



CONNECTICUT ASSOCIATION OF BOARDS OF EDUCATION

School Finance Seminar Series

**HOW THE BUDGET IS DEVELOPED, ADOPTED
AND THE BOARD'S OVERSIGHT ROLE**

Presented on September 25, 2024

HOW THE BUDGET IS DEVELOPED, ADOPTED AND THE BOARD'S OVERSIGHT ROLE

Presented by:

Cheshire Public Schools

- Jeffrey Solan – Superintendent of Schools
- Vincent Masciana – Chief Operating Officer

Meriden Public Schools

- Mark Benigni – Superintendent of Schools
- Michael Grove – Assistant Superintendent of Finance & Operations



District Overview - Meriden Public Schools

Our Schools

- 8 Elementary Schools
- 3 Middle Schools
- 2 High Schools
- Venture Academy
- Success Academy
- CCC Program

Our Students

- 8,800 Students
- 79% of Students Identify as Students of Color
 - 3% American Indian
 - 2% Asian
 - 16% Black
 - 46% Hispanic/Latino
 - 11% Multiple Ethnicities
 - 22% White
- 78% Free/Reduced Price Meals
- 21 % SPED
- 17% Multilingual Learners

District Overview - Cheshire Public Schools



Our Schools

- 1 Early Childhood Center
- 4 Elementary Schools
- 1 Middle Schools
- 1 High School
- 1 Alternative High School

Our Students

- 4,300 Students
- 25% of Students Identify as Students of Color
 - 0% American Indian
 - 9% Asian
 - 4% Black
 - 9% Hispanic/Latino
 - 3% Multiple Ethnicities
 - 75% White
- 17% Free/Reduced Price Meals
- 14 % SPED
- 3% Multilingual Learners

Budget is developed to meets a districts:

- Core Values
- Vision
- Mission
- Community needs
- Economic Realities

**BROAD
BUDGET
RESPONSIBILITIES**

Meriden's Guiding Principle



Regardless of socioeconomic status or prior learning experiences, all students must be able to access digital resources to expand their world.



Meriden's Core Values

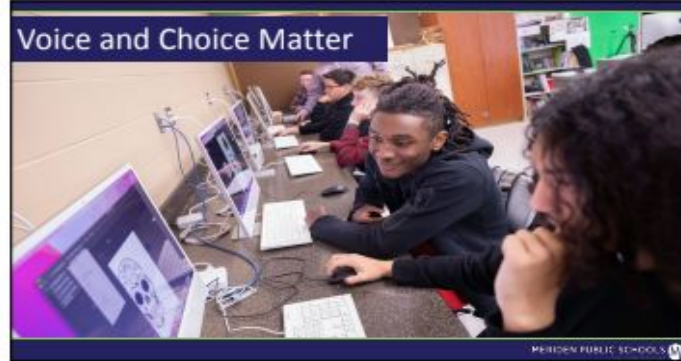


We All Learn Differently



MERIDEN PUBLIC SCHOOLS

Voice and Choice Matter



MERIDEN PUBLIC SCHOOLS

Flexible Learning Spaces



MERIDEN PUBLIC SCHOOLS

Anytime, Anywhere Learning



MERIDEN PUBLIC SCHOOLS



Meriden's Community Portrait of A Graduate



I am a LEARNER	I am a THINKER	I am an ADVOCATE for Equity, Diversity, and Inclusion	I am a COLLABORATOR	I am PREPARED for life after high school
<ul style="list-style-type: none">• Master fundamental skills in core subject areas• Direct your own learning• Identify and develop the knowledge necessary for life and career goals• Demonstrate perseverance• Take risks to advance learning	<ul style="list-style-type: none">• Critical thinking• Creative problem solving• Independent thinking• Responsible and accountable• Curious and lifelong learner	<ul style="list-style-type: none">• Be respectful of other cultures and experiences• Work well in multi-cultural settings• Embrace diversity in school and community• Show empathy for others• Use voice to advocate for self and others	<ul style="list-style-type: none">• Communicate effectively• Build and maintain healthy relationships• Demonstrate adaptability and flexibility• Resolve conflicts• Actively participate in the community	<ul style="list-style-type: none">• Demonstrate financial literacy• Manage time effectively• Complete the steps of the job-seeking process• Possess skills for success in work environment• Understand self and mental health• Able to set long-term goals and plan for achieving them

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MERIDEN PUBLIC SCHOOLS 
Here, Students Succeed

Mission Statement - Cheshire Public Schools

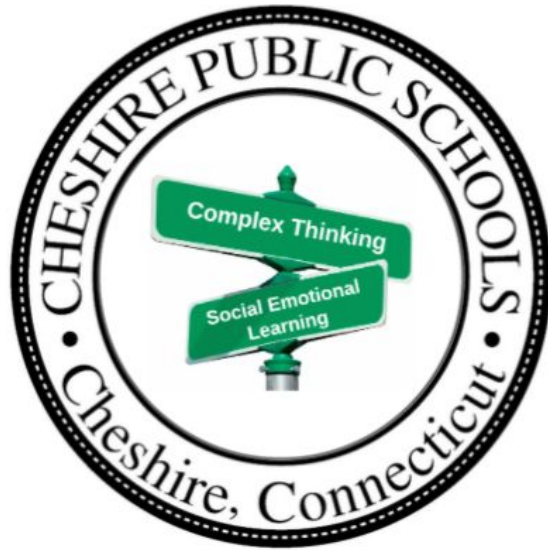
The Cheshire Public Schools, in partnership with families and the community, will prepare all students to meet the challenges of an ever-changing, global society by providing high quality educational opportunities that inspire lifelong learning and service to others.

Cheshire Performance Standards

- Complex Thinker
- Collaborative/Cooperative Worker
- Community Contributor
- Creative Thinker
- Effective Communicator
- Self-Directed Learner

Adopted and reaffirmed by the Board of Education on September 5, 2024

Budget Filter - Cheshire Public Schools



Our District Focal Points

Complex Thinking

If the Cheshire Public Schools engages in a strategic, systemic alignment of curriculum, assessment, instruction, professional development, and resources around complex thinking, then classroom instructional practice will demonstrate a clear focus on complex thinking, and student work will demonstrate complex reasoning, inquiry, problem-solving skills, and the exploration of ideas.

Social-Emotional Learning

If the Cheshire Public Schools consciously focuses on the social-emotional development of our students, then school practices will demonstrate a clear focus on social-emotional growth, and students will demonstrate self-awareness, self-management skills, cultural awareness, relationship skills, and responsible decision-making.



Recommended Budget balances staffing, programs and services needed to achieve educational goals and maintain fiscal prudence

WHAT IS THE PURPOSE OF THE BUDGET?

- Provides financial support for:
 - Academic goals
 - Administrative goals
 - Operational goals
- Aligned with core values, vision, mission, community needs and economic realities

CONSIDERATIONS IMPACTING BUDGET DEVELOPMENT

- Unfunded Mandates
- Enrollment
- Special Education Costs
- Community Support
- General Inflation
- Rising Health Care Costs
- Increased costs for Operations and Maintenance



Bilingual and ELL Enrollment

School Year	Bilingual	ELL	Total
2023-2024	478	1,293	1,771
2022-2023	356	1,220	1,576
2021-2022	275	1,167	1,442
2020-2021	171	883	1,054

Over the last four school years, increase of **717 Bilingual or ELL students**.

Outplaced Student Costs for High Tuition Schools

Student	Tuition	Transportation	Total
Student 1	\$174,810	\$39,494	\$214,304
Student 2	\$148,844	\$50,000	\$198,844
Student 3	\$160,482	\$37,050	\$197,532
Student 4	\$167,463	\$29,880	\$197,343
Student 5	\$168,677	\$28,450	\$197,127
Student 6	\$176,110	\$8,034	\$184,144
Student 7	\$176,110	\$8,034	\$184,144
Student 8	\$172,910	\$9,092	\$182,002
Student 9	\$160,466	\$5,418	\$165,884
			\$1,721,324

We have 44 students who attend school with a tuition of \$100,000 or more.

Example above shows 9 students out of the 44 students.

Previously Outplaced Students New to Meriden 2023-2024



	Student	School	Annual Cost
DCF no Nexus	Student 1	Out of District	\$157,000,
DCF Meriden Nexus	Student 2	Public, Needs program	\$40,000
Moved to Meriden	Student 3	Out of District	\$176,110
Moved to Meriden	Student 4	Out of District	\$152,239
DCF no Nexus	Student 5	Out of District	\$58,183
Moved to Meriden	Student 6	Hospital	\$40,000
Moved to Meriden	Student 7	Out of District	\$76,580
Moved to Meriden	Student 8	Out of District	\$88,200
Moved to Meriden	Student 9	Out of District	\$131,000

Unanticipated Board of Education Expense: \$722,312

Lowered Excess Cost Reimbursement

Last year, Conn Acts 23-1 stated that districts with the lowest wealth, ranked 115 to 169, would be reimbursed at 91 percent of their uncapped grant amount for excess cost. However, because SDE miscalculated the amount needed for the grant, Meriden will only be reimbursed at 71.4162% of its uncapped grant amount. The state told districts of this significant reduction in expected reimbursement on April 1, 2024.

This year Meriden had a large number of high-cost outplaced students move into the district and we were counting on the reimbursement to help with our current budget. Last year we qualified for \$3,381,058 of reimbursement from outplacements and this year we are up to qualifying for \$5,104,062 of reimbursement from outplaced students. The large reduction in the grant has cost the district \$999,569.

*Expected State Reimbursement after Public Act 23-1 was 91% ($\$5,104,062 * .91 = \$4,644,696$)*

*Actual State Reimbursement at 71.4162% ($\$5,104,062 * 71.4162\% = \$3,645,127$)*

Difference between P.A and actual reimbursement --\$999,569

Unanticipated Board of Education Loss of Revenue: \$569,754

Agency placed students reimbursed over \$14,500 est. and students who are outplaced and exceed \$67,477 also qualify for Excess Cost. However, Excess Cost Reimbursement Rate was lowered to 71.4162% and MPS keeps 57% of reimbursement amount while the City keeps 43%.



Homeless Students' Transportation Costs

- Last year, 2022-2023, we bused 24 homeless students who were living outside of Meriden to Meriden for a cost of \$248,000
- This year, 2023-2024, we have 34 homeless students living outside of Meriden and it costs \$372,000 to bus them to Meriden
- The sending district splits the cost so the actual cost of the busing is doubled but Meriden's costs are listed above
- **Unanticipated Board of Education Expense: \$124,000**



201 Health Insurance - Meriden

Health Insurance: \$14,803,821

Increase: \$1,615,622

- Board of Education is required to pay the City for health insurance
- Rate using 12.5% increase

201 Health Insurance - Cheshire



Health Insurance: \$14,385,254

Increase: \$1,059,418

- Board of Education budgets this line item directly although Town and Board work together with respect to vendors
- 7.95% increase

Budget Development “Typical” Key Participants



- ◆ **Finance Administrator/School Business Official:** Spearheads the budget development process and produces the budget document(s)
- ◆ **Payroll Supervisor:** Provides salary projections based on actual staff counts and contractual salary increases
- ◆ **School Principals and Department Heads:** Provide recommendations for non-payroll expenditure line items. This includes not only instructional purchases but facilities, transportation and special education costs
- ◆ **Superintendent:** Sets initial vision and ultimately recommends a budget to to the Board of Education that is aligned with the strategic goals of the district
- ◆ **Board of Education:** Reviews Superintendent's budget and makes changes as deemed necessary before adopting a budget that moves to the fiscal authority for funding appropriation
- ◆ **Fiscal Authority:** Final monetary approval authority of the total budget requested by the Board of Education (no line item vetos)

HOW IS THE BUDGET DEVELOPED?



Early Fall:

•Budget Calendar Developed

Oct:

Distribute budget files to
School Principals and
Department Heads

Nov:

Project needed staffing levels
Admin meetings with Finance
Director to review
submissions

Nov

Superintendent submits Draft
Budget to Finance Committee

Dec

Draft Budget Present at
Finance Committee

Jan

Board holds budget
workshops and make any
adjustments prior to Feb vote

February:

Board Approves Budget to
move to city council

March

Superintendent and Finance
Director meet with City
Manager to review Budget

March

-District submits budget book
to City Council Members
-Superintendent presents
Board's budget to City
Council

May

City Council Votes on Board's
Budget

June

Board adjusts budget and then
votes to Approve Budget



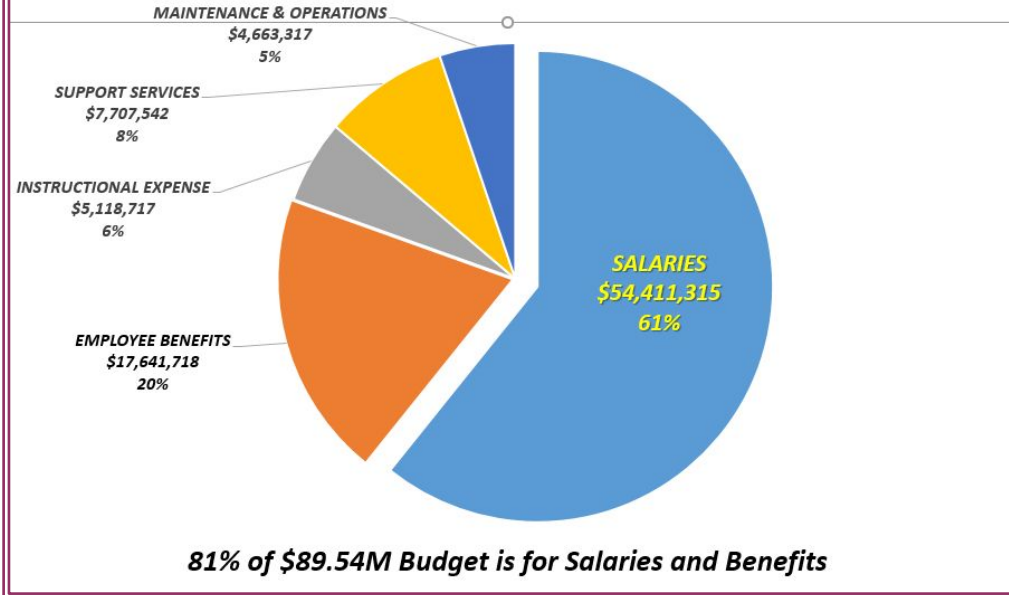
Budget Process Timeline

- Preparation began in September 2023
- Salaries include existing staff from payroll records + staff additions
- Medical Benefits are based on *preliminary* projected renewals
- Administrators and Managers input non-salary line item requests
- New Program/Staffing Requests are submitted separately
- Budget package details are reviewed, discussed and adjusted to meet district goals and fiscal realities by the Superintendent
- Superintendent's Recommended Budget presented on 1/11/24
- Board of Education's detailed review begins tonight (1/16/2024)
- Board of Education's budget due to Town Manager by 2/15/24
- Town Council must approve Town's Budget by 4/30/24
- Town Council change comes back to BOE for line item changes
- Board of Education's budget finalized in May 2024

Assessing and Addressing Student and District Needs

- **Enrollment Projections:**
Used to project staffing and resources needed for general education and special education programs
- **Staffing Costs:**
Salaries, benefits, and staffing levels (+/-80% of budget)
- **Operational Costs:**
Transportation, Facilities, Utilities, Technology, etc.
- **Program Evaluations:**
Review of current programs and potential new initiatives including academic and extracurricular programs

Cheshire Public Schools 24-25 Budget



K - 6 CLASS SIZE:
ACTUAL 2023/24 as of 10/1/2023
Includes 15 Open Choice Students

	CHAPMAN			<i>(Some K students attend Darcey)</i> DOOLITTLE					HIGHLAND				NORTON			DARCEY			Avg Class Size	Total Student Count	Total Staff Count								
KINDERGARTEN	17	16	16	16	16	15				19	19	19	18	18	17	17	14	14	14	15	14	<i>(All Doolittle)</i>	16.3	294	18				
GRADE 1	17	16	16	17	17	16	16				18	18	18	17	17	17	16	20	20	18				17.3	294	17			
GRADE 2	21	21	20	20	19	19	19	18				20	20	19	19	19	19	18	21	20	19	19				19.5	370	19	
GRADE 3	19	18	18	18	16	16	15				21	20	20	19	19	19	19	21	21	20				18.8	319	17			
GRADE 4	17	16	16	21	21	20	20				21	21	21	21	20	20				16	16	16				18.9	303	16	
GRADE 5	16	15	14	22	22	22	21				21	21	21	21	20	20				21	21	20	20				19.9	338	17
GRADE 6	20	20	20	22	22	22	22				20	20	20	20	19	19				21	21	20				20.5	328	16	
	<i>(5 Open Choice Students)</i>			<i>(4 Open Choice Students)</i>				<i>(No Open Choice Students)</i>				<i>(6 Open Choice Students)</i>			<i>(No Open Choice Students)</i>														
Classrooms/Teachers	21			28				46				23			2											120			
Students	369			530				885				433			29									2,246					
Average Class Size	17.6			18.9				19.2				18.8			14.5									18.7					

K - 6 CLASS SIZE:
PROJECTED 2024/25
Includes 15 Open Choice Students

	CHAPMAN			<i>(Some K students attend Darcey)</i> DOOLITTLE					HIGHLAND				NORTON			DARCEY			Avg Class Size	Total Student Count	Total Staff Count								
KINDERGARTEN	15	15	15	15	15	15				16	16	16	16	16	16	15	15	15	15	15	15	<i>(All Doolittle)</i>	15.3	276	18				
GRADE 1	17	17	17	17	16	16	16	16				19	19	19	19	19	18	18	15	15	15				17.1	308	18		
GRADE 2	18	17	17	18	18	17	17				19	19	19	19	18	18	18	20	20	19				18.3	311	17			
GRADE 3	21	21	21	21	20	20	20	20				21	21	20	20	20	20	20	21	20	20	20				20.4	387	19	
GRADE 4	19	19	19	19	18	18	18				21	21	20	20	20	20	20	21	21	20				19.6	334	17			
GRADE 5	17	17	17	21	21	20	20				21	21	21	21	21	21				17	17	17				19.4	310	16	
GRADE 6	23	23		22	22	22	22				22	22	22	22	21	21				21	21	21	21				21.8	348	16
	<i>(5 Open Choice Students)</i>			<i>(4 Open Choice Students)</i>				<i>(No Open Choice Students)</i>				<i>(6 Open Choice Students)</i>			<i>(No Open Choice Students)</i>														
Classrooms/Teachers	20			29				47				23			2											121			
Students	365			540				912				427			30									2,274					
Average Class Size	18.3			18.6				19.4				18.6			15.0									18.8					

Example - Cheshire Public Schools

TO: All Principals, Administrators, Directors, Managers and Supervisors

FROM: Vincent J. Masciana
Chief Operating Officer

DATE: October 3, 2023

SUBJECT: **2024-25 Operating Budget Preparation**

I am pleased to provide your 2024-25 operating budget preparation package. The timeline for developing next year's operating budget and the key due dates are as follows:

Target Dates	Target Description
<u>Friday, October 20, 2023</u> <u>(Sooner if possible, please)</u>	Budget preparers <u>must</u> complete their submission of budget requests directly in Munis. You should retain, but do not need to submit, the paper copies of the Munis 2024-25 Budget Request Worksheets we are providing.
<u>Friday, October 20, 2023</u>	Submission of Program Request Forms and Maintenance Budget Request Forms.
Monday, October 23 to Friday, October 27, 2023	Review and/or Building Visits by Richard Clavet, our Facilities Manager, and Mike Papa, our Technology Manager, to begin developing cost estimates for requested items.
Monday, October 23 to Friday, October 27, 2023	Program and Staffing Request reviews with Administrators and Dr. Jeff Solan, our Superintendent of Schools.
Monday, October 30 to Friday, November 3, 2023	Compilation of Munis budget requests and related data by School District Operations.
Monday, November 6 to Friday, November 17, 2023	Finalize the Superintendent's Budget Recommendation, prepare budget books and begin development of presentation materials to our Board of Education.

Type of Request

New Instructional Program Technology
 Program Expansion New or Replacement Equipment
 Program Reduction/Elimination Other

Description:

Winter Percussion Program

Rationale:

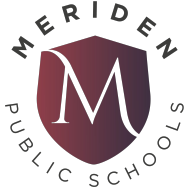
A winter percussion program offers interested students the opportunity to continue their marching arts experience through the winter months. This indoor program runs through the same season as winter guard, but involves only percussion instruments. Any student interested in learning a percussion instrument 7-12 would be invited to participate. Funds would secure staffing, purchasing the music, and a drill writer for the show as well as any design elements.

Estimated Cost:

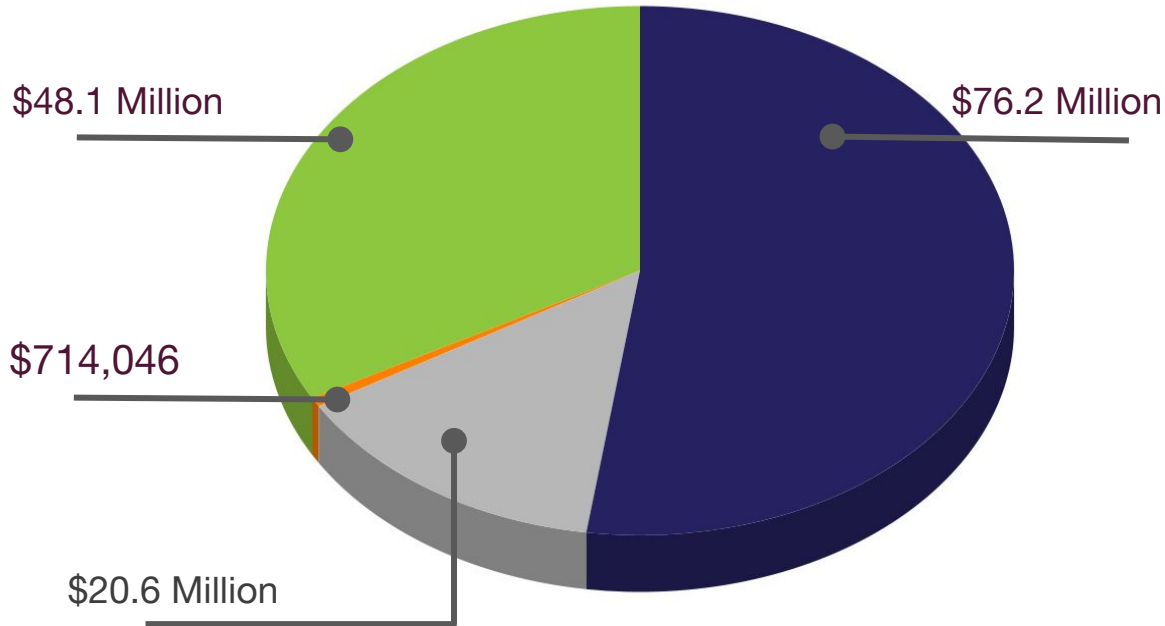
Description of Account	Account #	Present Level 2023-2024	Increase/ Decrease	Total 2024-2025
Salary	_____	_____	_____	_____
Benefits	_____	_____	_____	_____
Equipment	_____	_____	_____	_____
Supplies	_____	_____	_____	_____
Transportation	_____	_____	_____	_____
Textbooks	_____	_____	_____	_____
Other	NEW	_____	\$15,000	\$15,000
			Total Cost	\$15,000

Key Budget Assumptions Summary

- Projected net enrollment growth of 56 students to 4,224
 - PK-6 increases by 28, 7-8 increases by 21, 9-12 increases by 7
 - 1 net new elementary teacher - Highland +1, Doolittle +1 but Chapman -1
 - Elementary class sizes increase from 18.7 to 18.8 average
- Special Education increasing in line with enrollment growth
 - Special education teacher and a paraprofessional added to accommodate an additional Intensive Education classroom at Norton Elementary School
- Positions being retained post ARP ESSER Funding
 - Math Coaches at CHS & Dodd and Assistant Principal for Norton/Chapman
- Increase needed to fund Medical Benefits accounts
 - \$1.06M requested to fund 24-25 expected medical claims rate
- Increase in Operations and Maintenance
 - Driven by higher utility and heating costs plus our aging building needs



2023-2024 Funding Sources



-  State Grants
\$76.2 million
-  Federal Grants
\$20.6 million
-  Foundation Grants
\$714,046
-  Local Funding
\$48.1 million

NCEP 2022-2023			PPE 2022-2023		
Ranking	District	NCEP	Ranking	District	Total
1	Sharon	\$48,021	1	Sharon	\$51,470
2	District No. 1	\$37,624	2	Norfolk	\$37,637
3	Cornwall	\$37,019	3	Regional 01	\$36,960
4	Canaan	\$36,169	4	Canaan	\$35,047
5	Kent	\$35,652	5	Cornwall	\$33,824
6	District No. 12	\$35,513	6	Colebrook	\$31,759
7	Norfolk	\$31,691	7	Westbrook	\$31,330
8	Salisbury	\$30,451	8	Kent	\$31,197
9	Westbrook	\$30,012	9	Hampton	\$30,664
10	District No. 9	\$28,981	10	Regional 09	\$30,608
158	Brooklyn	\$16,531	158	Ellington	\$17,833
159	Bridgeport	\$16,506	159	Griswold	\$17,798
160	Waterbury	\$16,499	160	Ledyard	\$17,413
161	West Haven	\$15,919	161	West Haven	\$17,401
162	East Hartford	\$15,837	162	South Windsor	\$17,234
163	New Britain	\$15,773	163	East Hartford	\$16,935
164	Naugatuck	\$15,734	164	Meriden	\$16,794
165	Meriden	\$14,992	165	Danbury	\$16,742
166	Danbury	\$14,647	166	Naugatuck	\$16,735

Federal Grants		State Grants	
<i>ARP/ESSER II - Ending 9/30/24</i>	<i>\$13,652,832</i>	Family Resource Center	\$203,450
IDEA - Special Education	\$2,386,996	Bilingual Grants	\$163,200
Perkins Career and Technical Education	\$178,105	Priority School Grant - Reading support	\$966,663
Title 1 Support Low-Income Students	\$3,920,750	After School Grant - Middle Schools	\$261,878
Title IV - Academic Enrichment	\$268,370	Extended School Hours - Elementary	\$157,554
Title III - EL Support	\$147,101		
Food Service Equipment	\$24,732	Summer School - K - 3 Reading	\$185,904
McKinney-Vento Homeless	\$12,000		
Total	\$20,590,886	Total	\$1,938,649



Foundation Funding



2023-2024

- Athlife Foundation
- Dalio Foundation RISE Network

Previous Funders

- Nellie Mae Education Foundation
- Wallace Foundation
- Barr Foundation

Year	Foundation Funding
2023-2024	\$714,046
2022-2023	\$893,748
2021-2022	\$1,142,975
2020-2021	\$1,380,958
2019-2020	\$1,223,655
2018-2019	\$1,652,701



Here, All Students Succeed

Budget Overview 2024 - 2025

www.meridenk12.org

Preparing for Board Presentation

- **Presentation Materials:**
Creating clear and concise presentation materials for the Board.
- **Highlighting Key Points:**
Emphasizing important aspects of the budget.
- **Anticipating Questions**



- ◆ **Presentation Materials**
 - Budget Books
 - Powerpoint Presentation(s)
- ◆ **Highlighting Key Points**
 - What are the main drivers for budget increases?
 - Where were savings realized to help offset costs?
 - Changes to personnel levels
 - Changes to enrollment
- ◆ **Anticipating Questions**
 - Prepare in advance for potential questions from Board members
 - Request feedback prior to presentations

Board Member Responsibilities

CGS Sec 10-220: Duties of Boards of Education

Shall provide an appropriate learning environment for all its students which includes (1) adequate instructional books, supplies, materials, equipment, staffing, facilities, and technology, (2) equitable allocation of resources among its schools, (3) proper maintenance of facilities, and (4) a safe school setting.

Board Member Responsibilities

The budget process starts with the identification of priorities. The Board of Education plays a critical role in working with the community and administration to identify a district, vision, mission, and goals.

Superintendent's Responsibilities

To collaborate with district leaders to design a fiscally responsible budget that ensures equitable and developmentally appropriate educational experiences between schools, a safe and clean learning environment, fulfills statutory obligations, and allows for the *advancement of Board of Education goals*.

HOW DOES THE BOARD SUPPORT BUDGET ADOPTION?

- Identify, discuss and resolve difficult or controversial issues early
- Demonstrate value by linking goals and program goals to cost
- Work with the administration to identify programmatic or operational efficiencies
- Seek unanimous, if possible, board member support for the adopted budget
- Educate the community about the value in the budget (public funds cannot be used to provide information that urges support of the budget, but can be used to provide information (public meeting notices or voting time & location if applicable))

HOW DOES THE BOARD SUPPORT BUDGET IMPLEMENTATION?

- Annually adopt a fiscally responsible budget that supports the district's goals
- Work through appointed Board Finance Committee to review and monitor finances on an ongoing basis
- Ensure that there is strong communication about committee progress so all members are educated about how current resources are being utilized and are apprised of needs that may impact future budgets
- Adopt policies and ensure procedures are in place to protect and account for funds & assets
- Ensure independent, annual external audit is performed in accordance with state law
- Ensure total expenditures do not exceed approved total budget at year-end

HOW THE BUDGET IS DEVELOPED, ADOPTED AND THE BOARD'S OVERSIGHT ROLE

Questions and Answers



Results - Meriden Public Schools

- Israel Putnam Elementary School - 2024 National Blue Ribbon School - One of 3 schools in CT
- Five State Schools of Distinction 2023 - Third most Schools of Distinction in the State
- One of three districts recognized as exceptional by The 74 for Third Grade Reading Proficiency outperforming expectations based on poverty metrics
- Third highest performing Alliance District ELA SBA Grades 3-8
- Fifth highest performing Alliance District Math SBA Grades 3-8
- Our Math Gains were featured in the NY Times and on CBS Evening News
- Over 90% of our students and 93% of our parents are pleased with our schools

Results - Cheshire Public Schools

- CAFE Board of Distinction- 2022, 2023
- Norton School (National Blue Ribbon School 2020)
- Best overall Smarter Balanced Performance in DRG B
- Moved from 30th in CT for overall SBA performance in 2016 to 9th today
- Ninth Best District Performance Index ranking in CT (our highest all time performance)
- Moved from 516th Best School System in America in 2021 to 363rd in 2024 on Niche.com
- Dramatically improved our student to mental health professional ratios after adopting SEL goals
- Instituted the first Teen Mental Health First Aid program in a Connecticut High School
- Successfully navigated the pandemic through the Bounce Forward Plan

HOW THE BUDGET IS DEVELOPED, ADOPTED AND THE BOARD'S OVERSIGHT ROLE

Thank you for attending this session!

Links Shared During Webinar

This is the CPS Budget Book: <https://www.cheshire.k12.ct.us/board-of-education/budget-2/current-operating-budget/>

Most recent NCE information for every district in CT: https://docs.google.com/spreadsheets/d/1oL99xowGiFTL_AJe5aE5iPZ2qHLAjSVY/edit?usp=sharing&ouid=102814962202235439141&rtpof=true&sd=true

MBR Resource from CSFP: <https://www.ctcost.org/sites/g/files/vyhlf4301/f/uploads/minimum-budget-requirement.pdf>

Meriden Budget Book - https://www.meridenk12.org/Customer-Content/www/CMS/files/BoardOfEd/Budget/2024-2025_Budget_Booklet.pdf

Meriden Board Budget Information - <https://www.meridenk12.org/board-of-education/budget-information/>