

Region 7 Study Committee

Report on the Addition of Grades K-6

August 2011

Region 7 Expansion Study Committee Report

1.0 Introduction

1.1 Background.

- During the 2nd quarter of 2010, Colebrook and New Hartford requested the Region 7 Board of Education to study the addition of grades K-6 to the existing middle school and high school grades at Region 7.
- A prior study in 1994 recommended the addition of these grades, but the recommendation was defeated at referendum.
- A twelve member study committee was formed, consisting of three representatives each from Barkhamsted, Colebrook, New Hartford, and Norfolk. In addition, the Connecticut Department of Education appointed a consultant to assist the committee.

1.2 Statutory Process

- The addition of grades to an existing regional school system is governed by Connecticut General Statutes ("CGS") 10-47b. The study committee has one year from the date of its initial meeting to make a recommendation. The initial meeting was held on October 14, 2010.
- If the addition of grades is recommended by the committee, each town holds a referendum to approve it. If the recommended addition is approved by all of the towns, then CGS 10-45a gives the existing regional school board two years to implement the recommendation.
- If only three of the four towns approve the committee's recommendation, those three can vote at a separate referendum to proceed by themselves. In such case, the fourth town may continue to use the regional school on a tuition basis for three years, as provided by CGS 10-47b(b).
- No further action is required if either the addition of grades is not recommended by the committee or the committee's recommendation is defeated at referendum by two or more towns.

1.3 Acknowledgements

- The committee gratefully acknowledges the advice and support it received from the superintendents of each town, Region 7, and the director of Shared Services. This report would not have been possible without them.
- The committee also thanks the superintendents and other representatives of Regions 6, 10, and 12 who made time available to meet with committee members during the study. Their insights were most valuable and are greatly appreciated.

2.0 Recommendations

2.1 Recommendation.

- A motion to "recommend the addition of grades K-6 to Region 7" was defeated 8:1 at the committee meeting on May 23. The motion sought to obtain the benefits of scale

and a larger resource pool than are currently available, cost notwithstanding. In favor: B. Adams. Opposed: J. Dorazio, R. Jerram, J. Millar, S. Nanni, L. Persechino, L. Sundquist, T. Yard, and J. Zenuh.

- A companion motion that “regionalizing grades K-6 with Region 7 is inadvisable” was approved 5:0, with 4 abstentions. In favor: J. Dorazio, J. Millar, S. Nanni, L. Persechino, and T. Yard. Opposed: none. Abstain: B. Adams, R. Jerram, L. Sundquist, and J. Zenuh. The abstentions reflect a sentiment that circumstances may change to favor the expansion of Region 7 in the future.

2.2 Summary Rationale.

- Current differences in the cost per student of each school will increase the cost of K-6 education to Barkhamsted and New Hartford if grades K-6 are regionalized. This finding assumes that each town will continue to have its own K-6 school. However, the issue would remain even if the two smallest schools, Colebrook and Norfolk, were combined.
- A pro-forma comparison of the Region 7 cost per student to Regions 6, 10, and 12, which are already full K-12 systems, suggest that regionalization by itself may not have a major impact on costs.
- Furthermore, a pro-forma comparison of Region 7 test scores to those of Regions 6, 10, and 12 shows that academic performance varies widely, but that Region 7 already compares favorably, even though it is not a unified K-12 system.
- Many of the potential advantages of regionalization – cooperative purchasing, shared staff, and common curricula – have already been achieved through the Regional Superintendents Coordinating Council, the K-12 Curriculum Council, and Shared Services.
- A lack of significant cost savings from the expansion of Region 7 would mean fewer opportunities to upgrade and expand program offerings than the committee had initially hoped to achieve.

2.3 Cost Differences Between Towns

- Table 1 shows that cost per student currently varies from \$10,689 in Barkhamsted to \$17,550 in Norfolk. The average is \$13,056. This variation is explained largely by economies of scale. The low cost school, Barkhamsted, is smaller than New Hartford, but all of its grades are housed in one building, whereas New Hartford operates two small, satellite schools for grades K-2. The higher cost schools, Colebrook and Norfolk, are only one third the size of Barkhamsted and New Hartford. Norfolk is higher cost of the two, because its facility was designed to serve a significantly larger enrollment.
- If each town is assessed on the basis of its share of total students, as done in Region 7 today and required by CGS 10-51(b), the cost of K-6 to Barkhamsted and New Hartford would increase by \$809,440 and \$84,770, respectively.
- In order to make the expansion of Region 7 “budget neutral,” savings of \$2.8 million, or 18%, would have to be achieved. No such savings were identified during the study. An arbitrary assumption that expenditures for regular and special education can be reduced by 5%, administration by 30%, and facilities and benefits by 10% generates savings of \$1.4 million, about half the required amount.

Table 1 – 2010-11 Cost Per Student – Grades K-6				
	Barkhamsted	Colebrook	New Htfd	Norfolk
2010-11 Budget	\$3,655,572	\$1,770,842	\$7,578,863	\$2,439,488
Enrollment (see note)	342	115	587	139
Number of Schools	1	1	3	1
Cost Per Student	\$10,689	\$15,399	\$12,911	\$17,550
Average Cost Per Student	\$13,056	\$13,056	\$13,056	\$13,056
Budget (Higher)/Lower	(\$809,440)	\$269,449	(\$84,770)	\$624,761
Low Cost Per Student	\$10,689	\$10,689	\$10,689	\$10,689
Budget (Higher)/Lower	\$0	\$541,629	\$1,304,533	\$953,744
Note: Enrollment excludes special education pre-K, but includes the Norfolk pre-K program.				
Sources: Approved budgets; Superintendents				

2.4 Cost Differences Between Regions

- Table 2 shows that cost differences between the three, existing K-12 systems used for comparison (Regions 6, 10, and 12) are influenced more by the size of the individual schools within their regions than by regionalization itself.
- Region 10 (Harwinton and Burlington) is the lowest cost K-12 system in Connecticut. The *smallest* of its two elementary schools and regional high school/middle school enrolls 477. By contrast, Region 12 (Washington, Roxbury, and Bridgewater) is less than one third the size of Region 10 and among the highest cost systems in the state. The *largest* of its three elementary schools enrolls only 169.

Table 2 – 2007-08 Regional NCEP				
	Region 7	Region 6	Region 10	Region 12
Enrollment (see note)				
Regional School	1,099	536	1,719	571
Elementary Town #1	345	218	477	112
Elementary Town #2	119	207	621	87
Elementary Town #3	625	96	-	169
Elementary Town #4	137	-	-	-
Total Enrollment	2,325	1,057	2,871	827
NCEP	\$13,331	\$14,900	\$11,080	\$18,509
Note: The grades taught at regional versus local elementary schools varies between regions.				
Sources: State Dept. of Education. Enrollment data is FY 2009-10; NCEP is FY 2008-09.				

- The pro-forma cost of Region 7 already compares favorably to two of the three existing K-12 regions. The incremental benefit of full regionalization would be small, assuming that a K-6 school is maintained in each town.
- Note that Table 2 is based on the concept of Net Current Expenditure per Pupil ("NCEP"), which excludes certain transportation and other costs, so it is not strictly comparable to the approved budgets used in Table 1.

2.5 Test Score Comparisons.

- Table 3 shows that pro forma test scores for Region 7 compare favorably to all three of the K-12 regions used in the comparison. Though not conclusive, the test results imply that K-12 systems do not necessarily have an academic advantage.

Table 3 – FY 2007-2010 Average Test Scores				
	Region 7	Region 6	Region 10	Region 12
CMT				
Reading	78.0%	74.9%	78.3%	76.0%
Writing	75.9%	69.8%	76.9%	77.9%
Mathematics	81.5%	69.7%	78.2%	81.9%
CAPT				
Reading	71.0%	56.6%	70.4%	56.7%
Writing	80.5%	57.3%	71.7%	65.5%
Mathematics	74.9%	59.7%	70.9%	62.7%
SAF	1,614	1,565	1,576	1,559
Source: State Department of Education				

- The test results above are an average of the most recent four years for the Connecticut Mastery Test given in grades 6-8, the Connecticut Academic Performance Test given in grade 10, and the Scholastic Aptitude Test given in grade 12. The CMT results for Region 7 are a weighted average of the four towns.

2.6 Alternative Recommendations.

- Continue to support the Regional Superintendent's Coordinating Council, which has achieved many of the potential advantages of regionalization, such as cooperative purchasing and shared staff. Seek opportunities to incorporate its goals into local budgets and planning processes.
- Consider hiring a full time regional curriculum coordinator to provide leadership and localized support to the K-12 Curriculum Council.
- Revisit the merits of combining the Colebrook Consolidated School and the Botelle School in Norfolk. Significant cost savings should be possible if only one of the two facilities is needed, and the children might do better in a larger, more diverse environment that can offer additional program opportunities.

3.0 Region 7 Today

3.1 Town Profiles.

- Each town in Region 7 is small compared to Connecticut's average population per town of 20,818. Each of the Region 7 towns is also rural in character, having an average population density of only 90 inhabitants per square mile compared to the state average of 726.

Table 4 – Town Profiles				
	Barkhamsted	Colebrook	New Hartford	Norfolk
Population	3,707	1,499	6,297	1,647
Population Growth 2000-10	6.1%	1.9%	3.4%	(0.8%)
Median Household Income	\$80,359	\$71,608	\$89,456	\$73,426
Total Revenues	\$10,474,015	\$5,488,185	\$22,929,121	\$7,686,152
Property Tax % Revenue	77.6%	81.7%	73.2%	77.6%
Grand List % Residential	74.2%	83.2%	78.7%	70.9%
Adj. Tax Levy Per Capita	\$2,207	\$2,859	\$2,497	\$3,612
Fund Balance % Expenses	14.2%	21.0%	15.0%	17.3%
Debt Per Capita	\$545	\$1,197	\$1,384	\$1,792
Sources: OPM Municipal Fiscal Indicators, November 2010; CERC Town Profiles 2011				

- Only Barkhamsted has experienced population growth significantly above the statewide average of 3.1% during the past 10 years, according data from the Connecticut Economic Resource Center ("CERC"). None of the four towns is expected to exceed the state average of 0.2% projected by CERC over the next few years until 2015. Unfortunately, CERC does not address student enrollment, which appears to have lagged population growth over the past few years.
- The median household income varies among the towns, but is comfortably above the state median of \$53,935 in each case.
- Fiscally, each town relies more heavily on property taxes as a percentage of total revenue than the state average of 69.8%. In addition, the taxable grand list of each town except Norfolk is more heavily weighted toward residential property than the state average of 71.4%. Tax per capita exceeds the state average of \$2,418 in all towns except Barkhamsted.

3.2 School Profiles:

- Average class size is comparable among the four towns, as shown in Table 5. The smallest class at present is 11; the largest about twice that. There are no clear opportunities to reduce the number of sections in any grade by combining classes, nor are there large classes that need to be split. The table also shows a close correlation between the ratios of cost and staff per student, as would be expected.

- The five year enrollment trend is flat to down in each town except Barkhamsted. Enrollment projections were not undertaken as part of this study, though Barkhamsted has begun one in connection with a potential expansion project. Anecdotally, the superintendents do not expect near term changes to current enrollment trends. Their view is consistent with CERC's modest expectations for population growth.
- The town-owned school facilities are debt free in the case of Barkhamsted and Colebrook. New Hartford has debt outstanding of about \$2.2 million; Norfolk \$1.5 million. Barkhamsted is considering the addition of a multipurpose room that will allow the present gym to be converted to space for art, music, and special education. No estimate of the cost is available. New Hartford and Norfolk each have some excess capacity. Norfolk provides space to Shared Services for the Bridges program (as does Barkhamsted for pre-K), and New Hartford leases a small amount of surplus space to third parties. Colebrook considered options for a major renovation project in 2008, but decided to defer action. Building code issues are limited to asbestos removal (New Hartford, Colebrook), certain classrooms and lavatories that are not handicap accessible (Colebrook, Barkhamsted), and a kitchen grease trap (Norfolk).
- Capital spending studies were conducted by the Capital Region Education Council ("CREC") for Barkhamsted and New Hartford in 2008 and 2007, respectively. CREC focused on the annual reserve needed to replace such items as boilers, roofing, HVAC and kitchen equipment. Using an average replacement cycle of 10 years, the annual capital reserve would be \$82,000 for Barkhamsted and \$348,000 for New Hartford. CREC has not done studies for Colebrook or Norfolk. However, Norfolk's actual expenditures have averaged about \$40,000 a year, while Colebrook's have been substantially less.

Table 5 – School Profiles				
	Barkhamsted	Colebrook	New Htfd	Norfolk
Enrollment	342	115	587	139
Average Class Size	18.0	16.4	20.2	15.4
Total Staff – FTE	36.7	20.3	94.5	26.1
Enrollment Per FTE	9.3	5.7	6.2	5.3
2010-11 Budget	\$3,655,572	\$1,770,842	\$7,578,863	\$2,439,488
Cost Per Student	\$10,689	\$15,399	\$12,911	\$17,550
Special Education				
% Enrollment	10%	17%	8%	11%
% Budget	17%	20%	17%	13%
Average CMT Scores				
Reading	74.9%	70.2%	82.7%	72.8%
Writing	73.9%	71.8%	80.6%	66.0%
Mathematics	77.4%	71.0%	87.1%	77.1%
Sources: Approved budgets; Superintendents; State Department of Education				

3.3 Curriculum:

- The curriculum and program offerings of each school are similar. The principal differences are: Colebrook has full day kindergarten, Norfolk offers pre-K to all children, and Colebrook is the only town not to offer a world language. The program summary in Table 6 below was compiled largely from information provided by the superintendents. The similarity of their responses supports the earlier finding that cooperation between schools has promoted a uniform academic environment.
- Discussions with the superintendent of Region 7 did not suggest any significant differences among children entering the 7th grade. They appear to be equally well prepared regardless of which K-6 school they attended.

Table 6 – Curriculum & Activities				
	Barkhamsted	Colebrook	New Htfd	Norfolk
Full Day Kindergarten	No	Yes	No	½ Day
Pre-K	No	No	No	Yes
World Languages	Yes	No	Yes	Yes
Athletic Programs	Rec. Board	Rec. Board	After School	Rec. Bd./PTO
Reading Tutors	Yes	Yes	Yes	Yes
Music & Art Programs	Yes	Yes	Yes	Yes
Computers Facilities	Lab plus 3-5 Comp./Class	Lab plus 2 per Comp./Class	2 Mobile and 3 Class Labs	Lab plus 3-5 Comp./Class
Smart boards	All Classes	5 of 7 Classes	All Classes	All Classes
Field Trips	White Mem. Grade 5	Cape Cod Grade 6	White Mem. Grade 6	Cape Cod Roaring Brook Talcott Mt. Grades 1-6
Other		Story Time for 3&4 Yr. Olds		Science Room. Math Tutor
Sources: Superintendents				

4.0 Coordinating Council, Curriculum Council & Shared Services

4.1 Overview

- Region 7 benefits from three groups that seek to achieve the advantages of scale and specialization within the existing framework of local elementary schools. The groups are the Regional Superintendents' Coordinating Council, the K-12 Curriculum Council, and Shared Services.
- Together, the three groups provide many of the benefits that might be expected from the addition of grades K-6 to Region 7.

4.2 Regional Superintendents Coordinating Council

- The Regional Superintendents Coordinating Council was established informally about five years ago. Membership consists the superintendents from each town and Region 7 and the director of Shared Services. The Council meets about eight times a year.
- The Council's goals are (i) economies of scale in purchased goods and services, (ii) sharing part time staff, and (iii) curriculum coordination to "ensure a systematic, aligned, and articulated pre-K through 12 curriculum." The main joint purchases are heating oil, electricity, and classroom supplies, wherein lower prices are achieved by guaranteeing a minimum purchase volume. Health benefits are also purchased as one group, but there are multiple plans within the group. The "golden goal" is to reduce the number of plans to two. Transportation may provide an additional opportunity for joint purchase. As to shared staff, Barkhamsted, Colebrook, and Norfolk currently share art, music, and physical education teachers; Barkhamsted and New Hartford share IT staff.

4.3 K-12 Curriculum Council

- The K-12 Curriculum Council was formed about 10 years ago, has its own bylaws and mission statement, and consists of about two dozen teachers and administrators from the four towns. It meets a minimum of four times a year. Council members, assisted by New Hartford's full time curriculum coordinators, work with the classroom teachers in each town.
- The Curriculum Council, together with the Superintendents' Council, seeks to (i) implement state (and federal) standards, (ii) set common, written expectations as to what students should know, (iii) adopt common assessments as to how teachers test the students, and (iv) have common lesson plans and texts. To date, the goal of a common curriculum is substantially complete for mathematics and language arts. The only remaining area, science, is in progress.
- The expansion of Region 7 could improve the inherent limitations of the current Council by providing stronger central leadership and by ensuring more uniform follow up and resource distribution among the four towns. Alternatively, the superintendents suggested that a full time, regional curriculum coordinator could also add value. Such a person would be an employee of Region 7 and would work directly with the individual towns, providing overall leadership. However, the resources to implement recommended curriculum changes would still depend on adequate funding by the individual towns.

4.4 Shared Services

- Shared Services is a cooperative "committee," organized in 1967 in accordance with CGS 158-a(b) and currently governed by an agreement dated January 1999 between the boards of education of Barkhamsted, Colebrook, Hartland, Norfolk, and Region 7. One member of each board serves on the committee that oversees Shared Services. New Hartford is the only Region 7 town that is not a member of Shared Services.
- The mission of Shared Services is to provide special education services, programs, administration, staffing, and professional development to member towns. It also provides services to non-member towns, resources permitting. The primary users of Shared Services by percentage of 2009-10 revenues are: Region 7 middle and high school grades 23%, Region 7 elementary schools 21%, Winchester 24%, all other

32%. Each member town has special education activities of its own, in addition to those provided by Shared Services.

- Programs administered by Shared Services address the needs of medically fragile children as well as children with a variety of learning, intellectual, emotional, and behavioral disabilities. In addition, there are programs for transportation services, English language learners, vocational support, and the gifted and talented. The two autism programs, Bridges 1 and Bridges 2, are typical of how Shared Services meets the needs of multiple towns on a consolidated basis. Both programs are conducted by Shared Services staff. Bridges 1 for PK-2 is currently provided in Winsted, and Bridges 2 for older children is provided at Botelle in Norfolk. The cost is allocated on a per student basis. Currently there are five children in Bridges 2 – three from Colebrook, one each from Barkhamsted and Norfolk. The cost is allocated 60/20/20.
- Shared Services had total expenditures of \$5.1 million in fiscal year 2009-10 and a staff of 85.2 FTE. The staff includes 20.2 certified special education teachers and 48.5 paraprofessionals. Shared Services has its administrative offices on the campus of Region 7, but over 80% of the staff is based directly in the schools and towns where services are provided.
- Inasmuch as Shared Services already covers the full spectrum from pre-K through grade 12, regionalization of the elementary schools would have little immediate impact. The possibility of bringing New Hartford under the Shared Services umbrella has been discussed before, but there is no reason to link it to the expansion of Region 7. Similarly, there is no reason why Hartland would have to leave.

5.0 Regionalization Issues & Opportunities

5.1 Facilities Consolidation

- No immediate opportunities to combine classrooms or school buildings were identified by the study, with the possible exception of Colebrook and Norfolk. Class sizes ranging a low of 11 to a high of 22, so any reduction of the number of sections of a particular grade would be likely to increase the class size to an undesirable level.
- The consolidation of the Colebrook Consolidated School into Botelle might be feasible, and merits independent review; but it is not recommended as part of this study for two reasons. First, the savings would be insufficient to resolve the cost per student disparity discussed earlier. Second, the superintendents of the four towns and Region 7 favor a presence in each town, at least initially, as is the case with Regions 6, 10, and 12.
- Importantly, the superintendents advised that any future referendum about regionalization must be very clear that the regional board will have the authority to close local facilities and bus children to other towns without further approval by the voters. Failure to be clear on this point runs the risk of litigation.

5.2 Staffing

- The Region 7 towns currently employ 204.7 FTE in their elementary schools. That total includes 27.1 FTE who are employed by Shared Services, but dedicated to individual schools. About 80% of the staff work directly with children and would probably not experience an immediate impact from regionalization. The staff most

likely to be affected includes 2.2 superintendents, 10.9 custodians, 6.0 nurses, and 13.6 secretarial and office management staff.

- Staff reductions in the four towns would be partially offset by additions at Region 7, where administrative functions are consolidated. Approximately 3.5 FTE would be added: an assistant superintendent to serve as curriculum coordinator, a human resources administrator, a facilities manager, and an increase in the finance manager from part time to full time. These changes are consistent with the organization of other K-12 systems.
- Systems and technology staff may also be affected. All of the school buildings would be interconnected electronically, which would automate bookkeeping and purchasing, among other functions. The towns currently employ 2.4 FTE in technology support.

5.3 State Aid.

- The Connecticut statutes provide higher levels of financial support to K-12 systems than to regions that have fewer grades. The support includes Education Cost Sharing (ECS), student transportation, adult education, and school construction grants.
- The pro-forma benefit to Region 7 is estimated to be about \$140,000, if fully funded. However, current legislation does not provide full funding.

5.4 Contracts

- Each of the towns and Region 7 itself are represented by one to five collective bargaining agreements, as indicated in Table 7 below. Substantially all of the employees are covered by such agreements in the case of New Hartford and Region 7. In addition, superintendents and some other staff are covered by individual employment contracts.

Table 7 – Collective Bargaining Agreements					
	Bloomfield	Colebrook	New Htfd	Norfolk	Region 7
Teachers	X	X	X	X	X
Custodians	X		X	X	X
Administrators			X		X
Aides			X		X
Admin. Asst.			X		X
Source: Collective bargaining agreements.					

- Region 7 will become the umbrella bargaining unit for certified staff in the event that grades K-6 are added and the town school boards are dissolved. Some upward cost pressure might be experienced to the extent that non-union employees join unions and the unions seek to preserve the most favorable aspects of their current contracts.
- Each of the towns also has other business contracts that would be terminated or allowed to run out in the event of regionalization. These contracts cover such activities as bussing, maintenance, copier leases, and snow removal.

5.5 Corporate Governance.

- Each of the three existing K-12 systems (Regions 6, 10, and 12) is governed by a single board of education. There is no formal oversight by the local boards of finance. However, the boards of finance and selectmen do participate informally in the budget process.
- The board structure varies between regions. Region 6 consists of three members each from Goshen, Morris, and Warren, with voting weighted by enrollment. Region 10 has six members from Burlington and four from Harwinton, based on enrollment. It also has a crossover voting requirement, and the chair alternates between the two towns every other year. Region 12 has a twelve member board allocated on the basis of population – currently three members each from Roxbury and Bridgewater; six from Washington. All members vote equally.
- None of the superintendents of Regions 6, 10, or 12 mentioned issues about loss of local control, dominance by a single town, or lack of financial oversight. That said, there has been litigation in Region 12 (details unclear), and some members of the study committee expressed concern about the loss of local control and the lack of formal oversight by a board of finance.

5.6 Facilities

- If grades K-6 are added to Region 7, the school facilities currently owned by each town will be sold or leased to Region 7, assuming that Region 7 wishes to use them. Any facility not transferred to Region 7 would be converted to an alternate use or sold by the town. This study did not conduct an appraisal of existing facilities, so the dollar amounts in question are not known.
- Regions 6 and 10 each own their facilities. Inasmuch as both regions were created some years ago, neither of the current superintendents was able to comment on issues that may have arisen during the transfer of property from the towns to the region.
- Region 12 leases its elementary school facilities from the towns for a bargain rent of \$1 dollar a year. The region is responsible for all insurance, maintenance, and operating expenses. In addition, representatives of the region and the three towns meet each year to prepare a list of “Capital and Nonrecurring Repairs and Replacements.” All of the town school buildings are covered by the same list, and the region makes an annual contribution of \$100,000 toward the cost. The term of the lease is 10 years, but not less than the remaining term of any bonds outstanding. Either party may issue bonds for major renovations. The region, if the voters so approve, has the right to terminate the lease and replace the town-owned facilities with newly constructed facilities of its own.

6.0 Appendixes

- 6.1 School Budgets FY 2010-11
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- 6.5 Enrollment & Class Size At 10/1/10
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**Combined & ProForma Expense Budgets
Fiscal Year 2010/11**

	Barkhamsted	Colebrook (1)	New Htfd	Norfolk (2)	Combined Total Total	% Total
1.0 Regular Education						
1.1 Classroom teachers	1,243,941	675,227	1,942,754	748,630	4,610,552	29.9%
1.2 Other teachers	262,207	-	335,456	47,906	645,569	4.2%
1.3 Library/media staff	69,056	10,148	139,320	53,392	271,916	1.8%
1.4 Aides	47,604	28,965	71,276	81,906	229,751	1.5%
1.5 Other staff related	26,130	18,350	146,219	15,670	206,369	1.3%
1.6 Transportation	249,450	77,302	534,805	153,543	1,015,100	6.6%
1.7 Classroom books & supplies	40,264	5,840	57,999	21,458	125,561	0.8%
1.8 All other	58,301	15,765	119,553	35,334	228,953	1.5%
Subtotal	1,996,953	831,597	3,347,382	1,157,839	7,333,771	47.5%
2.0 Special Education						
2.1 Teachers	50,746	67,114	606,502	61,869	786,231	5.1%
2.2 Aides	48,002	24,543	409,676	18,800	501,021	3.2%
2.3 Other staff related	32,960	16,500	14,000	12,500	75,960	0.5%
2.4 Shared services	271,766	81,754	-	133,490	487,010	3.2%
2.5 Tuition	25,011	130,030	71,403	15,000	241,444	1.6%
2.6 Transportation	42,360	38,110	149,608	20,000	250,078	1.6%
2.7 All other	151,690	-	14,310	55,500	221,500	1.4%
Subtotal	622,535	358,051	1,265,499	317,159	2,563,244	16.6%
3.0 Administration						
3.1 Superintendent	43,705	51,000	130,646	55,023	280,374	1.8%
Principal	105,419	91,500	217,900	94,364	509,183	3.3%
3.2 Administrative staff	94,938	64,849	231,360	117,425	508,572	3.3%
3.3 Nurse	41,663	32,550	103,715	41,437	219,365	1.4%
3.4 All other	47,122	17,367	128,966	36,086	229,541	1.5%
Subtotal	332,847	257,266	812,587	344,335	1,747,035	11.3%
4.0 Facilities						
4.1 Custodial staff	107,173	44,088	251,887	100,295	503,443	3.3%
4.2 Heat & electricity	84,848	50,020	208,822	88,500	432,190	2.8%
4.3 Service contracts	47,477	6,780	109,408	24,980	188,645	1.2%
4.4 All other	37,536	21,350	126,433	27,895	213,214	1.4%
Subtotal	277,034	122,238	696,550	241,670	1,337,492	8.7%
5.0 Benefits						
5.1 Social Security/Medicare	47,831	32,320	139,754	46,147	266,052	1.7%
5.2 Retirement	48,958	3,616	102,504	64,774	219,852	1.4%
5.3 Life insurance	4,579	2,460	28,000	2,600	37,639	0.2%
5.4 Health & dental insurance	286,417	161,129	1,067,379	255,228	1,770,153	11.5%
5.5 All other	38,418	2,165	119,208	9,736	169,527	1.1%
Subtotal	426,203	201,690	1,456,845	378,485	2,463,223	15.9%
Total Expenses	3,655,572	1,770,842	7,578,863	2,439,488	15,444,765	100.0%

- Notes:**
1. Colebrook is the only town with full day kindergarten. The incremental cost of a full versus half day program is about \$43,000.
 2. Norfolk offers free pre-K to all residents. The program is three mornings a week and costs approximately \$25,000.

Source: Approved budgets for FY 2010-11.

**Current Staffing -- FTE
Fiscal Year 2010-11**

Function	Colebrook	Norfolk	Barkhamsted	New Htfd	Total
Superintendent	0.4	0.4	0.4	1.0	2.2
Principal	1.0	1.0	1.0	2.0	5.0
Classroom Teachers	7.0	8.0	17.5	31.0	63.5
Special Ed Teachers	1.0	1.0	1.0	11.3	14.3
Other Teachers	1.2	2.5	3.5	4.6	11.8
Library/Media Staff	0.6	0.6	1.0	4.0	6.2
Classroom Aids	3.0	4.3	1.2	2.0	10.5
Special Ed Aids	2.0	2.0	3.0	18.0	25.0
Reading Tutors	0.0	0.6	1.6	1.0	3.2
Other Education Staff	0.0	0.0	0.0	3.0	3.0
School Nurse	1.0	1.0	1.0	3.0	6.0
Office Management	0.8	1.7	1.0	2.6	6.1
Secretarial	1.0	1.0	1.5	4.0	7.5
Custodial/Maintenance	1.3	2.0	2.6	5.0	10.9
Systems/Technology	0.0	0.0	0.4	2.0	2.4
Subtotal	20.3	26.1	36.7	94.5	177.6
Shared Services	2.4	11.2	13.5	n/a	27.1
Total	22.7	37.3	50.2	94.5	204.7

Notes: 1. Shared Services employs dedicated staff at each school except New Hartford.
New Hartford utilizes its own staff to perform these functions.
2. Shared Services staff at Botelle includes 7.8 FTE for the Bridges and IEP programs.

Source: Superintendents and Shared Services based on approved budgets for FYE 6/30/11.

Shared Services
Financial Summary -- Fiscal Year 2009-10

Revenues	General Fund	Special Activities	Transport	LINKS	ARRA IDEA	RSD 7 Tuition	Other Funds	Total
Member Towns								
Barkhamsted	264,892	200,566	52,258	-	-	-	94,696	612,412
Colebrook	104,616	10,991	36,731	-	-	-	117,122	269,460
Hartland	261,384	65,594	51,281	16,026	-	13,019	98,944	506,248
Norfolk	133,669	52,354	9,796	-	-	-	7,153	202,972
Region 7	613,849	82,471	144,877	105,965	-	-	245,043	1,192,205
Subtotal	1,378,410	411,976	294,943	121,991	-	13,019	562,958	2,783,297
State & Federal Funding	201,492	-	-	-	167,402	-	431,229	800,123
Winchester	-	62,171	77,498	355,994	-	294,369	501,437	1,291,469
New Hartford	-	21,694	-	-	-	-	63,652	85,346
Other Towns & Regions	-	7,649	12,599	59,668	-	68,080	69,643	217,639
Other Revenue	83,841	19,333	-	-	-	-	1,713	104,887
Total Revenue	1,663,743	522,823	385,040	537,653	167,402	375,468	1,630,632	5,282,761
Expenditures								
Instruction Services	1,564,489	527,566	-	492,178	167,402	375,468	1,368,410	4,495,513
Vocational Education	-	-	-	-	-	-	204,559	204,559
Support - Transportation	-	5,153	324,290	-	-	-	1,546	330,989
Interfund	-	5,971	5,894	27,193	-	-	38,020	77,078
Capital Outlays	4,287	-	-	-	-	-	-	4,287
Total Expenditures	1,568,776	538,690	330,184	519,371	167,402	375,468	1,612,535	5,112,426
Fund Balance								
July 1, 2009	365,157	22,476	70,735	-	-	-	11,002	469,370
Fiscal Surplus/(Deficit)	94,967	(15,867)	54,856	18,282	-	-	18,097	170,335
June 30, 2010	460,124	6,609	125,591	18,282	-	-	29,099	639,705

Source: Audited financial statements.

Shared Services
Current Staffing -- FTE

Location	Clerical/					Total
	Director	Bookkeeping	Transportation	Certified	Non-Certified	
SS Main Office	1.0	6.0	9.5	n/a	n/a	16.5
Colebrook	n/a	n/a	n/a	0.8	1.6	2.4
Barkhamsted	n/a	n/a	n/a	4.4	9.1	13.5
Hartland	n/a	n/a	n/a	1.6	1.8	3.4
Norfolk (1)	n/a	n/a	n/a	3.4	7.8	11.2
Region 7	n/a	n/a	n/a	7.6	25.2	32.8
Elsewhere (2)	n/a	n/a	n/a	2.4	3.0	5.4
Total	1.0	6.0	9.5	20.2	48.5	85.2

Notes:

1. Botelle includes 1.0 certified and 6.8 non-certified FTE for the Bridges and IEP programs
2. Elsewhere includes the autism program at Batcheller, staffed by an occupational therapist, occupational therapist assistant, physical therapist, and para-professionals.

Source: Shared Services.

**Current Enrollment
Fiscal Year 2010/11**

Grade	Colebrook		Barkhamsted		New Hartford		Norfolk		Total		Ave. Class Size
	Enrolled	# Sec.	Enrolled	# Sec.	Enrolled	# Sec.	Enrolled	# Sec.	Enrolled	# Sec.	
Pre-K (see note)											
Kindergarten	15	1	48	3	70	4	19	1	19	1	19.0
1st Grade	14	1	44	2	75	4	16	1	149	9	16.6
2nd Grade	17	1	57	3	84	4	13	1	146	8	18.3
3rd Grade	11	1	35	2	87	4	12	1	170	9	18.9
4th Grade	21	1	52	3	88	4	17	1	150	8	18.8
5th Grade	17	1	51	3	87	4	28	2	189	10	18.9
6th Grade	20	1	55	3	96	5	14	1	169	9	18.8
Total	115	7	342	19	587	29	20	1	191	10	19.1
							139	9	1,183	64	18.5

Shared Services Pre-K	Special Ed	Typical	Total
Colebrook	1		1
Barkhamsted	6	12	18
Hartland	6	1	7
Norfolk	5		5
Total Shared Services	18	13	31
New Hartford			19

Note: Excludes special education programs run by Shared Services and New Hartford

Source: Average daily membership as of October, 1, 2010, per school superintendents.

**Special Education Enrollment
Fiscal Year 2009-10**

	Total Enrolled	Total Disabled	Percent	Autism	Type of Disability or Impairment			
					Learning	Speech	Health	Other
Shared Services								
Region 7 High School	757	64	8%	5	18	4	24	13
Region 7 Middle School	342	24	7%	0	10	6	3	5
Subtotal 7-12	1,099	88	8%	5	28	10	27	18
Barkhamsted	345	35	10%	2	14	14	2	3
Colebrook	119	20	17%	0	8	7	3	2
Hartland	227	12	5%	1	4	6	0	1
Norfolk	137	15	11%	4	1	7	3	0
Subtotal K-6	828	82	10%	7	27	34	8	6
Total Shared Services	1,927	170	9%	12	55	44	35	24
Percent With Disability				7%	32%	26%	21%	14%
Other								
New Hartford	625	48	8%	2	16	19	5	6
Region 7 K-6 Grades	1,226	118	10%	8	39	47	13	11

Source: State Department of Education

**Net Current Expenditures Per Pupil
Regional Summary**

School District	Enrolled	Grades	FTE Staff	2008-09 NCEP
Region 7 - Barkhamsted, Colebrook, New Hartford, Norfolk				
Barkhamsted Elementary School	345	K-6	58.5	11,521
Colebrook Consolidated School	119	K-6	27.1	13,696
New Hartford				
Ann Antolini School	361	3-6		
Bakerville Consolidated School	154	K-2		
New Hartford Elementary School	110	PK-2		
Subtotal New Hartford	625	PK-6	124.5	12,401
Botelle School, Norfolk	137	PK-6	40.7	14,638
Subtotal Elementary Schools	1,226	PK-6	250.8	12,540
Northwest Regional School District				
Middle School	342	7-8		
High School	757	9-12		
Subtotal Northwest Regional	1,099	7-12	218.7	14,204
Total Region 7	2,325	PK-12	469.5	13,331
Region 6 - Warren, Goshen, Morris				
Goshen Center School	218	K-6		
James Morris School	207	K-6		
Warren Elementary School	96	K-6		
Wamogo High School	536	7-12		
Total Region 6	1,057	K-12	195.3	14,900
Region 10 - Harwinton, Burlington				
Harwinton Consolidated School	477	PK-4		
Lake Garda Elementary School	621	PK-4		
Har-Bur Middle School	906	5-8		
Lewis High School	813	9-12		
Total Region 10	2,817	PK-12	438.1	11,080
Region 12 - Washington, Roxbury, Bridgewater				
Booth Free School	112	K-5		
The Burnham School	87	K-5		
Washington Primary School	169	K-5		
Shepaug Valley Middle School	248	6-8		
Shepaug Valley High School	323	9-12		
Total Region 12	827	K-12	223.0	18,509

Source:

1. Net Current Expenditures Per Pupil based on OPM Municipal Fiscal Indicators as of November 2010. Data is FY 2008-09.
2. Enrollment based on SDE website. Data is FY 2009-10.
3. FTE staff based on SDE website, which includes food service and transportation staff. Data is FY 2009-10.

Connecticut Mastery Test Results
Percentage At or Above Goal -- Grades 3-6

Year	Barkhamsted	Colebrook	New Hartford	Norfolk	Region 7 (1)	State
Reading						
2009-10	78.4%	76.3%	81.1%	65.8%	78.1%	67.6%
2008-09	74.7%	66.7%	86.5%	75.6%	79.8%	65.7%
2007-08	72.1%	68.5%	83.4%	72.7%	77.4%	62.2%
2006-07	74.3%	69.2%	79.6%	76.9%	76.7%	61.3%
Average	74.9%	70.2%	82.7%	72.8%	78.0%	64.2%
Writing						
2009-10	76.4%	79.2%	80.2%	67.1%	77.6%	63.4%
2008-09	72.4%	71.2%	83.7%	67.8%	77.2%	64.2%
2007-08	77.7%	71.2%	77.9%	63.6%	75.1%	63.1%
2006-07	69.1%	65.4%	80.5%	65.6%	73.8%	63.0%
Average	73.9%	71.8%	80.6%	66.0%	75.9%	63.4%
Mathematics						
2009-10	78.2%	80.3%	86.8%	75.3%	82.4%	68.3%
2008-09	82.4%	67.1%	91.6%	78.2%	84.7%	66.0%
2007-08	79.9%	68.5%	87.5%	74.7%	81.7%	63.0%
2006-07	69.1%	67.9%	82.6%	80.0%	77.1%	62.1%
Average	77.4%	71.0%	87.1%	77.1%	81.5%	64.9%
Average Number of Students Tested						
2009-10	203	77	356	80	716	242,081

Notes: 1. Region 7 scores are a weighted composite of the four towns.

Source: State of Connecticut Department of Education

Connecticut Mastery Test Results
Percentage At or Above Goal -- Grades 3-6

Year	Region 7	Region 6	Region 10	Region 12	State
Reading					
2009-10	78.1%	80.4%	78.6%	77.4%	67.6%
2008-09	79.8%	76.2%	79.7%	80.4%	65.7%
2007-08	77.4%	71.5%	76.3%	69.5%	62.2%
2006-07	76.7%	71.3%	78.4%	76.8%	61.3%
Average	78.0%	74.9%	78.3%	76.0%	64.2%
Writing					
2009-10	77.6%	69.8%	77.3%	83.3%	63.4%
2008-09	77.2%	70.6%	77.5%	78.1%	64.2%
2007-08	75.1%	67.0%	76.6%	75.2%	63.1%
2006-07	73.8%	71.7%	76.1%	75.0%	63.0%
Average	75.9%	69.8%	76.9%	77.9%	63.4%
Mathematics					
2009-10	82.4%	73.4%	80.6%	83.7%	68.3%
2008-09	84.7%	70.8%	79.5%	84.1%	66.0%
2007-08	81.7%	61.6%	75.4%	80.8%	63.0%
2006-07	77.1%	73.0%	77.4%	79.0%	62.1%
Average	81.5%	69.7%	78.2%	81.9%	64.9%
Average Number of Students Tested					
2009-10	716	296	880	281	242,081

Source: State of Connecticut Department of Education

**Connecticut Academic Performance Test
Percentage At or Above Goal -- Grade 10**

Year	Region 7	Region 6	Region 10	Region 12	State
Reading					
2009-10	69.4%	54.5%	58.7%	47.0%	45.9%
2008-09	70.0%	55.3%	77.7%	63.6%	47.5%
2007-08	80.7%	50.0%	70.6%	51.6%	45.5%
2006-07	63.8%	66.1%	74.4%	64.6%	45.6%
Average	71.0%	56.5%	70.4%	56.7%	46.1%
Writing					
2009-10	82.7%	59.8%	67.0%	55.2%	59.6%
2008-09	72.9%	50.5%	71.4%	74.7%	55.1%
2007-08	89.5%	59.3%	74.3%	65.9%	57.9%
2006-07	76.9%	59.6%	73.9%	66.0%	53.0%
Average	80.5%	57.3%	71.7%	65.5%	56.4%
Mathematics					
2009-10	71.4%	58.6%	70.2%	54.4%	48.9%
2008-09	71.1%	60.6%	73.9%	65.9%	48.0%
2007-08	85.1%	55.4%	77.1%	66.7%	50.2%
2006-07	71.9%	64.3%	62.3%	63.6%	45.3%
Average	74.9%	59.7%	70.9%	62.7%	48.1%
Average Number of Students Tested					
Reading	183	88	225	66	40,613
Writing	185	87	227	67	41,162
Mathematics	182	87	225	68	40,587
2009-10	183	87	226	67	40,787

Source: State of Connecticut Department of Education

Scholastic Aptitude Tests
Average Composite Scores -- Grade 12

Class Of	Region 7	Region 6	Region 10	Region 12	State
Composite Score					
2010	1,668	1,532	1,569	1,580	1,525
2009	1,591	1,562	1,624	1,568	1,517
2008	1,612	1,601	1,556	1,536	1,516
2007	1,586	1,566	1,554	1,551	1,509
Average	1,614	1,565	1,576	1,559	1,517
Percent of Class Tested					
2010	74.6%	68.8%	78.0%	74.4%	66.3%
2009	77.8%	70.1%	70.9%	71.0%	65.6%
2008	80.4%	76.4%	86.1%	91.1%	70.0%
2007	80.8%	82.3%	87.0%	80.2%	73.0%
Average	78.4%	74.4%	80.5%	79.2%	68.7%
Number of Students Tested					
2010	135	53	160	58	27,044

Source: State of Connecticut Department of Education

**State Aid Simulation
Fiscal Year 2010-11**

	Barkhamsted	Colebrook	New Hartford	Norfolk	Total
Education Cost Sharing					
Enrollment	342	115	587	139	1,183
Current Bonus Per Student	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Bonus Per Student	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Current ECS FY 2010-11	\$ 1,615,872	\$ 495,044	\$ 3,143,902	\$ 381,414	\$ 5,636,232
Regionalization Bonus	\$ 34,200	\$ 11,500	\$ 58,700	\$ 13,900	\$ 118,300
Pro-Forma ECS	\$ 1,650,072	\$ 506,544	\$ 3,202,602	\$ 395,314	\$ 5,754,532
Student Transportation					
Current State Support	27.02%	14.30%	21.46%	4.37%	
Regionalized Support	30.26%	30.26%	30.26%	30.26%	
Current Aid FY 2010-11	\$ 22,715	\$ 4,045	\$ 40,348	\$ 2,426	\$ 69,534
Regionalization Bonus	\$ 6,874	\$ 1,224	\$ 12,209	\$ 734	\$ 21,041
Pro-Forma Aid	\$ 29,589	\$ 5,269	\$ 52,557	\$ 3,160	\$ 90,575
Adult Education					
Current State Support	32.89%	20.15%	27.47%	10.83%	
Regionalization Bonus	26.31%	26.31%	25.31%	26.31%	
Current Aid FY 2010-11	\$ 1,603	\$ 306	\$ 2,365	\$ 247	\$ 4,521
Regionalization Bonus	\$ 422	\$ 81	\$ 599	\$ 65	\$ 1,166
Pro-Forma Aid	\$ 2,025	\$ 387	\$ 2,964	\$ 312	\$ 5,687
School Construction Grants					
Current State Support	50.36%	38.93%	45.36%	30.00%	
Regionalized Support	54.29%	54.29%	54.29%	54.29%	

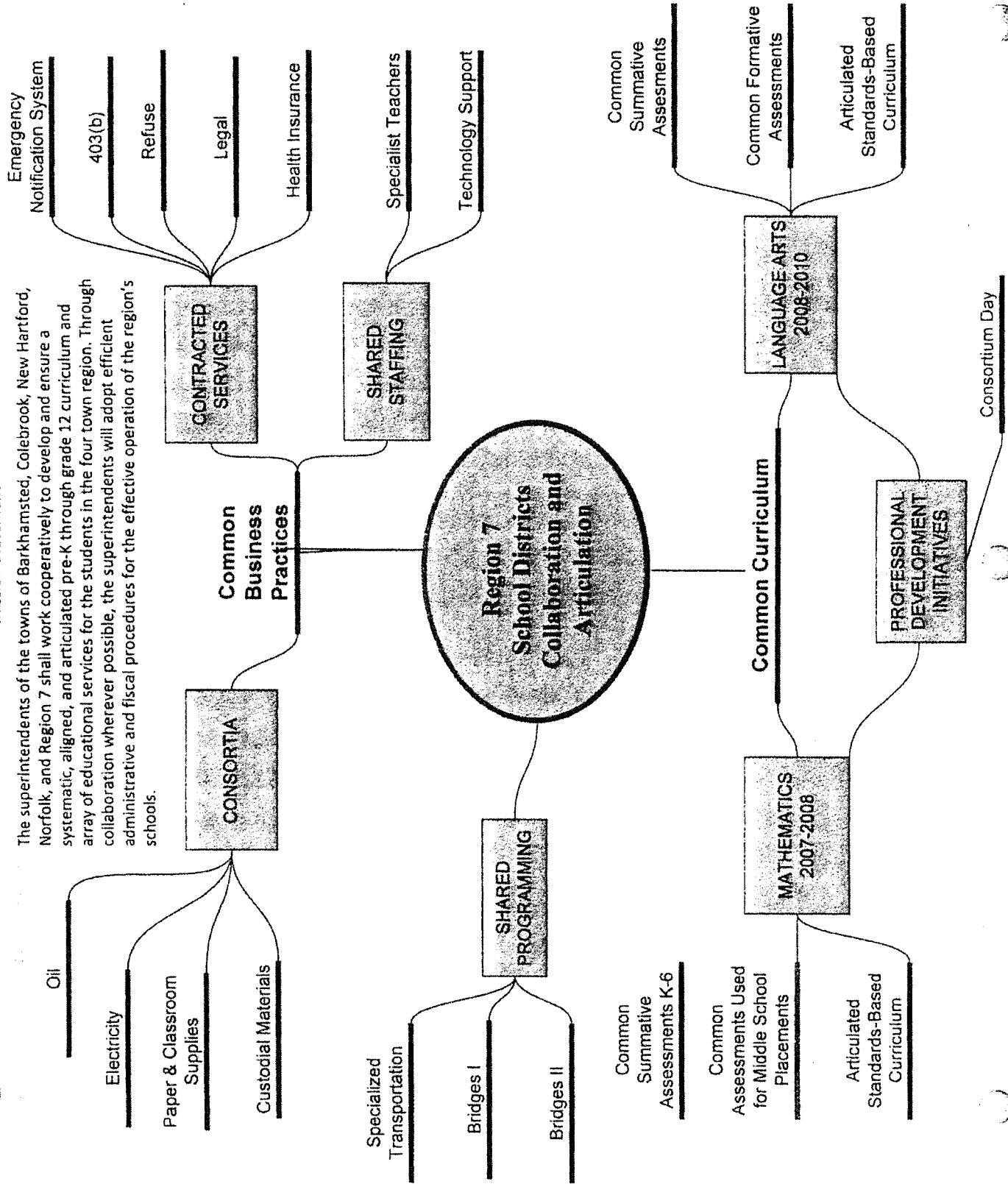
Note: 1. Current support is expressed as a percentage of total cost. The regionalization bonus is an increase over the current amount of aid.

2. Construction grants are assumed to apply to post-regionalization projects.

Sources: 1. Memorandum from Brian Mahoney dated October 12, 2010 regarding "Simulated State Support Percentages for Region 7."
2. OPM "Estimates of State Formula Aid to Municipalities" dated February 16, 2011.

Regional Superintendent Coordinating Council
Mission Statement

The superintendents of the towns of Barkhamsted, Colebrook, New Hartford, Norfolk, and Region 7 shall work cooperatively to develop and ensure a systematic, aligned, and articulated pre-K through grade 12 curriculum and array of educational services for the students in the four town region. Through collaboration wherever possible, the superintendents will adopt efficient administrative and fiscal procedures for the effective operation of the region's schools.



Region 7 Study Committee

Town	Board of Education	Board of Finance	Region 7 BOE
Barkhamsted	Sarah B. Nanni Treasurer	Linda Persechino	Mark S. Lancot
Colebrook	Bernard R. Adams Vice Chairman	James Millar	Janice M. Dorazio
New Hartford	Jennifer Zenuh Chairman	Laura M. Sundquist	Robert A. Jerram
Norfolk	Edward J. Lockwood	J. Michael Sconyers Secretary	Tara H. Yard
State Board of Education	Ronald C. Harris		
Recording Secretary	Debbie Ventre		