

Norwich Public Schools 2021/2022

**Preliminary Draft
As of 2/10/21**

About This Document

This budget document contains information in the form of tables, charts, spreadsheets and narratives in order to provide important budget information and decisions made by the Board of Education. It also serves as a guide to help staff, elected officials, the public and other interested parties understand the District's programs, services, goals, and finances for fiscal year 2020.

The budget supports the Board of Education goals for the District in the upcoming year. It serves as a financial planning tool that allocates resources based upon an analysis of the ever changing challenges and opportunities facing our District. Performance data is also included to show how the District has been using the resources to achieve its mission and goals

Introduction

Norwich, founded in 1659, is Connecticut's 25th largest city by population. The City was incorporated in May 1784. The Town and City were consolidated on January 1, 1952. Norwich covers an area of 27.1 square miles located 40 miles southeast of Hartford surrounded by Montville, Preston, Lisbon, Sprague, Franklin and Bozrah.

The City is approximately three hours from New York City by rail or highway transportation. Providence, Rhode Island is approximately an hour from the City and Boston is approximately two hours away. The City is served by interstate, intrastate and local bus lines. The City is served by Interstate 395 from north to south connecting Norwich with I-95 and I-90 to Boston and New York. Route 2 links the City with Hartford and I-91. State Route 82 connects downtown Norwich with I-395. Rail transportation and freight service is available to major points including New York, Boston, Providence and Montreal. Air services are available at Groton-New London Airport to the south, T.F.Green Airport (Providence) to the east and Bradley International Airport to the north. Norwich Harbor provides a 600-foot turning basin connecting the Thames River and Long Island Sound.

The Norwich Public Schools is a department within the City of Norwich. The Norwich Board of Education is a 9 member board, all elected. Elections are held during odd calendar years as provided by state statute. Norwich Public Schools consists of seven elementary schools, two middle schools, two preschools, one regional adult education facility, a specialized 18-21 year old program and one central administration office. Norwich Public Schools has a highly diverse student population with more than 29 languages spoken within the district. The population is also very high needs for free and reduced meals with 100%, considered to be at poverty level. Norwich Public Schools does not have a high school – students are allowed to choose from designated high schools in the area such as: Norwich Free Academy, Bacon Academy, Griswold High School, Waterford High School and Ledyard High School.

Board of Education

Mission Statement

The Norwich Public Schools will provide each student a rigorous, effective teaching and learning environment where equity is the norm, excellence is the goal, student health and safety is assured.

Vision Statement

To enable each child to reach his/her full potential.

Education

The City school system includes two preschools, seven elementary schools, two middle schools, an 18-21 transition program, and a regional adult education program. Of the seven elementary schools two are Magnet elementary schools, both middle school are Magnet Middle schools.

Student Learning Goals

All Norwich Public Schools students will be challenged to develop, embrace and attain learning goals that encapsulate the following essential elements as a means to prepare them to be independent thinkers and collaborative team players invested in building a better future.

- Inquiry – Students show intellectual curiosity and wonder about the world. Students ask thoughtful questions, and seek out answers.
- Expression – Students communicate what they know and what they need to know. Students construct arguments with evidence and critique the reasoning of others.
- Critical Thinking – Students analyze, synthesize, and draw conclusions from information. Students generate solutions to problems using both creative and critical thought. Students keep an open mind to different viewpoints.
- Collaboration – Students contribute to the overall effort of the group. Students work well with diverse individuals in various situations. Students initiate and cultivate community partnerships.
- Organization – Students sift through ideas and data, arranging them wisely and make sense of them. Students set manageable goals, plan, and monitor time to achieve them.
- Attentiveness – Students focus on the task at hand and focus on details of their work.
- Perseverance – Students demonstrate tenacity in tackling tasks despite difficulty or delay in achieving success.
- Reflection – Students review and think about their actions and work with the purpose of learning more about themselves.

Professional Learning Goals

As a professional learning community, we will ask thoughtful questions to analyze and draw conclusions while remaining curious about diverse student needs. The learning community fosters high expectations, effective communication, strong relationships and ownership of learning through engaged collaboration and inquiry.

- Inquiry – We observe and are curious about our students and their interests. We value

quantitative and qualitative data, ask hard questions and collectively create solutions. We are in a constant state of inquiry about our own practice as educators modeling lifelong learning.

- Expression – We communicate our professional learning needs as they relate to district goals and as part of creating a structure of support for our development of a unified mindset.
- Critical Thinking – We analyze, synthesize, and draw conclusions from multiple sources; utilizing this data to generate solutions to problems, rooted in best practice, through both creative and critical thought.
- Collaboration – We contribute to the overall effort of the group working well with diverse individuals in various situations. We initiate and cultivate partnerships between and amongst buildings and departments and the greater Norwich Community.
- Attentiveness – We stay focused on the task at hand and on the details of our work while keeping clear of the greater district goals.
- Perseverance – We demonstrate, and model for our students, tenacity in tracking tasks despite difficulty or delay in achieving success, and recognizing the learning opportunities inherent in mistakes and the value of taking risks.
- Reflection – We review and think about our actions and work with the purpose of learning more about ourselves.

Board of Education-Members serve a 2-year term

Chairperson Heather Romanski

Vice Chairperson Kevin Saythany

Secretary Carline Charmelus

BOE Members:

Aaron “Al” Daniels

Christine Distasio

Dr. Yvette Jacaruso

Swaranjit Khalsa

Mark Kulos

Patricia Staley

The Board of Education meetings are held monthly on the second Tuesday of the month at 5:30pm in the Kelly Middle School Community Room. The public is welcome to attend all meetings unless otherwise noted.

Norwich Public Schools Administration

Dr. Kristen Stringfellow

Superintendent

Tamara Gloster

Assistant Superintendent

VACANCY

Business Administrator

Jamie Bender

Director of Student Services and Special Education

FAQ Frequently Asked Questions

What languages do our students speak?

Our students and their families speak 20 different world languages which include:

- 1 Arabic
- 2 Bengali
- 3 Burmese
- 4 Chinese-Cantonese
- 5 Chuukese/Trukese
- 6 Creole-Cape Verdean
- 7 Creole-Haitian
- 8 English
- 9 French
- 10 Gujarati
- 11 Korean
- 12 Chinese-Mandarin
- 13 Patois
- 14 Polish
- 15 Portuguese
- 16 Spanish
- 17 Tagalong
- 18 Tibetan
- 19 Urdu
- 20 Vietnamese

There are 746 Multi Language Learner students (630 Active ELs and 116 ELs in Monitoring)

How many schools and buildings do we budgeting for in 2021/2022?

Norwich Public Schools is comprised of the following:

Seven elementary schools

- Huntington
- Mahan
- Moriarty
- Stanton
- Uncas
- Veterans
- Wequonnoc

Two middle schools-Kelly & Global

One preschool-Bishop

One regional adult education facility

One 18-21 transition program (NTA)

One central administration office

What high school alternatives do Norwich students have?

Upon completion of their preschool to grade eight education, students are offered a variety of high school options including:

- Norwich Free Academy
- Ledyard High School (traditional)
- Ledyard High School (Agri-Science and Technology)
- Norwich Technical High School
- Quinebaug Middle College (QMC)

Marine Science Magnet School
ACT Arts Magnet School
Three Rivers Middle College
Bacon Academy
New London Science and Technology Magnet
Waterford High School
Griswold High (new as of 2020/2021)
Grasso Technical High School
Windham Technical High School

Are there other options for Norwich students to attend other than Norwich schools?

Middle school students may also attend, at parent choice, Benny Dover, Visual and Performing Arts Magnet, Science and Technology and ISAAC School. Elementary students and their families may choose to attend Winthrop School or Nathan Hale in New London. Additional options include the Integrated Day Charter School – lottery based, the Friendship School, Regional Multicultural Magnet, Charles Barrow STEM Academy, and CB Jennings.

How many Norwich students attend schools outside of Norwich Public Schools?

Norwich students attending all high school alternatives, all elementary and middle school alternatives as well as Sacred Heart, St. Patrick’s and Wildwood Christian Academy, Montessori, and Integrated Day Charter School total approximately 2,600+ students.

Why do we transport to parochial schools when those schools are not in Norwich Public Schools?

Connecticut law mandates that public schools provide transportation to parochial schools within its municipal boundaries. We are also required to provide transportation to magnet and charter schools within our municipal boundaries. The Norwich Public Schools provide transportation to: Wildwood Christian School, St. Patrick’s School, Sacred Heart School, Three Rivers Middle College and the Integrated Day Charter School. State law also requires Norwich Public Schools to fund special education and transportation services of students in these schools.

Magnets & Charter School tuition information

A Connecticut statutory formula dictates that all Connecticut school districts pay a per pupil tuition cost for each student sent to a magnet school. This tuition is based on factors that include but are not limited to designation and number of students sent to the receiving school. In 2019/2020 magnet school tuitions range from \$2,652 to \$6,850 per student. Transportation to attend magnet schools must be provided by the family. In some instances we do provide magnet school transportation and are eligible for annual reimbursement of up to \$1,300 per student.

High Schools

Tuition to attend our designated high schools range from \$12,709 to \$16,285. Norwich Public Schools must provide transportation to and from our designated high schools.

Connecticut State Technical Schools

There is no tuition requirement for Norwich students who attend state technical schools. As with all designated high schools, Norwich Public Schools must provide transportation to and from these schools.

Ledyard Agri-Science and Technology

Tuition to attend this program is \$6,823 per student. We provide transportation to and from this school as well.

What areas does the Adult Education program serve?

The Norwich Regional Adult Education program oversees adult education services for eleven Eastern and Southeastern Connecticut districts including:

- Bozrah
- East Lyme
- Franklin
- Ledyard
- Lisbon
- North Stonington
- Preston
- Salem
- Sprague
- Stonington
- Voluntown

Age of Facilities

<i>Facility</i>	<i>Year Constructed</i>
Central Office Property	1659
Bishop Early Learning	1925
Hickory Street	Circa 1920
Huntington	1928
Stanton	1956
Wequonnoc	1962
Kelly Middle School	1962 (2013)
Adult Education	1963
Mahan	1968
Veterans	1968
Moriarty	1975
Uncas	1975
Teachers Memorial	1975
Case Street	1977

The health insurance line items seem rather high. How are employee benefits, like health insurance decided and paid?

Currently, more than fourteen million dollars in state and federal grants assist the Norwich Public Schools in funding our schools. Some grant monies are permitted for use toward the benefits of employees who are employed through the grant. The benefits themselves are determined through union negotiations. Premium shares for our employees are currently the highest in the state. The City, NPS and NPU are all participants in a self insured program.

Unemployment Obligations

The Norwich Public Schools, as is all Connecticut public school districts, are required to pay unemployment insurance for eligible employees. State law requires us to match employee

contribution “dollar for dollar”. Eligible employees include employees who have been laid off by Norwich Public Schools and former employees who may have been laid off from a future, non-NPS position. Unemployment benefits are based on a formula of the ratio of quarters worked and employed.

Compulsory Attendance Regulations

A free traditional, regular education is provided to all students from approximately five to eighteen years of age. Additionally, public school districts are required to educate students with special education needs from three to twenty-two years of age. Public School Districts must also maintain all the requirements of students’ Individual Education Programs (IEPs) when they qualify for special education services. Age 7 is the compulsory attendance law in CT..

Why do we have to pay additional money for students to attend special education programs at other schools?

Public school districts are required to provide services based on each students’ special education Individual Education Program (IEP). In some instances, it is necessary to send the student to a more appropriate education facility to better meet the students’ needs. In those instances, we pay tuition directly to the receiving facility. Special education tuitions have large impacts on all education budgets. Costs and needs for these programs vary based on the size and needs of our district. It is difficult to predict many areas with the Special Education portion of our budget. This is considered a partially funded mandate. Once the cost of a student’s services exceed the state threshold, we are eligible to receive Excess Cost Reimbursements. The higher the reimbursement we receive means we have much larger expenses to pay up front. State reimbursements are sent directly to the city of Norwich, who pass the funds on to the Board of Education to cover the deficit. To clarify, the state’s reimbursements come nowhere near funding the full mandate of services and instruction that we must provide. Moreover, the state tends to “cap” the reimbursements based on state level budgetary issues leaving public school districts locked out of additional reimbursement. Public schools frequently are notified of these “caps” late in a fiscal year and with little warning.

How many special education students are taught in specialized outside placements?

As of 1/15/21, we had 129 students enrolled in specialized out of district placements.

How many students are eligible for services through an established Individual Education Program (IEP)?

As of 10/1/20 we had 1,007 students who have active IEPs.

What are the details regarding students who qualify for Free and Reduced Lunch?

The federal government offers free or reduced cost breakfast and lunch to any student whose family qualifies based on their income. The government tracks these students as meeting the standard as “at or below the poverty line.” School districts are eligible for a variety of services based on their free and reduced student count. Norwich has a high percentage of students living below the poverty line and are qualifying for free and reduced meals. Due to the high free/reduced meal population, NPS provides breakfast, lunch and supper free to all students.

School Year % Qualifying for Free/Reduced Meals

05/06	61.08%
06/07	60.13%
07/08	64.32%
08/09	66.32%
09/10	69.60%
10/11	70.50%
11/12	76.10%
12/13	77.30%
13/14	75.40%
14/15	76.00%
15/16	75.00%
16/17	74.00%
17/18	78.00%
18/19	100%
19/20	100%
20/21	100%

Summer Meals

The Norwich Food Service program does provide, at no cost to the Norwich taxpayer, the Summer Food Service Program. It is grant funded through the federal government and again is driven by the amount of our families living in poverty. Free meals were served at 35 sites over a 43 day span throughout the summer in 2019. These sites served 16,923 breakfasts and 22,618 lunches for a total of 39,541 summer meals.

With a district our size, don't you have opportunities for people to donate or join with other organizations to save money?

We attempt to maximize our funding resources to ensure improving instruction and care for Norwich students. To that end, we have been fortunate to have organizations and individuals to donate furniture, supplies, student uniforms and multiple forms of technology. Many of our employees make donations to students, schools and classrooms. We strive to find economical deals at all opportunities. Examples of our attempts to be frugal include: Participation in the CREC consortium; accessing state bid pricing; accessing other consortium pricing; and networking for city-wide and regional cost saving strategies. We have had some excellent suggestions from taxpayers and employees on maximizing spending by combining and consolidating on mailing supplies, postage, electricity, fuel, photocopies, instructional supplies, transportation and staffing. If you have additional ideas be sure to share them with our office.

I see many advertisements for the Norwich Education Foundation. What is that?

The Norwich Education Foundation is a not for profit and tax exempt organization with the sole purpose of supporting Norwich Public Schools. The Foundation is directed by a non-salaried board of community members. Our Foundation raises money each year through donations and fundraisers from school families, community members, businesses, other foundations and Norwich Schools alumni. These funds assist in providing resources beyond the scope of public school funding. The Foundation provides a way for the community to partner with the school district to improve the quality of public education. The Foundation is independent of the school board and administration, though it operates with the Board's cooperation and support.

What is this School Messenger system that sometimes calls me?

School Messenger is a specific product that we use to maintain communications with taxpayers and families. Generally, these contacts are made via phone call, email or text. We are implementing cost saving measures and will modify as the needs arise.

What is the current mill rate for the city of Norwich? And historical rates?

	CCD	TCD
20/21	48.47	42.38
19/20	47.99	40.64
18/19	48.39	41.46
17/18	48.74	40.67
16/17	49.06	41.69
15/16	48.06	41.39
14/15	45.93	39.04 *
13/14	32.27	27.59
12/13	31.10	26.90
11/12	28.83	25.12
10/11	28.02	24.40
09/10	27.11	23.84 *
08/09	34.10	29.66
07/08	33.32	28.93

* Indicates a revaluation year

State Budget Process

The state budget process is composed of two phases – the budget development phase and the budget execution phase.

Budget Development

Biennial budget cycle with midterm revisions

- Agency budget requests are made to the Office of Policy and Management (OPM) based on current services and budget options
- The OPM budget proposal is sent to the Governor who evaluates based on agency needs, statewide budget priorities and constraints
- The Governor recommends a budget which will serve as the basis for subsequent changes and synopsis by the Office of Fiscal Analysis (OFA)
- From February through April the appropriations committee is at work through public hearings, subcommittee meetings and reports to chairpersons and committee budget work
- From May through June budget related legislation is drafted resulting in a budget bill, other bills appropriating funds, bills to implement the budget (implementers) and a bond authorization bill (bond package)
- From July through August a state budget book is compiled by OFA
- Along the way constraints and considerations include a balanced budget, spending cap(s), projected revenue growth/changes and long term liabilities and fixed costs

Budget Execution

- Fiscal year from July 1 through June 30
- The executive branch administers the budget and it exercises control through quarterly allotments
- Overseen by the Connecticut General Assembly (CGA)
- This process may include allotment holdbacks to achieve savings, allotment rescissions and lapses (unspent funds at the end of the fiscal year)
- The Finance Advisory Committee (FAC) may request transfers and identify deficiency appropriations

Norwich Public Schools Budget Process

Overview

The BOE budget process is segregated into a six step process that includes planning, preparation, adoption, revision, implementation and evaluation. The process is developed with two major objectives in mind – 1. To provide every child in Norwich with the best educational opportunities and 2. To maximize the resources available in order to respectfully submit a reasonable budget. Once the budget is prepared and adopted by the Board, the City Council then has the authority to either increase or decrease the requested budget amount. Once the final City of Norwich budget is approved the Board then goes through the revision stage of the process. The Board makes the final changes to their adopted budget to comply with the bottom number that the City Council has appropriated for the BOE budget. Once this is complete, the process of implementation and evaluation begin.

Budget Planning

Norwich begins the budget process in September. At this time, the Manager of Financial Services prepares the salary backup sheets and increments the salaries according to the bargaining contracts. During this time the Board of Education’s Budget Expenditure Subcommittee meets to discuss the goals and objectives of the upcoming budget document. As the budget process continues, the subcommittee continues to meet and city officials are welcome to attend and participate. There are separate public forums for the public to ask questions directly of the central office administration as well as a BOE public hearing.

Preparing the Budget Document

During the month of October, each principal and/or department head will send the Superintendent any requests or changes for the upcoming budget. Internal budget meetings are held as needed throughout the process. Possible retirements and degree changes are projected as well as anything else that may impact salaries in the upcoming year. The enrollment projections for the upcoming year are incremented to the next grade to project staffing requirements. Norwich Public Schools consists of grades Prek-8; therefore, secondary tuition costs need to be included in the overall Board of Education budget. Tuition is categorized by regular education and special education costs for Norwich Free Academy, Bacon Academy, and Ledyard High School. Additionally, students grade K-12 also have opportunities for out of district Magnet Schools, Charter Schools, Vo-Ag etc...

Budget Adoption, Implementation and Evaluation

The Board of Education's budget is approved at the March Board of Education meeting. Prior to the adoption of the Board's budget, a public hearing is held along with question and answer forums for taxpayers to ask questions about the proposed budget. The City Manager then submits his budget to the City Council with either the BOE's adopted budget, a reduction or an increase. The City holds the first public hearing in April. The City Council, under city charter, has to make a resolution to formally adopt the City of Norwich's budget no later than the second Monday in June. Once the City budget is adopted, then the Board of Education is notified of the final appropriation of the education budget. At the next Board of Education meeting the Board of Education votes on the final details in order to meet the City Council's appropriation to Norwich Public Schools. During the implementation process of the budget phase, the Board of Education is given a copy of the budget by object summary in their board package each month. This allows them the ability to see how the budget is being spent according to plan. The final step in the evaluation process is with the completion of the EFS filing to the State of Connecticut, Department of Education. This report is due September 1st of every year. Once the report is submitted to the state, an independent auditor for the City audits the report and the Board of Education's records for that year. The audit is required to be completed by December 31st following the close of the fiscal year, June 30th.

Considerations for Budget Creation

- Begin with status quo – same staffing and programs
- Consider prior year average expenditures and historical trends & safety and health needs
- Adjust for:
 - freezes and loss of services/items that are now even more critical due to not having been completed or purchased
 - new contracts, RFPs (Request For Proposals) – may result in increased or decreased costs
 - contractual changes to current contracts
 - grant losses and reductions
 - new grants and increases
 - programming changes
 - student population changes
 - state and federal mandate changes
 - required payments to the city for pension, health and workers' compensation
 - tuition changes based on tuition fee changes, population changes, more school choice
 - mandates and changes for non-NPS needs – parochial schools, charter school, high schools, magnet schools
 - retirees, terminations, resignations & layoffs
 - special education placements
 - anticipated and estimated legal needs
- Throughout the year – monitor these same steps as changes occur which is just about daily. For example – when we build the future year budget we most often do not have

information pertaining to the upcoming year’s grant awards and amounts. Therefore, as we learn details of the final grant awards (or losses) we need to adjust the current budget situation by reprioritizing, freezing, etc... This is also critical for special education and determining if funds are needed from elsewhere within the budget.

MINIMUM BUDGET REQUIREMENT – The MBR is still in effect. Although the law does allow for reductions based on certain criteria – Alliance Districts are exempt from those reductions and Norwich is an Alliance District. In the event the state has hold backs (aid reductions) – for purposes of MBR towns are not permitted to reduce education appropriations by holdback amounts.

List of Alliance Districts (20/21):

Ansonia	Bloomfield	Bridgeport	Bristol
Danbury	Derby	East Hartford	East Haven
East Windsor	Groton	Hamden	Hartford
Killingly	Manchester	Meriden	Middletown
Naugatuck	New Britain	New Haven	New London
Norwalk	Norwich	Putnam	Stamford
Thompson	Torrington	Vernon	Waterbury
West Haven	Winchester	Windham	Windsor
Windsor Locks			

Budget History

Year	Increase	BOE Adopted Budget	+/- City Mgr	+/- Council	Final CC Adopted Budget
2010	2.85%	\$69,105,943	(\$6,525,382)	\$0.00	\$62,580,561
2011	.6%	\$66,239,163	(\$3,658,602)	\$372,405	\$62,952,966
2012	.95%	\$70,070,599	(\$1,907,194)	\$0.00	\$68,163,405
2013	3.26%	\$71,579,213	(\$1,907,194)	\$713,193	\$70,385,212
2014	.21%	\$71,898,495	(\$1,513,283)	\$150,000	\$70,535,212
2015	1.5%	\$74,402,707	(\$2,809,467)	\$0.00	\$71,593,240
2016	3.36%	\$75,875,042	(\$1,875,042)	\$0.00	\$74,000,000
2017	1.93%	\$75,875,042	(\$1,875,042)	\$1,430,000	\$75,430,000
2018	1%	\$77,759,574	(\$820,974)	(\$754,300)	\$77,284,300
2019	3%	\$83,062,353	(\$5,354,367)	\$761,843 \$1,100,000	\$78,469,829 \$79,569,829
2020	3.27%	\$83,304,337	(\$3,265,111)	\$999,774	\$81,039,000
2021	3.95%	\$90,402,339.94	\$(7,402,339.94)	\$1,240,102	\$84,240,102

Funding Summary

Year	BOE Adopted	City Adopted	\$ Not Funded	\$ Increase	% Increase	% Not Funded
10/11	\$66,239,163	\$62,952,966	\$3,286,197	\$372,405	0.60%	5.25%
11/12	\$70,070,599	\$68,163,405	\$1,907,194	\$600,000	0.95%	3.03%

12/13	\$71,579,213	\$70,385,212	\$1,194,001	\$2,221,807	3.26%	1.75%
13/14	\$71,898,495	\$70,535,212	\$1,363,283	\$150,000	0.21%	1.94%
14/15	\$74,402,707	\$71,593,240	\$2,809,467	\$1,058,028	1.50%	3.98%
15/16	\$75,875,042	\$74,000,000	\$1,875,042	\$2,406,760	3.36%	2.6%
16/17	\$78,615,915	\$75,430,000	\$3,185,915	\$1,430,000	1.93%	4.31%
17/18	\$77,759,574	\$77,284,300	\$475,274	\$1,854,300	2.46%	.63%
18/19	\$83,062,353	\$79,569,829	\$4,592,524	\$2,285,529	2.96%	5.94%
19/20	\$83,304,337	\$81,039,000	\$2,265,337	\$1,469,171	1.85%	2.85%
20/21	\$90,402,340	\$84,240,102	\$6,162,238	\$3,201,102	3.95%	7.6%

Average Dollar Amount not funded over the course of ten years - \$2,583,028

Average Percent not funded over the course of ten years – 3.46%

Average Dollar Amount increase funded over the course of ten years - \$1,667,670

Average Percent increase funded over the course of ten years - \$2.24%

City Fund Balance

City government is prohibited from spending more than the total amount appropriated in its annual budget document. General fund surpluses are accumulated in an account called Unrestricted Fund Balance (UFB). The City Council adopted by ordinance a formal General Fund Unrestricted Fund Balance (UFB) policy in December 2014. This policy identifies a target fund balance range of 12% to 17% of annual General Fund expenditures and operating transfers. 30 The UFB may be used for absorbing operating deficits at any time. If UFB goes over 17%, the Council may appropriate the excess to:

- fund capital improvements beyond the level required by the Charter
- transfer funds to the bonded projects fund to finance authorized, but unissued projects
- retire existing debt early
- make extra contributions into the Pension or OPEB funds

A detailed history of the UFB follows:

Year End	Unrestricted Fund Bal	Annual Expenditures/Encumb	% of Exp
2020	\$14,394,000	\$129,668,000	11.10%
2019	\$13,722,000	\$126,856,000	10.82%
2018	\$15,564,000	\$124,283,000	12.52%
2017	\$17,681,000	\$122,210,000	14.47%
2016	\$14,879,000	\$120,347,000	12.36%
2015	\$10,399,000	\$117,682,000	8.84%
2014	\$10,981,000	\$116,151,000	9.45%
2013	\$11,195,000	\$114,142,019	9.81%
2012	\$10,635,000	\$109,244,843	9.74%
2011	\$10,648,983	\$102,430,104	10.40%
2010	\$9,834,382	\$101,204,777	9.72%
2009	\$9,616,208	\$106,745,559	9.01%
2008	\$10,676,062	\$104,542,627	10.21%
2007	\$11,651,288	\$99,712,831	11.68%

Enrollment History

	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVG
2008/2009	3910	3991	4016	4007	4017	4034	4041	4041	4042	4034	4013
2009/2010	3878	3920	3901	3903	3887	3883	3886	3883	3887	3887	3892
2010/2011	3758	3792	3853	3856	3845	3839	3766	3807	3828	3849	3819
2011/2012	3878	3819	3803	3832	3822	3848	3862	3874	3870	3868	3848
2012/2013	3808	3793	3786	3790	3784	3792	3827	3770	3775	3772	3790
2013/2014	3735	3762	3754	3737	3750	3730	3739	3755	3741	3738	3744
2014/2015	3668	3689	3701	3729	3740	3725	3729	3720	3718	3697	3712
2015/2016	3622	3640	3630	3615	3617	3630	3628	3615	3634	3630	3626
2016/2017	3555	3582	3575	3584	3615	3604	3626	3620	3627	3626	3601
2017/2018	3489	3510	3525	3513	3540	3561	3573	3583	3591	3570	3546
2018/2019	3510	3530	3502	3525	3545	3557	3547	3548	3548	3548	3536
2019/2020	3481	3484	3486	3504	3489	3479	3494	3494	3494	3494	3490
2020/2021	3183	3285	3280	3312	3318						

Enrollment Projections Through 2030

Year	Projection	Actual Avg
2016/2017	3488	3601
2017/2018	3443	3546
2018/2019	3407	3530
2019/2020	3392	3457
2020/2021	3489	
2021/2022	3427	
2022/2023	3375	
2023/2024	3342	
2024/2025	3324	
2025/2026	3284	
2026/2027	3289	
2027/2028	3181	
2028/2029	3169	
2029/2030	3137	

Free/Reduced Eligibility

Location	2019/20 #	2019/20 %	2020/21 #	2020/21 %
Bishop	217	100	129	100
Case St	61	100	26	100
Huntington	378	84.24	330	96.86
Kelly	687	95.02	668	98.03
Mahan	260	84.30	247	86.16
Moriarty	409	100	428	98.8
Stanton	343	100	324	100
Global	309	94.24	413	100
Uncas	262	100	247	100
Veterans	334	100	237	100

Wequonnoc	279	100	268	100
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Percentages are based on state calculation now that we are a 100% free district. All locations are 100% except one, making the district average 100%.

Homelessness History

2020-2021	25
19-20	77
18-19	76
17-18	71
16-17	61
15-16	52
14-15	72
13-14	72
12-13	109

Excess Cost History

Year	Cap	Total	BOE	City	4.5X Threshold
03/04		\$1,239,610		\$1,239,610	
04/05		\$1,512,154		\$1,512,154	
05/06		\$1,961,948		\$1,961,948	
06/07	88.4%	\$2,095,056		\$2,095,056	
07/08	100%	\$2,842,389		\$2,842,389	
08/09	100%	\$2,956,844	\$290,080	\$2,666,764	\$56,763
09/10	84%	\$2,939,656	\$517,235	\$2,422,331	\$59,139
10/11	77.8%	\$2,810,885	\$1,133,993	\$1,676,892	\$60,291
11/12	74.7%	\$2,240,540		\$2,240,540	\$61,569
12/13	73.2%	\$2,413,863	\$1,398,962	\$61,848	\$60,341
13/14	79.73%	\$2,217,082	\$2,217,082		\$60,318
14/15	80.17%	\$1,646,333	\$1,340,000	\$306,333	\$67,752
15/16	77.63%	\$2,038,112	\$2,038,112		\$68,949
16/17	75.39%	\$1,674,086	\$1,417,863	\$256,223	\$73,170
17/18	72.8%	\$1,103,163	\$1,103,163		\$74,799
18/19	73.62%	\$1,833,082	\$1,833,082		\$74,548
19/20	70.89%	\$1,709,735	\$1,709,735		\$74,548
20/21	70% EST	\$1,843,954	\$1,843,954		\$80,460 ESTIMATED

The threshold that must be spent on a student before anything is eligible for reimbursement is not published yet for 19/20.

What If...

Excess cost were funded at 100% in each year since 2007/2008

	Actual	100% Funded
2008/2009	\$2,956,844	\$2,956,844
2009/2010	\$2,939,656	\$3,499,590

2010/2011	\$2,810,885	\$3,612,963	
2011/2012	\$2,240,540	\$2,999,384	
2012/2013	\$2,413,863	\$3,297,627	Lost Excess Cost Reimbursements
2013/2014	\$2,217,082	\$2,780,737	Due To Annual Caps = \$6,367,614
2014/2015	\$1,646,333	\$2,053,552	
2015/2016	\$2,038,112	\$2,625,418	
2016/2017	\$1,674,086	\$2,290,131	
2017/2018	\$1,103,163	\$1,492,778	
2018/2019	\$1,833,082	\$2,490,091	
2019/2020	\$1,709,735	\$2,411,814	
Total	\$19,686,881	\$26,054,495	

Contract Summary

Health Insurance Premium Share

	18/19	19/20	20/21	21/22
Administrators (07/01/18-06/30/21)				
Century Preferred	25%	25.5%	26%	26%
Comprehensive Plan	21%	23%	25%	25%
HSA	21%	21.5%	22%	22%
Teachers (07/01/18-06/30/21)				
Century Preferred	Eliminated			
Comprehensive Plan	Eliminated			
HSA	19%	19.5%	20%	20%
Administrative Assistants (07/01/18-06/30/22)				
Century Preferred	15.25%	15.5%	16%	16.25%
Comprehensive Plan	15.25%	15.5%	16%	16.25%
HSA	17%	17%	17%	17%
ParaEducators (07/01/17-06/30/20)				
Century Preferred	16.5%	17.5%	17.5%	
Comprehensive Plan	13%	14%	14%	
HSA	17%	17%	17%	
Custodians/Maintainers (07/01/17-06/30/20)				
Century Preferred	15.25%	16.5%	16.5%	
Comprehensive Plan	12.75%	14%	14%	
HSA	17%	17%	17%	
Nurses (07/01/17-06/30/20)				
Century Preferred	16.5%	17.5%	In Progress	
Comprehensive Plan	15%	15%	In Progress	
HSA	17%	17%	In Progress	
Food Service Workers (07/01/17-06/30/21)				
Century Preferred	18%	19%	20%	
Comprehensive Plan	13%	14%	15%	
HSA	17%	17%	18%	
Non Union (year to year)				
Century Preferred	16%	16%	16.5%	
Comprehensive Plan	13%	13%	NA	
HSA	17%	17%	17%	

NOTES: Non-Union includes all different categories of staff. Their premium shares actually consist of a range of percentages. Those listed are the most frequently applied.

Salary Summary

	18/19	19/20	20/21	21/22	
Administrators	2.51%	2.51%	1.00%	1.5%	06/30/22
Without Step	.63%	.74%	1.00%		
Teachers	2.94%	2.95%	1.94%		06/30/22
Without Step	0.8%	0.5%	1.94%	1.5%	
Administrative Assistants	2.00%	2.00%	2.5%	2.5%	06/30/22
ParaEducators	2.25%	2.00%	2%		06/30/21
Custodians/Maintainers	2.00%	2.25%	2%		06/30/21
Nurses	2.32%	2.32%			In Progress
Food Service Workers	2.00%	2.00%	2%		06/30/21
Non Union	2.00	2.00%	2%		NA

Food Service Managers New Union 20/21-No agreement to report to date

NOTE: Teachers salary increases include the cost of their step increases. All other percentages are expressed excluding the step increase.

Concession History

Administrators

- 10/11 3 Furlough days and 1% increase in premium share
- 12/13 Pay freeze
- 16/17 2 Furlough days

Teachers

- 10/11 3 Furlough days
- 12/13 Pay freeze

Administrative Assistants

- 10/11 Pay freeze
- 11/12 Pay freeze

ParaEducators

- 10/11 3 Furlough days
- 16/17 Pay freeze plus step freeze – gained an extra paid day

Custodians/Maintainers

- 09/10 Pay freeze
- 10/11 Pay freeze and 1% increase in premium share
- 11/12 Pay freeze
- 16/17 Pay freeze – gained an extra paid day

Nurses

- 11/12 Pay freeze
- 12/13 Pay freeze
- 16/17 Pay freeze plus extra paid day

Non Union

- 09/10 2 Furlough days

10/11 Pay freeze

16/17 Pay freeze

NPS Budget Object - Salary

Description	Object Code
Salaries (Object)	51100 series
Certified salaries	51111
Certified substitutes	51121
Non-certified salaries	51112
Non-certified substitutes	51122

NPS Budget Object - Benefits

Description	Object Code
Salaries (Object)	52200 series
Post Employment Benefits	52200
Health Insurance	52201
Life Insurance	52203
Unemployment	52204
Worker's Compensation	52205
City Retirement	52206
FICA – Employer Share	52207
Severance Pay	52208
Medicare Reimbursement	52209

NPS Budget Object - Purchased Services

Description	Object Code
Salaries (Object)	53300 series
Professional Development	53322
Contract Health Services	53323
Contracted Professional Svcs	53330
Regular Education Trans.	53333

NPS Budget Object - Leases/Repairs/Rentals

Description	Object Code
Salaries (Object)	54400 series
Norwich Public Utilities	54410
Lease/Purchase	54411
Contract Repair Buildings	54431
Rentals	54440

NPS Budget Object - Other Services

Description	Object Code
Salaries (Object)	55500 series
Special Ed Trans	55510
Field Trips	55511
Property Insurance	55520
Liability Insurance	55521
Telephone	55530
Advertising	55531
Metered Postage	55532
Tuition Payments	55560

Reimbursable Expenses	55580
Other Purchased Services	55590
Contract Services	55591
Adult Education	55592
Maintenance Services	55593
Financial Services	55594

NPS Budget Object - Supplies

Description	Object Code
Salaries (Object)	56600 series
Instructional Supplies	56611
Health Supplies	56612
Maintenance Supplies	56613
Custodial Supplies	56614
Heating Expenses	56620
Fuel	56627
Textbooks	56641
Library Supplies/Materials	56642
Other Supplies	56690
Office Supplies	56692
Afterschool Programs	56693
Professional Materials	56694

NPS Budget Object - Other Services

Description	Object Code
Salaries (Object)	57700 series
Instructional Software	57701
Capital Repairs	57720
Instructional Equip Repairs	57730
Instructional Equipment	57731
Technology Equipment	57734
Software Licensing	57735
Maintenance/Vehicle Repair	57736
Other Equipment	57739

NPS Budget Object - Dues/Subscriptions

Description	Object Code
Salaries (Object)	58800 series
Dues and Subscriptions	58810

Building Details

Location	Year Built	Takeover Date	Square Footage	Acreage
Bishop	1925		23,350	1.165
Huntington	1928		59,700	4.184
Mahan	1968		36,000	10.62
Moriarty	1975		64,000	14
Stanton	1956		40,000	24.7

Uncas	1975		45,000	11.9
Veterans	1968		36,000	12.26
Wequonnoc	1962		34,000	8.67
Kelly Middle	1962 (2013)		133,240	18.9
Teachers' Memorial	1975		87,000	30.2
Adult Education	1963		18,000	.69
Central Office	1659	1998	3,351	
Hickory Street	1920	1998	700	.75
Case Street	1977	2001	4,910	10.67

NPS Student Services Enrollment

Year	#Students With IEP	#Students With 504 Plan	#Students With Service Plan	Total
10/01/20	1007	342	21	1370
10/01/19	1021	342	22	1385
10/01/18	1084	301	15	1385
10/01/17	1067	197	14	1278
10/01/16	1007	198	19	1224

Students with Disabilities by Location

School	2019-2020	2020-2021
Bishop	97	85
Case	4	0
Huntington	51	44
Mahan	37	39
Moriarty	54	56
Stanton	63	65
Uncas	42	36
Veterans	37	34
Wequonnoc	41	38
Global MS	102	97
Kelly MS	77	94
TOTAL	605	588

Students with 504 Plans

School	2019-2020	2020-2021
Bishop	3	1
Case	0	0
Huntington	9	12
Mahan	8	8
Moriarty	12	13
Stanton	6	7
Uncas	7	11
Veterans	16	12

Wequonnoc	15	11
Global MS	21	24
Kelly MS	40	44
TOTAL	137	143

Year	Referrals to Special Ed	Returned to General Ed
2018/2019	177	34
2019/2020	219	26
2020/2021 ½ year	81	18

Planning and Placement Team (PPT) Meetings

PPT meetings through 2019/2020	2,583
504 meetings through 2019/2020	331
PPT meetings 20/21 through 1/15/21	1,181
504 meetings 20/21 through 1/15/21	279

Out of District Information # of Students

	18/19	19/20	20/21
Out of District Placements	161	144	129 (as of 1/15/21)

Tuitions 2020/2021

Regular Education High School

School	# Students	Per Pupil	Tuition Total	Additional
NFA Regular Ed	1274	\$12,785	\$16,288,090	
NFA Schem	50	\$28,161	\$1,408,050	
Ledyard High	6	\$13,859	\$83,154	
Ledyard Agri Science	11	\$6,823	\$75,053	
Bacon Academy	23	\$12,200	\$280,600	
Griswold High	6	\$12,563	\$75,378	
Quinebaug Middle College	1	\$5,200	\$5,200	
Three Rivers Middle College	8	\$6,070	\$48,560	
Waterford High School	9	\$12,230	\$110,070	
New London Science & Tech	26	\$3,407	\$88,582	
ACT (Windham) Magnet	7,083	\$6,850	\$48,521	
Marine Science Magnet	8	\$6,070	\$48,560	
Norwich Regional Tech	191	\$0.00	\$0.00	
Grasso Tech	52	\$0.00	\$0.00	
Windham Tech	0	\$0.00	\$0.00	
Ellis Tech	1	\$0.00	\$0.00	
Transportation				\$1,465,916
Total Regular Ed High School				\$20,025,734

Special Education High School 2020-2021

School	# Students	Per Pupil	Tuition Total
NFA – Special Ed			
ILSP	14	\$41,681	\$583,534
ACES	20	\$45,915	\$918,300
RESOURCE	110	\$18,915	\$2,080,650
ABLE	8	\$69,169	\$553,352
PACE	39	\$18,915	\$737,685
Para Educators			\$307,833
Speech/Language			\$54,147
Teacher of the Hearing Impaired			\$16,526
Occupational Therapy			\$17,290
Physical Therapy			\$1,663
Behavioral Specialist (BCBA and RBT)			\$16,034
Contracted (Non First Student) Transportation			\$10,000
Liaison			\$138,066
Administrative Assistant			\$40,736
Evaluations			\$16,200
Equipment			\$5,000
Griswold HS	8.22	\$25,181	\$206,997
Ledyard HS	4	\$22,434	\$88,131
Ledyard AgriScience	2	\$6,823	\$13,646
New London Magnet	2	\$3,407	\$6,814
Marine Science Magnet	1	\$6,070	\$6,070
Three Rivers Magnet	2	\$6,070	\$12,140
Quinebaug Magnet	1	\$5,200	\$5,200
Special Education Transportation			\$184,006
Total Sp Ed HS	212.22		\$5,216,572
TOTAL	\$5,846,067		\$629,495

Non- High School Magnet Regular Education

School	# Students	Per Pupil	Tuition Total
Winthrop STEM	28	\$3,215	\$90,020
Nathan Hale	37	\$3,215	\$118,955
The Friendship School	1	\$4,053	\$4,053
Reg. Multicultural Magnet	54	\$3,120	\$168,480
Charles Barrows STEM	4	\$4,998	\$19,992
Arts Magnet Middle	22	\$3,407	\$74,954
Total Non HS Magnet			\$476,454

Non- High School Magnet Special Education

School	# Students	Per Pupil	Tuition Total
Winthrop STEM	2	\$3,215	\$6,430

Nathan Hale	6	\$3,215	\$19,290
Reg. Multicultural Magnet	9	\$3,120	\$28,080
Arts Magnet Middle	3	\$3,407	\$10,221
Total Non HS Magnet			\$64,021

Other Locations

School	# Students	Additional	
Integrated Day Charter	290		
IDCS General		\$304,246	
IDCS OT		Community Therapeutix	
IDCS PT		Community Therapeutix	
IDCS Psychologist		\$18,943	
Sacred Heart	78		
SH Psychologist		as needed	
SH Nurse		\$35,742	
St Patrick's	87		
SP Psychologist		as needed	
SP Nurse		\$42,817	
Wildwood Christian	19		
WWC Nurse		\$9,175	
Montessori	10		
Isaac	18		
Transportation			\$346,308
	502		\$650,554 + as needed expenses

Magnet Schools

Our students have the option to attend many Magnet Schools. Some we provide transportation to and some we do not. We provide transportation to some, not all, Magnet High Schools because we do not have a high school of our own. The exceptions are for special education students who have transportation identified in their IEP (Individual Education Plan).

No NPS Transportation

New London May Provide Transportation Option

- Winthrop Magnet Elementary School STEM
- Nathan Hale Magnet Elementary School
- Regional Multicultural Magnet School
- New London Visual And Performing Arts (middle school program)
- ISAAC
- Friendship School
- STEM Magnet School NL (middle school program)
- Charles Barrows STEM Academy
- CB Jennings

No NPS Transportation

- Quinebaug Middle College

NPS Transportation

- Science and Technology Magnet School
- Marine Science Magnet High School
- ACT (Windham)

NPS Transportation Within Norwich

- Three Rivers Middle College Magnet School

Historical Summary of NFA Annual Changes

Year	Students	Total	Average Per Student	Total \$ Inc/Dec	Total % Inc/Dec	Per Student %
06/07	1601	\$17,412,355	\$10,876			
07/08	1583	\$17,922,780	\$11,322	\$510,425	2.93%	4.10%
08/09	1605	\$19,036,355	\$11,861	\$1,113,575	6.21%	4.76%
09/10	1590	\$19,026,695	\$11,966	(\$9,660)	(.05%)	0.89%
10/11	1594	\$19,399,100	\$12,170	\$372,405	1.96%	1.70%
11/12	1576	\$19,271,925	\$12,228	(\$127,175)	(.66%)	0.48%
12/13	1575	\$18,943,620	\$12,028	(\$328,305)	(1.70%)	(1.6%)
13/14	1573	\$21,218,100	\$13,807	\$2,774,480	14.65%	14.8%
14/15	1547	\$21,349,440	\$13,801	(\$368,660)	(1.70%)	(.05%)
15/16	1538	\$21,686,892	\$14,101	\$337,452	1.58%	2.18%
16/17	1530	\$22,212,530	\$14,518	\$525,638	2.42%	2.96%
17/18	1524	\$21,839,635	\$14,330	(\$372,895)	(1.68%)	(1.3%)
18/19	1508.5	\$22,047,848	\$14,616	\$208,213	.95%	2.00%
19/20	1509.5	\$22,556,751	\$14,943	\$508,903	2.3%	2.23%
20/21	1513	\$22,858,271	\$15,108	\$301,520		

Financial Section

Summary of Major Budget Assumptions for 2021/2022

As of 2/10/21

- Assumed 3% increase in utilities
- Assumed 5% increase in health insurance
- Addition of collective bargaining agreement increases
- Estimated 3% increase NFA and other HS tuitions

Revenues

	2017/18	2018/19	2019/2020	2020/2021	2021/2022
	Actual	Actual	Actual	Estimate	Estimate
ECS Education Cost Sharing	\$32,316,543	\$32,375,077	\$32,316,543	\$32,406,543	\$32,406,543
Income Tuition Pupils	\$0	\$30,000	\$30,000	\$0	\$0

Health Services	\$70,000	\$93,570	\$70,000	\$70,000	\$70,000
TOTAL	\$32,386,543	\$32,475,077	\$32,416,543	\$32,706,543	\$32,706,543

Notes: Health Services are non-public health services reimbursements

In some documentation you may see ECS (Education Cost Sharing) with an amount of \$38,073,728 for 19/20. Please note that \$5,667,185 is Alliance Funding and is sent to the district as a grant – not to the city as revenue. Although, it is still referred to as part of the ECS calculation funding.

2021-2022 is largely TBD
We are projecting these now
Tuitions 2021/2022

Regular Education High School

School	# Students	Per Pupil	Tuition Total	Additional
NFA Regular Ed		\$13,175		
NFA Sachem		\$29,012		
Ledyard High				
Ledyard Agri Science				
Bacon Academy				
Griswold High				
Quinebaug Middle College				
Three Rivers Middle College				
Waterford High School				
New London Science & Tech				
ACT (Windham) Magnet				
Marine Science Magnet				
Norwich Regional Tech				
Grasso Tech				
Windham Tech				
Ellis Tech				
Transportation				\$
Total Regular Ed High School				\$

Special Education High School 2021-2022

Our tuition is \$200 less than other partner districts

That is why you will see a discrepancy in the NFA #s to ours

School	# Students	Per Pupil	Tuition Total
NFA – Special Ed			
ILSP	17	\$42,937	\$729,929
ACES	17	\$47,298	\$804,066
RESOURCE	148	\$19,488	\$2,884,224
ABLE	9	\$71,250	\$641,250
PACE	29	\$31,212	\$905,148

SACHEM SpEd	15	\$35,012	\$525,180	
Para Educators				\$TBD
Speech/Language				\$TBD
Teacher of the Hearing Impaired				\$12,731
Occupational Therapy				\$TBD
Physical Therapy				\$TBD
Behavioral Specialist (BCBA and RBT)				\$TBD
Contracted (Non First Student) Transportation				\$TBD
Liaison				\$TBD
Administrative Assistant				\$TBD
Evaluations				\$TBD
Equipment				\$TBD
Griswold HS	TBD			
Ledyard HS	TBD			
Ledyard AgriScience	TBD			
New London Magnet	TBD			
Marine Science Magnet	TBD			
Three Rivers Magnet	TBD			
Quinebaug Magnet	TBD			
Special Education Transportation				\$TBD
Total Sp Ed HS	TBD		\$TBD	\$TBD
TOTAL		\$5,843,620		

Non- High School Magnet Regular Education

TBD

School	# Students	Per Pupil	Tuition Total
Winthrop STEM			
Nathan Hale			
The Friendship School			
Reg. Multicultural Magnet			
Dual Language			
Charles Barrows STEM			
Arts Magnet Middle			
Total Non HS Magnet			

Non- High School Magnet Special Education

TBD

School	# Students	Per Pupil	Tuition Total
Winthrop STEM			
Nathan Hale			
Reg. Multicultural Magnet			

Arts Magnet Middle
Total Non HS Magnet

Other Locations

TBD

School	# Students	Additional
Integrated Day Charter		
IDCS General		
IDCS OT		
IDCS PT		
IDCS Psychologist		
Sacred Heart		
SH Psychologist		
SH Nurse		
St Patrick's		
SP Psychologist		
SP Nurse		
Wildwood Christian		
WWC Nurse		
Montessori		
Isaac		
Transportation		