
Expenditure Budget Report**

NORWICH SCHOOL DISTRICT		2009-10	2010-11	Bgt Chg
Proposed Budget	2008-09	Adopted	Proposed	increase
2010-11 School Year	Actual	Budget	Budget	(decrease)
<b>FIELD TRIPS</b>				
Other Purch Svcs	4,668	6,000	5,000	(1,000)
<i>Function Total</i>	4,668	6,000	5,000	(1,000)
<b>STUDENT LUNCH SUPPLIES</b>				
Supplies	0	1,060	3,000	1,940
<i>Function Total</i>	0	1,060	3,000	1,940
<b>SITE IMPROVEMENTS</b>				
Purch Prop Svcs	17,743	0	1,100	1,100
<i>Function Total</i>	17,743	0	1,100	1,100
<b>BUILDING IMPROVEMENTS</b>				
Purch Prop Svcs	38,633	53,600	22,000	(31,600)
<i>Function Total</i>	38,633	53,600	22,000	(31,600)
<b>DEBT SERVICE</b>				
Other Objects	138,710	132,925	0	(132,925)
<i>Function Total</i>	138,710	132,925	0	(132,925)
<b>INTERFUND TRANSFERS OUT</b>				
Trnsfr to Spec Ed Rsv	30,000	30,000	0	(30,000)
Trnsfr to Bldg Maint Rsv	30,000	0	0	0
<i>Function Total</i>	60,000	30,000	0	(30,000)
<b>SCHOOL TOTAL</b>				
	4,704,875	4,676,506	4,470,023	(206,483)

In accordance with VSA Title 16 § 563 an audit of the 2008-09 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.

## 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, 2009, 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, 2009, 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.

January 22, 2010

*Plodzik & Sanderson  
Professional Association*

**EXHIBIT C-1**  
**NORWICH SCHOOL DISTRICT**  
**Governmental Funds**  
**Balance Sheet**  
**June 30, 2009**

	General	District Established Trust	Energy Efficiency Project	Other Governmental Funds	Total Governmental Funds
<b>ASSETS</b>					
Cash and cash equivalents	\$ 400	\$ 3,092,059	\$ -	\$ 99,231	\$ 3,191,690
Investments		544,580	-	-	544,580
Receivables:					
Accounts	3,340	-	-	-	3,340
Intergovernmental	44,577	-	35,207	520	80,304
Interfund receivable	33,646	30,965	-	-	64,611
Prepaid items	14,930	-	-	-	14,930
Total assets	<u>\$ 96,893</u>	<u>\$ 3,667,604</u>	<u>\$ 35,207</u>	<u>\$ 99,751</u>	<u>\$ 3,899,455</u>
<b>LIABILITIES AND FUND BALANCES</b>					
Liabilities:					
Accounts payable	\$ 5,926	\$ -	\$ -	\$ 549	\$ 6,475
Accrued salaries and benefits	12,455	-	-	-	12,455
Interfund payable	30,965	-	33,646	-	64,611
Deferred revenue	-	-	35,207	9,562	44,769
Total liabilities	<u>49,346</u>	<u>-</u>	<u>68,853</u>	<u>10,111</u>	<u>128,310</u>
Fund balances:					
Reserved for encumbrances	16,063	-	-	-	16,063
Unreserved, undesignated, reported in:					
General fund	31,484	-	-	-	31,484
Special revenue funds	-	3,667,604	-	89,640	3,757,244
Capital projects fund	-	-	(33,646)	-	(33,646)
Total fund balances	<u>47,547</u>	<u>3,667,604</u>	<u>(33,646)</u>	<u>89,640</u>	<u>3,771,145</u>
Total liabilities and fund balances	<u>\$ 96,893</u>	<u>\$ 3,667,604</u>	<u>\$ 35,207</u>	<u>\$ 99,751</u>	<u>\$ 3,899,455</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, 2009**

	General	District Established Trust	Energy Efficiency Project	Other Governmental Funds	Total Governmental Funds
<b>Revenues:</b>					
Local	\$ 66,594	\$ 101,244	\$ -	\$ 21,667	\$ 189,505
State	10,020,629	418,394	-	-	10,439,023
Federal	-	-	-	206,558	206,558
Total revenues	10,087,223	519,638	-	228,225	10,835,086
<b>Expenditures:</b>					
Current:					
Instruction	2,600,034	-	-	179,067	2,779,101
Support services:					
Student	129,466	-	-	-	129,466
Instructional staff	143,540	-	-	-	143,540
General administration	25,044	-	-	-	25,044
Executive administration	162,147	-	-	-	162,147
School administration	851,550	-	-	-	851,550
Operation and maintenance of plant	286,149	-	-	-	286,149
Student transportation	259,020	-	-	-	259,020
Non-instructional services	-	-	-	27,048	27,048
Debt service:					
Principal	130,000	-	-	-	130,000
Interest	8,710	-	-	-	8,710
Facilities acquisition and construction	131,584	-	-	-	131,584
Total expenditures	4,727,244	-	-	206,115	4,933,359
Excess of revenues over expenditures	5,359,979	519,638	-	22,110	5,901,727
<b>Other financing sources (uses):</b>					
Transfers in	-	60,000	-	-	60,000
Transfers out	(60,000)	-	-	-	(60,000)
Intergovernmental transfers out	(5,387,729)	-	-	-	(5,387,729)
Total other financing sources and uses	(5,447,729)	60,000	-	-	(5,387,729)
Net change in fund balances	(87,750)	579,638	-	22,110	513,998
Fund balances, beginning,	135,297	3,087,966	(33,646)	67,530	3,257,147
Fund balances, ending	\$ 47,547	\$ 3,667,604	\$ (33,646)	\$ 89,640	\$ 3,771,145

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, 2009**

	Special Revenue Funds				Total
	Food Service	Grants	Medicaid	Local Grants and Projects	
<b>ASSETS</b>					
Cash and cash equivalents	\$ 2,575	\$ 10,111	\$ 48,257	\$ 38,288	\$ 99,231
Intergovernmental receivables	-	-	520	-	520
Total assets	<u>\$ 2,575</u>	<u>\$ 10,111</u>	<u>\$ 48,777</u>	<u>\$ 38,288</u>	<u>\$ 99,751</u>
<b>LIABILITIES AND FUND BALANCES</b>					
Liabilities:					
Accounts payable	\$ -	\$ 549	\$ -	\$ -	\$ 549
Deferred revenue	-	9,562	-	-	9,562
Total liabilities	-	10,111	-	-	10,111
Fund balances:					
Unreserved, undesignated	2,575	-	48,777	38,288	89,640
Total liabilities and fund balances	<u>\$ 2,575</u>	<u>\$ 10,111</u>	<u>\$ 48,777</u>	<u>\$ 38,288</u>	<u>\$ 99,751</u>

# Three Prior Years Comparisons

(Provided by VT DOE)

PRELIMINARY

Three Prior Years Comparisons - Format as Provided by DOE

ESTIMATES  
ONLY

District: <b>Norwich</b> County: <b>Windor</b>		LEA: <b>T145</b> S.U.: <b>Dresden Interstate</b>	<small>Enter appropriate assessment basis rate No. F12011 Base rate as shown on p.210</small> <b>0.882</b>		
		Act 68 FY2008	Act 130 FY2009 FY2010 FY2011		
1	<b>Expenditures</b>				
1	Budget (local budget including special programs full technical center expenditures and any Act 144 expenditures)	\$10,356,058	\$10,396,810	\$10,831,443	\$10,410,248
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	\$10,356,058	\$10,396,810	\$10,831,443	\$10,410,248
5	plus Prior years Dresden assessment	+	NA	NA	NA
6	plus No union elementary or junior high school assessment	+	NA	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	<b>Gross Act 68 Budget</b>	<b>\$10,356,058</b>	<b>\$10,396,810</b>	<b>\$10,831,443</b>	<b>\$10,410,248</b>
10	S U assessment (included in local budget) - informational data	-	-	-	\$172,434
11	S U assessment (included in local budget) - informational data	-	-	-	-
12	<b>Revenues</b>				
12	Local revenues (categorical grants, donations, tuition surplus etc. including local Act 144 tax revenues)	\$1,409,331	\$1,390,985	\$1,764,135	\$1,439,281
13	plus Capital debt aid for eligible projects pre-existing Act 60	+	-	-	-
14	minus Prior year deficit reduction if included in revenues (negative revenue instead of expenditures)	-	-	-	-
15	plus All Act 144 revenues including local Act 144 tax revenues	+	-	-	-
16	<b>Total local revenues</b>	<b>\$1,409,331</b>	<b>\$1,390,985</b>	<b>\$1,764,135</b>	<b>\$1,439,281</b>
17	<b>Education Spending</b>	<b>\$8,946,727</b>	<b>\$9,005,825</b>	<b>\$9,067,308</b>	<b>\$8,970,967</b>
18	Equalized Pupils (Act 130 count is by school district)	658.71	654.13	632.76	610.61
19	<b>Education Spending per Equalized Pupil</b>	<b>\$13,582</b>	<b>\$13,767.64</b>	<b>\$14,329.77</b>	<b>\$14,692</b>
20	minus Less net eligible construction costs (or P&I) per equalized pupil	- \$805.22	- \$1,184.52	- \$1,224.52	- \$1,355.6
21	minus Less share of SpEd costs in excess of \$50,000 for an individual	-	- \$32.28	- \$33.37	- \$23.37
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	-	-	-	-
23	minus Less SpEd costs if excess is solely attributable to new SpEd spending if district has 20 or fewer equalized pupils	-	-	-	-
24	plus Excess Spending per Equalized Pupil over threshold (if any)	+	-	-	-
25	Per pupil figure used for calculating District Adjustment	\$13,582	\$13,768	\$14,330	\$14,692
26	<b>District spending adjustment (minimum of 100%)</b>	<b>175.571%</b>	<b>167.694%</b>	<b>167.717%</b>	<b>171.955%</b>
		<small>(based on \$17.76)</small>	<small>(based on \$8.23)</small>	<small>(based on \$8.34)</small>	<small>(based on \$8.34)</small>
27	<b>Prorating the local tax rate</b>	<b>\$1,528</b>	<b>\$1,4589</b>	<b>\$1,4424</b>	<b>\$1,5166</b>
		<small>(based on \$7.87)</small>	<small>(based on \$7.87)</small>	<small>(based on \$7.85)</small>	<small>(based on \$7.85)</small>
28	Anticipated district equalized homestead tax rate to be prorated (Tax rates were not prorated in FY07 - FY08) (171.955% x \$0.88)	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 \$1.52)	Not applicable prior to Act 130	\$1,4589	\$1,4424	\$1,5166
30	<b>Common Level of Appraisal (CLA)</b>	<b>104.77%</b>	<b>100.27%</b>	<b>97.07%</b>	<b>91.40%</b>
31	Portion of actual district homestead rate to be assessed by town (Tax rates were not prorated in FY2008) (\$1.51 / \$1.40%)	Not applicable prior to Act 130	\$1,4589	\$1,4556	\$1,6593
		<small>(based on \$7.87)</small>	<small>(based on \$7.87)</small>	<small>(based on \$7.86)</small>	<small>(based on \$7.87)</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 (171.955% x 1.80%)	Not applicable prior to Act 130	3.02%	3.02%	3.10%
		<small>(based on 1.80%)</small>	<small>(based on 1.80%)</small>	<small>(based on 1.80%)</small>	<small>(based on 1.80%)</small>
33	Portion of district income cap percent applied by State (100.000% x 3.10%)	Not applicable prior to Act 130	3.02%	3.02%	3.10%
		<small>(based on 1.80%)</small>	<small>(based on 1.80%)</small>	<small>(based on 1.80%)</small>	<small>(based on 1.80%)</small>
34	Percent of equalized pupils at union 1	Not applicable prior to Act 130	-	-	-
		<small>(based on \$7.87)</small>	<small>(based on \$7.87)</small>	<small>(based on \$7.86)</small>	<small>(based on \$7.87)</small>
<p>- As of 24-Nov-09, the Tax Commissioner has not yet made a recommendation for an FY2011 base education homestead tax rate. The recommendation is due to be made on 01-Dec-09. Therefore, the rate entered is an estimate made by the school district. The base income percentage cap is 1.80%. Final figures will be set by the Legislature and approved by the Governor.</p> <p>- Additionally, preliminary equalized pupil counts are not yet available.</p> <p>- The base education amount of \$8,544 was set by the by the Legislature, but could be subject to change.</p>					

# Comparative Data for Cost Effectiveness

(Provided by VT DOE)

## Comparative Data for Cost-Effectiveness 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/>

### FY2009 School Level Data

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

Cohort Rank by Enrollment (1 is largest)  
3 out of 36

School level data		Grades Offered	Enrollment	Total Teachers	Total Administrators	Stu / Tch Ratio	Stu / Admin Ratio	Tchr / Admin Ratio
Smaller →	Northfield Elementary School	PK - 5	264	23.80	1.00	11.93	294.00	23.80
	Bennington Elementary School	K - 5	290	17.70	2.00	16.38	145.00	8.85
	Green Street School	K - 6	291	23.50	1.00	12.38	291.00	23.50
	Marion W. Cross School	K - 6	292	24.00	1.00	12.17	292.00	24.00
	Rutland Northwest School	PK - 2	297	23.50	1.00	12.84	297.00	23.50
	Randolph Elementary School	K - 6	299	24.55	2.00	12.18	149.50	12.28
Averaged SCHOOL cohort data			248.11	21.40	1.06	11.50	233.16	20.27

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 supervisor unions on behalf of districts varies greatly. This year's figures include district assessments to SUs. Doing so n districts are more comparable to each other. The consequence is that THESE FIGURES ARE ONLY COMPARABLE TO FIGURES USED IN THE SIMILAR FOR FY2010.

### FY2008 School District Data

Cohort Description: Elementary school district, FY2008 FTE ≥ 200 but < 300  
(21 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) 6 out of 21
Smaller →	Jericho	PK-4	268.74	\$10,069	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.
	Pittsford	PK-6	263.44	\$9,512	
	Chester-Andover USD #29	PK-6	286.05	\$9,708	
	Norwich	K-6	287.42	\$11,247	
	Cambridge	PK-6	290.49	\$11,005	
	Richmond	PK-4	293.23	\$9,537	
← Larger	Randolph	K-6	289.29	\$11,375	
	Averaged SCHOOL DISTRICT cohort data		258.25	\$10,626	

### FY2010 School District Data

		School district tax rate			of prorated member district rates			
		SD	SD	SD	MUN	MUN	MUN	
		Grades offered in School District	Education Spending per Equalized Pupil	Equalized Homestead Ed rate	Equalized Homestead Ed tax rate	Common Level of Appraisal	Actual Homestead Ed tax rate	
LEA ID	School District	Equalized Pupils	Use these tax rates to complete items rates		These tax rates are not comparable due to CJA's.			
Smaller →	T162 Randolph	K-6	302.12	12,209.42	1.2289	1.2584	1.0398	1.2102
	T139 Newport City	K-6	316.06	11,962.38	1.2041	1.1605	0.8208	1.4138
	T205 Thetford	K-6	483.28	14,805.01	1.5326	1.5326	0.9184	1.6688
	T145 Norwich	K-6	632.76	14,329.77	1.4424	1.4424	0.9707	1.4859
← Larger								

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.