

Town of Colchester, Connecticut

127 Norwich Avenue, Colchester, Connecticut 06415

Board of Finance Budget Public Hearing Minutes May 16, 2018 – Town Hall – 7:00

Members Present: R. Tarlov, A. Migliaccio, M. Egan and A. Bisbikos

Members Absent: R. Lepore and T. Kane

Others Present: BOS: A. Shilosky, R. Coyle, D. Mizla, S. Soby and J. Ford, BOE: B. Bernier and R. Besaw, Interim Superintendent Dr. Conway, Future Superintendent Burt, CFO M. Cosgrove, Town Clerk G. Furman, Tax Collector M. Wyatt, ROV D. Mrowka, Town Planner R. Benson, many Citizens and clerk J. Campbell

R. Tarlov opened the Public Hearing at 7:00 pm.

- 1. Introduction of members present from Boards of Finance, Education and Selectmen. Chairman Tarlov, First Selectman Shilosky, and Chairman Bernier introduce all present members of their respective Boards.
- 2. Review budget process to date. R. Tarlov stated the Board was optimistic that the legislature would have revenue number by the closed of session on 5/9 which moved this public hearing from 5/2 to today so concrete numbers could be presented.
- 3. Presentation of Town Budget Art Shilosky, First Selectman A. Shilosky presented a more concentrated version of the budget then was previously presented. With the budgets as presented the mill rate should see a decrease of .09. The total proposed expenditures for the Town is \$14,821,310 which allows for a total increase of \$113,227. Our total revenue is higher than expected which gives us the mill rate decrease. Please see attached presentation.
- Citizen Discussion Town Budget D. Bouchard asked if the Mitigation plan items are back in the proposed budget. A. Shilosky stated that some items had been added back into the current budget because of the cost savings of the freeze. D. Bouchard asked if the PT position for Building Dept. was eliminated. A. Shilosky reported that yes, it was eliminated and new software was added in place of. The Building Dept. feels as though this will help with the foot traffic the office experiences. J. Kelly asked if the Police Dept. brought forth a plan on the OT budget. R. Tarlov stated that the plan is still in process and a citizen has volunteered their time to help look at the schedule. J. Kelly feels that the traffic violations in this town are outrageous. A. Shilosky stated that there will be a free presentation for a scheduling software company to also assist in the plan of the OT. D. Bouchard asked why the increase in Fire Marshall's hours and salary. A. Shilosky stated that he is unable to complete the required amount of work, leaving the Town open for potential liability should something happen on an uninspected site. R. Tarlov stated that FM has, through a grant, implemented new hardware and software to make his job more efficient and productive, but he is still not completing the required inspections which puts the town at risk. The position used to be full time, but was reduced to 25 hours several years ago and the increased to 32 hours last year. S. Coyle asked if the savings are a one-time savings or if the money will need to be added to a future budget. A. Shilosky stated that the savings seem to be steady savings. R. Tarlov stated that the increase in Norwich Tuition, rising

grand list, and the other revenue increases from the state revenue to the town have allowed for the reduction in mill rate.

- 5. Presentation of the Schools Budget Brad Bernier, Chairman BOE; Dr. Conway, Superintendent. B. Bernier introduced J. Burt who will be starting as Superintendent on June 4th. Dr. Conway presented the school budget. The BOE identified 3 priorities for the budget. Those priorities are Social Emotional Learning (SEL), Scientific Research Based Intervention (SRBI) and provide technology to support personalized learning. With those priorities in mind, the BOE presented a Budget with a decrease of about 1/5 %. Total proposed budget school budget is \$40,549,344. Please see attached presentation.
- 6. Citizen Discussion Schools Budget D. Bouchard asked Why the Norwich tuition was lower for the 17-18 year. Dr. Conway replied that not all students planned for ended up coming. M. Egan asked if the BOE is researching what bring the Norwich students to Colchester. B. Bernier stated that Principal Peel is doing a good job presenting to students and involving students in the recruitment process. J. Kelly asked what information is used to come up with the actual tuition amounts. Dr. Conway stated that the state is who comes up with that number and the information is available on the web. J. Kelly also asked if there is a 3-5 year plan to address a smaller school system. B. Bernier stated that he would be happy to address his questions and what he constitutes a plan another time. D. Bouchard asked if the Norwich students have an impact on class size. Dr. Conway stated that she wasn't aware of an issues and the class sizes are listed on the budget.
- 7. Citizen Discussion Additional Questions, comments, etc. B. Hayn asked if there is only a .09 decrease, why the BOF doesn't send the budgets forward with a 0 change and used the additional funds towards capital improvement. M. Egan stated that the revenue is what has caused the fluctuating numbers. B. Hayn went on to state that the additional money could be used to fund the road improvements. J. Kelly agreed saying the roads are worst now than 10 years ago. R. Tarlov stated that J. Paggioli has a 10 year road plan which contains the condition of every town road and a plan as to when work will be done on each. The plan called for an additional \$50,000 to be included in this year's budget, bringing this year's planned expenditure to \$600,000. 10 years ago this amount was less than 100,000. J Paggioli said a previous bond proposal to complete all the work at once didn't pass, therefor they current plan was implemented. The .09 mill rate decrease is only a little over \$100,000.

8. Closing Comments

- a. Budget Calendar R. Tarlov reminded everyone that the Town Meeting is presently set for 6/5 with a Budget Referendum on 6/19. He encouraged everyone to let people know and get them to come out and vote.
- **b.** Sources of Information R Tarlov stated that the Town budget is already on the Town website and the BOE budget is on their site. Tonight's presentation will be posted tomorrow.

R. Tarlov closed the public hearing at 8:18 pm.

Respectfully Submitted, Joanie Campbell, Clerk

Attachments: Town of Colchester Budget Presentation
BOE proposed estimate of expenditures & At-A-Glance spreadsheet

TOWN OF COLCHESTER



Budget Presentation May 16, 2018

Fiscal Year 2018-2019

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Proposed Budget Highlights Mill Rate

FY 2017-2018 Adopted Budget

32,37

FY 2018-2019 Proposed Budget (Estimated 98.8% tax collection

32.28

rate)

DECREASE in Mill rate

-0.09

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PROPOSED BUDGET REVENUES

		FY 18-19 PROPOSED	
PROPERTY TAXES	\$39,468,561	\$39,973,198	\$504,637
INTERGOVERNMENTAL	175,177	408,815	233,638
INTERGOVT-EDUCATION	13,953,310	13,120,601	(832,709)
CHARGES FOR SERVICES	512,750	534,600	21,850
INVESTMENT EARNINGS	60,000	144,000	84,000
LICENSES/PERMITS/FEES	747,490	688,090	(59,400)
OTHER REVENUE	427,200	501,350	74,150
TOTAL REVENUES	\$55,344,488	\$55,370,654	\$26,166

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PROPOSED EXPENDITURE BUDGET SUMMARY BY FUNCTION

	ADOPTED 	PROPOSED 18-19	CHANGE
GEN GOVT	\$3,573,234	\$3,645,457	\$72,223
PUB SAFETY	2,859,187	2,925,531	66,344
PUB WORKS	3,518,788	3,548,359	29,571
COMM. SERVICES	1,607,338	1,614,698	7,360
DEBT SERVICE	1,791,666	1,710,415	(81,251)
TRANS/CAP	1,357,870	1,376,850	18,980
TOWN	\$14,708,083	\$14,821,310	\$113,227
EDUCATION	\$40,636,40 <u>5</u>	\$40,549,344	\$(87,061)
TOTAL BUDGET	\$55,344,488	\$55,370,654	\$ 26,166

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Proposed Budget Highlights Major Increases

General Government

• Health Insurance
• Workers Compensation
• Workers Compensation

Public Safety
• Police Patrol overtime
• Police – Resident State Trooper (100°)
• Pire – Fire Marshal (full-time)

Public Works
• Highway – Road improvements

\$50,000

TOTAL \$226,058

Proposed Budget Highlights General Government

First Selectman

Legal for Charter Revision

-\$5,000

Old BA lease – property taxes (change in State legislation)
 -\$2,400

Human Resources

- No change in legal for union negotiations (one contract currently in negotiation)
- Funding included for contract settlements Fire union contract in negotiation (expires 6/30/18) +\$8,908

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Proposed Budget Highlights General Government

• Finance

 Reorganization of payroll/accounts payable positions completed in early FY 17/18 (retirement) +\$1,028

Elimination of part-time clerical hours due to
 representation.

Decrease in estimate for banking service fees - \$1,200

- \$7,446

Tax Office

 Increase contractual temporary payroll hours for office coverage +\$2,153

■ People Finder Search Engine +\$1,200

Proposed Budget Highlights General Government

Assessor's Office

Increase in overtime hours

+\$2,143

LexisNexis service contract

+\$ 600

• Planning & Code Administration

• Elimination of part-time Department Clerk - \$17,171

 Elimination of software technical support for existing Building Permit tracking program - \$ 2,000

• Electronic Permitting Software +\$11,000

Proposed Budget Highlights General Government

Town Clerk

 Printing & publications – eliminate funding for printing of new Charter (FY 17/18)
 \$2,500

• Registrars of Voters

■ Pollworkers – pay increase of \$0.50/hour

±\$ 627

-\$2,550

· Information Technology

- Geographic Information System (GIS) software -\$5,550
- Microsoft Office 365 software licensing

Proposed Budget Highlights General Government

Health Insurance

 Change in funding methodology for calculation of contribution to Self Insurance Fund (5 year phase in)

Workers Compensation

 Risk exposure rate of 10% due to claims experience +\$48.23

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Proposed Budget Highlights Public Safety

• Police/Resident Trooper

Increase Patrol overtime

+\$26,913

Replace vehicle flashlight units

+\$ 680 +\$ 400

Replace vehicle medical kits

Resident State Trooper – continue to

budget Town share at 100% of cost +\$18,482

Public Safety

Proposed Budget Highlights

• Fire/Emergency Services

 Increase of Fire Marshal position from 32.5 to 40 hrs/week +\$1-

 Reallocation of existing funding from Fuel compensation for volunteers -\$7,500

Reallocation to recruitment & retention efforts

Mileage, Training & Meetings

+\$4,000

Advertising

+\$1,250

■ Printing & Publications

+\$2,500

 Consolidation of budgetary accounts for Equipment Repairs, other Equipment Repairs, and Machinery & Equipment

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Proposed Budget Highlights Public Works

Highway

Funding for road improvements

+\$50,000

Tree removal services

+\$ 7,000

- · Install electric disconnect switches for three overhead
- · Propane modine unit for Highway Department work area

Proposed Budget Highlights Public Works

Snow Removal

· Estimated decrease in cost for icemelt

- \$ 5,100

Facilities

- · Reduction in hours for part time Custodian (Senior Center & Youth Services Center
- Increased costs for sprinkler system inspection and service +\$ 1,200
- Decreased costs for VOIP/Internet service -\$ 4,800 (fiber optic lines)
- Building Repairs Town Hall

-\$15,000

Proposed Budget Highlights

Fuel Price increases - Various departments

- Facilities
 - Heating oil (18,700 gallons)

+\$4,114

Vehicles

- Diesel gasoline (25,240 gallons)
- Unleaded gasoline (30,500 gallons)

+\$5,805

+\$11,612

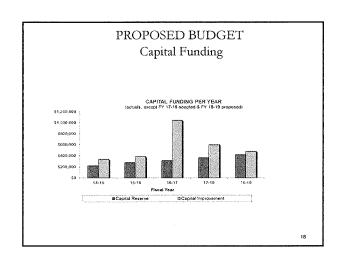
Proposed Budget Highlights Community & Human Services

Youth & Social Services

- Increase hours from 28 hrs/week to 29 hrs/week for parttime Social Services Coordinator +\$1,339
- Reduce seasonal part-time Social Services Coordinator from 14 weeks to 10 weeks -S 683
- Pest control Youth Center

Per capita fees for Chatham Health District +S5,484

Proposed Budget Highlights Community & Human Services Cragin Library · Books, Magazines, & Periodicals +\$500 +\$1,000 · Call backs for repairs & service +\$950 Sprinkler obstruction test • Recreation · Elimination of part-time Admin Assistant -\$16,098 Staff mileage, training & phones -\$ 2,340 Senior Services ■ Contractual, Temporary Payroll -\$ 1,614 ■ Pest Control - Senior Center ±\$ 300 · Security camera, DVR, panic button +\$ 800



Proposed Budget Highlights Capital Funding

Capital Reserve

Vehicle Reserve
 Buildings and Grounds Reserve
 Equipment Reserve
 Open Space
 Revaluation
 Yes
 S28,300
 \$ 80,000
 \$ 50,000
 \$ 5,000
 \$ 26,000

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Proposed Budget Highlights Capital Funding

Facilities & Grounds

Town Hall

 Cooling tower replacement (Yr 3 of 3)
 Oil tank replacement (Yr 3 of 4)
 S21,250
 Replacement of 3 AHUs
 Rugs, Shades, Dividers replacement (Yr 3 of 4)
 S23,000

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Proposed Budget Highlights Capital Funding

Facilities & Grounds

• Fleet/Highway Garage

• Replacement RTUs \$10,000 \$30,000 Structural study/Moisture intrusion

• Propane Rooftop Unit

Bridges

■ Paper Mill Road Bridge - grant match (2 year funding plan)

\$16,000

Proposed Budget Highlights Capital Funding

Facilities & Grounds

· Fire Company 1

• New Overhead Doors (5 each year)

\$28,000

Cragin Library

\$ 5,000 Pavement overlay (Yr 3 of 3)

 HVAC replacement ■ Boiler replacement

\$ 2,000 \$ 4,000

Roof Repair/Replacement

\$ 3,000

■ Parks & Grounds

• Pavement overlay & striping (Yr 3 of 5) \$16,000

Proposed Budget Highlights Capital Funding

Vehicles

Police

Cruiser replacement

■ Planning & Code Administration

Pickup Truck replacement

• Fire/Emergency Services

· Ambulance replacement (proposed lease financing) \$60,000

\$35,000

 GIS improvements Fire/Emergency Services

Information Technology

· Equipment replacement

Equipment

• SCBA Units/Masks/Bottles (Yr + of 6)

Proposed Budget Highlights

Capital Funding

\$54,200

\$25,000

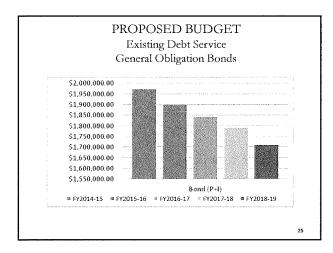
\$10,000

■ Thermal Imaging Cameras

\$ 8,500

6

\$45,260



Proposed Budget Highlights Grand List

- Increase in overall grand list of \$15,031,900 or 1.2%
- Based on current mill rate for FY 2017-2018 of 32.37, equates to additional tax dollars of \$486,582

Proposed Budget Highlights Revenue Estimates

- · Property Taxes
 - Increase in estimated collection rate from 98.6% to
 - Delinquent tax collections

No change

Interest on delinquent taxes

+\$50,000

· No appropriation from fund balance

Proposed Budget Highlights Revenue Estimates

· Other Revenue

+\$25,000

 Ambulance fees Investment earnings

+\$84,000

· Building permit fees

-\$25,000

■ Conveyance taxes

-\$ 5,000

■ Town Clerk fees

Tuition

-\$26,500

• Telecommunication Property Tax

+\$83,300 -S 9,000

Proposed Budget Highlights Revenue Estimates

State Aid to Education (ECS)

-\$832,709

• State Aid to Town (not included in

FY 17/18 Town revenue estimates) +\$232,262

- PILOT payment for State Owned Real Property
- Mashantucket Pequot/Mohegan Fund
- Municipal Stabilization Grant
- Increase in LOCIP grant

+\$39,105

Proposed Budget Highlights Mill Rate

FY 2017-2018 Adopted Budget

32.37

FY 2018-2019 Proposed Budget (Estimated 98.8% tax collection

32.28

ate)

DECREASE in Mill rate

-0.09

COLCHESTER PUBLIC SCHOOLS 2018-2019 PROPOSED BUDGET AT-A-GLANCE

\$40,636,405 \$40,549,34421%	2017-2018 ADOPTED BUDGET	2018-2019 PROPOSED BUDGET	CHANGE
	\$40,636,405	\$40,549,344	21%

	FY 2016-17 ACTUAL EXPENDITURES	FY 2017-18 ADOPTED BUDGET	FY 2017-18 REVISED BUDGET	FY 2018-19 PROPOSED BUDGET	INCREASE/ (DECREASE)	PERCENT CHANGE
SALARIES	24,420,190	25,071,630	24,475,317	25,497,807	426,177	1.70%
BENEFITS	6,189,626	6,676,049	6,676,049	6,409,899	(266,150)	-3.99%
INSTRUCTIONAL	987,925	1,049,334	843,599	896,450	(152,884)	-14.57%
TRANSPORTATION	2,385,658	2,417,417	2,417,417	2,399,868	(17,549)	-0.73%
PROFESSIONAL SERVICES	304,763	257,492	262,192	325,068	67,576	26.24%
PROPERTY/LIABILITY INSURANCE	143,108	134,637	134,637	153,183	18,546	13.77%
OFFICE SERVICES	299,549	309,831	300,833	279,054	(30,777)	-9.93%
TUITION	2,896,496	2,775,556	2,775,556	2,511,091	(264,465)	-9.53%
FACILITIES & GROUNDS	1,468,692	1,516,388	1,500,388	1,588,853	72, 4 65	4.78%
CAPITAL OUTLAY	215,735	215,735	178,081	160,000	(55,735)	-25.83%
TRANSFERS TO OTHER FUNDS	2 0 6,675	212,336	247,336	328,071	115,735	54.51%
CONTINGENCY	0	0	825,000	0	0	0.00%
TOTAL	39,518,416	40,636,405	40,636,405	40,549,344	(87,061)	-0.21%

Additions	Reductions
2 Special Education Teachers	Health Insurance
Projectors, ipads, Chromebooks, computers	Special Education tuition and transportation
Re-Allocation of salaries from federal grants	.6 Speech and Language Pathologist
1 Occupational Therapist	VoAg and Magnet tuition
2 Computer technicians	1.0 Physical Education Teacher
Heat and Electricity	0.5 World Language Teacher

2018-2019 PROPOSED BUDGET AT-A-GLANCE

2017-2018 ADOPTED BUDGET \$40,636,405	2018-2019 PROPOSED BUDGET \$40,549,344	CHANGE 21%	
	BUDGET PRIORITIES		
1. Provide a system of Social-Emotional Learning (SEL) and support			
2. Provide Scientific Re	2. Provide Scientific Research-Based Intervention (SRBI) at all schools		
3. Provide technology to support personalized learning			

- 1. Provide a system of Social-Emotional Learning (SEL) and support
 - 2.0 Special Education CES and WJJMS
 - 0.2 School Social Worker, 0.6 Special Education, District School Resilience
- 2. Provide Scientific Research-Based Intervention (SRBI) at all schools

Unfilled Positions: Reading Specialist at CES and Early Intervention paraprofessional

3. Provide technology to support personalized learning

CES - 3 projectors

JJIS - 30 ipads; 24 Chromebooks

WJJMS - All new technology through building project

BA - Business Labs 48 computers, Social Studies -- 63 Chromebooks

District - Resilience Program - 6 Chromebooks



Colchester Public Schools 2018-2019 Budget Proposal

2017-2018 Adopted Budget	\$40,636,405	
2018-2019 Administration Proposal	\$41,049,573	1,02%
2018-2019 Superintendent Proposal	\$40,618,013	(0.05%)
2018-2019 Board of Education Proposal	\$40,549,344	(0.21%)

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Colchester Public Schools 2018-2019 Budget Priorities

- 1. Provide a system of Social-Emotional Learning (SEL) and support
- 2. Provide Scientific Research-Based Intervention (SRBI) at all schools
- 3. Provide technology to support personalized learning

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Colchester Public Schools Board of Education Proposed Estimate of Expenditures 2018-2019



Board of Education

Bradley Bernier, Chairman Renie Besaw, Vice-Chairman Mary Tomasi, Secretary Mitchell Koziol Mary Bylone Amy Domeika Christopher McGlynn

Central Office Administration
Mary P. Conway, Ed. D., Interim Superintendent

Mary P. Conway, Ed. D., Interim Superintendent N. Maggie Cogrowe, Chief Financial Officer Dr. Charles Hewes, Director of Teaching and Learning Dr. Kelly McNamara, Director of Pupil Services & Special Education Kendall Jackson, Director of Educational Operations Principals
Matthew Peel, Bacon Academy
Christopher Bennett, William J. Johnston Middle School
Elise Butson, Jack Jackter Intermediate School
Judy O'Meara, Colchester Elementary School

May 16, 2018



Colchester Public Schools Budget

	2015-2016	2016-2017	2017-2018	2018-2019
Superintendent	\$39,995,370	\$40,037,062	\$40,886,405	\$40,618,013
	0.84%	0.60%	2.97%	(0.05%)
Board of	\$39,995,370	\$39,794,640	\$40,886,405	\$40,549,344
Education	0.84%	(0.001%)	2.97%	(0.21%)
Approved	\$39,795,370 0.34%	\$39,705,064 (0.23%)	\$40,636,406 2.35%	TBD

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Colchester Public Schools 2018-2019 **Budget Priorities**

2. Provide Scientific Research-Based Intervention (SRBI) at all schools

CES	3 teachers + 10 paraprofessionals
JJIS	3 teachers + 5 paraprofessionals
WJJMS	3 teachers + 2 paraprofessionals
ВА	1 teachers + 2 paraprofessionals

Colchester Public Schools 2018-2019 **Budget Priorities**

1. Provide a system of Social-Emotional Learning (SEL) and support

CES	1.0 Special Education (new)
JJIS	1.0 School Social Worker
WJJMS	1.0 Special Education (new)
BA	1.0 School Social Worker + 2.0 Special Education
District	.2 School Social Worker + .6 Special Education

MAJOR ACCOUNT GROUPS - SUMMARY FY 2018-2019 PROPOSED BUDGET AND FY 2017-2018 ADOPTED BUDGET

	FY 2016-17 ACTUAL EXPENDITURES	FY 2017-18 ADOPTED BUDGET	FY 2017-18 REVISED BUDGET	FY 2018-19 PROPOSED BUDGET	INCREASE/ (DECREASE)	PERCENT CHANGE
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CONTINGENCY	0	. 0	825,000	0	0	0.00%
TOTAL	39,518,416	40,636,405	40,636,405	40,549,344	(87,061)	-0.21%



Colchester Public Schools 2018-2019 **Budget Priorities**

3. 1	Provide technology to support personalized learning
CES	Replace projectors (3); re-allocate additional from WJJMS (18)
JJIS	ipads (30); replace Chromebooks (24)
WJJMS	All new technology! (Funded through the Building Project)
ВА	Business labs – computers (48) Social Studies – Chromebooks (63)
District	Resilience Program – Chromebooks (6)



Colchester Public Schools 2018-2019 Salaries - Certified

Reductions			Additions		
CES	PE/Health	.20	CES	Special Education	1.0
CES	Speech/Language	.60	WJJMS	Special Education	1.0
WJJMS	Spanish	.50	Pupil Services	Special Education	.60
WJJMS	PE/Health	.75	Pupil Services	School Social Worker	.20
			Pupil Services	Occupational Therapist	1.0
TOTAL FTE: 2.05				TOTAL FTE: 3.80	

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Colchester Public Schools 2018-2019 Increases/(Decreases)

Salaries: + \$426,117 +1.70%

- Contractual Obligations
- Re-allocation of 1.15 certified and 2.0 classified salaries from Title I Grant and Medicaid funding

.10 School Social Worker – CES

1.0 Math SRBI paraprofessional - WJJMS

.35 Reading Specialist – JJIS

1.0 Math SRBI paraprofessional - BA

.60 School Social Worker - JJIS

.10 School Social Worker - WJJMS



Colchester Public Schools 2018-2019 Increases/(Decreases)

Instructional: (\$152,884) (14.57%)

Other Supplies	\$ 42,000
Textbooks	(\$29,000)
Library Books	(\$15,000)
Pupil Services	(\$30,000)
Curriculum Implementation	(\$27,000)
Licensing & Software Support	(\$54,000)

1



Colchester Public Schools 2018-2019 Increases/(Decreases)

Employee Benefits (\$266,150) (3.99%)

 Health Insurance – Employees moved from Preferred Provider Organization (PPO) plan to the High Deductible Health Plan (HDHP); adjusted funding method to exclude IBNR (incurred but not reported)



Colchester Public Schools 2018-2019 Increases/(Decreases)

Tuition: (\$264,465) (9.53%)

VoAg	(\$41,000)	
Magnet	(\$22,000)	
Special Education	(\$202,000)	

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Colchester Public Schools 2018-2019

Capital Outlay

(\$55,735)

BOE Capital Reserve

\$80,735

Capital \$55,735 Technology \$25,000

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Colchester Public Schools 2018-2019 Increases/(Decreases)

Transportation: (\$17,549) (0.73%)

Regular Transportation \$51,000

Special Education Transportation (\$74,000)

Professional Services: \$67,576 26.24%

Legal \$15,000

Software Licensing & Support \$54,000

Property/Liability Insurance: \$18,546 13.77%

Property \$22,000

Office Services: (\$30,777) (9.93%)

Equipment (\$31,000)



Electricity

Colchester Public Schools 2018-2019 Increases/(Decreases)

Facilities & Grounds: \$72,465 4.78%

Heating Fuel \$45,000

\$46,000

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Colchester Public Schools 2018-2019 Cost Containment/Revenue

- Joint Bids with Town
- Use of State and EASTCONN Bid lists
- · Lock-in low price oil/diesel
- Partnership (e.g. Youth Services)
- Risk Management
- Regional Professional Development
- Medicaid Reimbursement
- · Donations and Grants

Tuition

Regional Programs
•Resilience Program

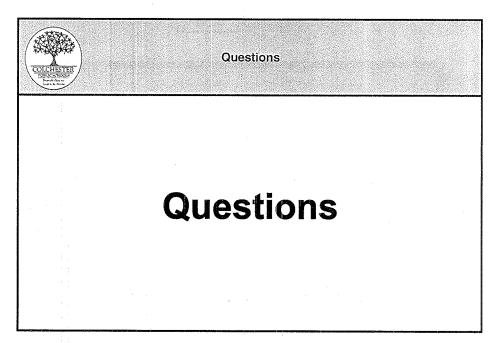
Norwich Students

Year	Students	Total Tuition
2016-17	10	*\$133,956
2017-18	20	\$309,642
2018-19	30	**\$451,200

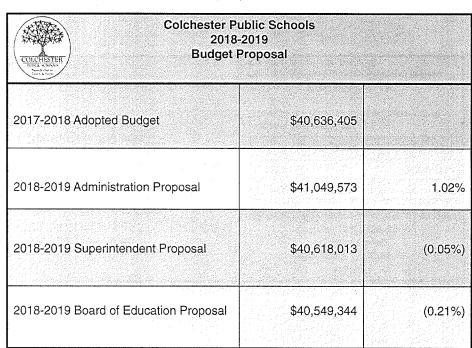
^{*}Special Revenue Fund

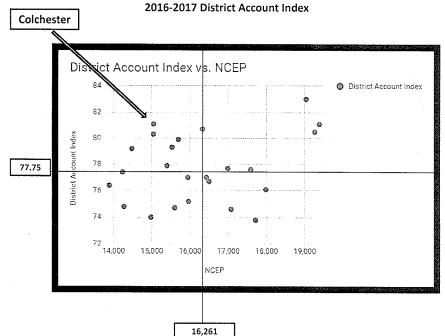
Transportation

Cooperatively provide transportation to the other districts with common destination.



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^{**}New students committed as of January, 2018