

Board of Directors Regular Business MEETING AGENDA



Date: May 8, 2025
Time: 9:00 – 11:00 a.m.
Location: LEARN, Room 107/ 44 Hatchetts Hill Road, Old Lyme, CT 06371

A remote meeting option is provided for those unable to attend in person. The login information is at the end of this agenda.

- 1. Call to Order:** Pledge of Allegiance
- 2. Audience and Guests:** Introductions
- 3. Public Comment:**
- 4. Reading and/or Review of Correspondence:**
 - 4.1 Regional Performance Incentive Program (RPIP) Grant Award; Workers' Compensation Trust Safety Grant Award; the Connecticut Network for Children and Youth (CTNCY) Early Start CT Local Governance Partner (LGP) Grant Awards; LEARN Early Childhood Center of Excellence (ECCE) Approval Letter; and the Three Rivers Middle College Magnet High School (TRMC) FY25 Audit Engagement Letter
- 5. Superintendents' Perspective:** LEARN Chief Financial & Operations Officer, Michael Belden, to present The Fiscal Year 2025-2026 LEARN Proposed Budget
- 6. Consent Agenda:**
 - 6.1 Approval of the DRAFT Minutes, Regular Business Meeting—April 10, 2025
 - 6.2 Approval of Budget Summary as of April 30, 2025 (To be made available at meeting)
 - 6.3 Approval of Grant Applications—LEARN Magnet School Capital Improvement 2025-2027
- 7. Information from the Executive Director:**
 - 7.1 Hiring—Resignations and new hires, including trend reports (To be made available at meeting)
 - 7.2 Distributions — None
 - 7.3 Executive Committee Meeting Minutes, Regular Business Meeting—April 25, 2025
 - 7.4 LEARN Building Committee Meeting Minutes—April 25, 2025
 - 7.5 Legislative Updates
 - 7.6 LEARN Agency Updates

8. Old Business:

9. New Business:

- 9.1 Presentation of proposed 2025-2026 Slate of Officers ([per policy #9200, Bylaws of the Board, "Election of Officers"](#))
- 9.2 Authorization of Executive Director to Enter into Contracts.
- 9.3 Preliminary discussion of the Evaluation of the Executive Director per [Policy #2400, Administration; "Evaluation of Administrators and Administration"](#) (Executive Director's Year End Evaluation provided with board packet).
- 9.4 Approve the request for use of the Ocean Avenue LEARNing Academy (OALA) cafeteria by New London Landmarks on June 30, 2025, from 4:00 p.m. to 9:30 p.m. for the purpose of hosting a community program, from 7:00-8:30 p.m., highlighting the history of New London's Jewish community. The event will include video excerpts from oral history interviews conducted as part of their ongoing preservation efforts. There are no admission or registration fees attached to the program, but the organization will have a donation jar available at a welcome table. Any donations will be used to cover New London Landmarks' general operating expenses.
- 9.5 Graduation requirement regulation shift.
- 9.6 Final Report on Project #2 at Ocean Avenue LEARNing Academy (OALA), as presented by Michael Belden, LEARN Chief Financial & Operations Officer.

10. Educational Perspective: LEARN Associate Executive Director, Dr. Ryan Donlon, to present update on Regional Multicultural Magnet School (RMMS) 3-8 middle school design.

11. Roundtable Discussion:

12. Future Roundtable Topics:

13. Adjournment:

JOIN ZOOM MEETING

<https://us02web.zoom.us/j/88179290855?pwd=L8ZTZ1TTOmeH7Xj47dwTVfgnSADbGa.1>

Meeting ID: 881 7929 0855
Passcode: 940741

• +1 929 205 6099 US (New York)
Meeting ID: 881 7929 0855
Passcode: 940741

LEARN.k12.ct.us

Board of Directors Regular Business

MEETING AGENDA NOTES



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 - 6.2 Approval of Budget Summary as of April 30, 2025 (To be made available at meeting)
 - 6.3 Approval of Grant Applications—LEARN Magnet School Capital Improvement 2025-2027

Motion to accept the Consent Agenda as presented.
- 7. Information from the Executive Director:**
 - 7.1 Hiring—Resignations and new hires, including trend reports (To be made available at meeting)
 - 7.2 Distributions — None
 - 7.3 Executive Committee Meeting Minutes, Regular Business Meeting—April 25, 2025
 - 7.4 LEARN Building Committee Meeting Minutes—April 25, 2025
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8. Old Business:

9. New Business:

- 9.1 Presentation of proposed 2025-2026 Slate of Officers ([per policy #9200, Bylaws of the Board, "Election of Officers"](#))
- The Nominating Committee presents the following Slate of Officers to the board at the May 8, 2025, meeting: Robert Mitchell (Montville), Dale Bernardoni (Chester/Grades K-6), Jennifer Favalora (Killingworth/Region 17), Beverly Washington (Groton).
 - Voting will occur at the June 12, 2025, meeting with any additional nominations, including self-nominations, taken **prior to voting. (Open floor to self-nominations)**
- 9.2 Authorization of Executive Director to Enter into Contracts.
- This is an annual request and is needed in order for LEARN to contract with various state agencies/departments and approved vendors. (Board Secretary's signature required)

Motion: Resolved, that Katherine Ericson, Executive Director, is authorized to make, execute, and approve on behalf of LEARN, any or all contracts or amendments, excluding loans, effective through June 30, 2026.

- 9.3 Preliminary discussion of the Evaluation of the Executive Director per [Policy #2400, Administration; "Evaluation of Administrators and Administration"](#) (Executive Director's Year End Evaluation provided with board packet).
- 9.4 Approve the request for use of the Ocean Avenue LEARNing Academy (OALA) cafeteria by New London Landmarks on June 30, 2025, from 4:00 p.m. to 9:30 p.m. for the purpose of hosting a community program, from 7:00-8:30 p.m., highlighting the history of New London's Jewish community. The event will include video excerpts from oral history interviews conducted as part of their ongoing preservation efforts. There are no admission or registration fees attached to the program, but the organization will have a donation jar available at a welcome table. Any donations will be used to cover New London Landmarks' general operating expenses.

Motion to approve New London Landmarks' use of the Ocean Avenue LEARNing Academy Cafeteria from 4:00-9:30 p.m., on June 30, 2025, to host a community program as presented.

- 9.5 Graduation requirement regulation shift.
- 9.6 Final Report on Project #2 at Ocean Avenue LEARNing Academy (OALA), as presented by Michael Belden, LEARN Chief Financial & Operations Officer.

10. Educational Perspective: LEARN Associate Executive Director, Dr. Ryan Donlon, to present update on Regional Multicultural Magnet School (RMMS) 3-8 middle school design.

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• +1 929 205 6099 US (New York)

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Passcode: 940741

LEARN.k12.ct.us

April 11, 2025

Katherine Ericson, Executive Director
LEARN, Regional Educational Service Center
44 Hatchetts Hill Road
Old Lyme, CT 06371

RE: Regional Performance Incentive Program Grant Award

Dear Ms. Ericson:

The Office of Governor Lamont and the Office of Policy and Management congratulate LEARN Regional Educational Service Center on a \$1,295,842 grant award through the Regional Performance Incentive Program (RPIP).

PROJECT NAME: **Regional Shared Service Solutions**
RPIP AWARD: **\$1,295,842**
GRANTEE MATCH: **\$1,668,348**

This letter does not constitute a contract. Do not proceed with any anticipated RPIP-funded project work until you have a fully executed contract signed by both LEARN and the Office of Policy and Management in place. RPIP reimbursement will be contingent upon your compliance with the rules, regulations and contractual terms.

The Office of Policy and Management will be administering your award.

I appreciate your continued progress in areas of municipal shared services and regionalization efforts.

Sincerely,



Martin L. Heft
Undersecretary

cc: Rebecca Augur, OPM

[Press Release Homepage](#)



STATE OF CONNECTICUT
GOVERNOR NED LAMONT

Governor Lamont Releases \$2.5 Million to Regional Education Service Centers To Help Municipalities Reduce Costs

4/15/2025

(HARTFORD, CT) – Governor Ned Lamont today announced that he is releasing \$2,461,057 million in state funding to two regional education service centers to help in the improvement of public education through the coordination of high-quality, cost-effective programs and services.

The funds are being released through Connecticut's [Regional Performance Incentive Program](#), which provides grants to regional councils of governments and regional education service centers that coordinate functions and services on a regional basis, creating efficiencies that help municipalities reduce costs. The program is administered by the Connecticut Office of Policy and Management (OPM).

[LEARN](#), southeastern Connecticut's regional education service center, is receiving a grant in the amount of \$1,295,941, and [EdAdvance](#), northwestern Connecticut's regional education service center, is receiving a grant in the amount of \$1,165,116.

"The state is taking an active role in helping our cities and towns reduce costs and find efficiencies," **Governor Lamont said**. "These grants are yet another example of those efforts that are taking place throughout the whole of government to lower costs and reduce taxes. Working together we can make government work the way our taxpayers expect."

"The grants will increase efficiencies, lower costs, and save taxpayer dollars," **OPM Secretary Jeffrey Beckham said**. "By sharing resources across multiple municipalities and school districts, local governments save costs and can lower mill rates. Regionalizing services, while reducing the tax burden on residents and businesses is a top priority of the Lamont administration, and these grants help to fulfill that promise."

LEARN's grant will be used to expand back-office support services to its members districts. The organization will tailor its expanded service offerings in information technology, business and human resources to member districts' individual needs. Participating member districts will benefit from high-quality services without the expense of recruiting

and maintaining full-time staff. In addition, regional staff services help to promote best practices and process improvement in daily functions.

“LEARN is thrilled to be awarded a Regional Performance Incentive Program grant,” **Kate Ericson, executive director of LEARN, said.** “This grant and the Regional Shared Service Solutions Project were co-designed in collaboration with superintendents – Dr. Jack Zamarly of Bozrah, Mr. Troy Hopkins of North Stonington, Mr. Jeffrey Wihbey of Region 17, Dr. Roy Seitsinger of Preston, and Mr. Brian Hendrickson of Salem. With the award of this grant, LEARN’s primary goal is to reward the districts currently benefiting from our regional services while also attracting new districts to join us and experience the cost savings and operational efficiencies offered by LEARN’s dedicated team of professionals.”

EdAdvance’s grant will be used to expand its successful Regional Transportation Collaborative and improve transportation efficiency, reduce costs, and convert to electric vehicle (EV) technology. The grant will enable the purchase of ten new EVs for special education transportation services, the installation of ten high-speed EV charging stations throughout the service area, and the development of a comprehensive usage and sustainability plan. Participating districts will save on special education transportation costs and reduce their greenhouse gas emissions.

As part of the planning process included in the grant, EdAdvance will also explore opportunities to benefit other populations currently served through the collaborative, including high school students in EdAdvance’s College and Career Accelerator Program, and clients of EdAdvance’s Transportation in Every Direction Program (TRED), which serves clients’ critical transportation needs to wellness and recovery programs, education or job training, and other basic needs.

“We are thrilled to accept this award,” **Jonathan Costa, executive director of EdAdvance, said.** “This new electric vehicle infrastructure in combination with our recently developed transportation management software that allows us to track up to 30 cost variables will ensure that we can maximize the efficiency of our services to our member districts while at the same time demonstrating how much EVs save on each route we drive.”

The Regional Performance Incentive Program was established in 2007, and amended in 2021, to encourage regional participation in voluntary intermunicipal or regional shared services projects that have the potential to produce measurable “economies of scale,” provide desired or required public services, and lower the costs and tax burdens associated with the provision of such services.

For more information on this program, visit portal.ct.gov/opm/igpp/grants/regional-performance-incentive-program/regional-performance-incentive-program.



Procedure for Safety Grant Disbursement 2025

Grant monies can be reimbursed as expenses are incurred. Requests for reimbursement should be labeled with your Safety Grant # which is located on your award letter. Invoices and paid receipts or cancelled check must be included. Reimbursements will be processed within 10 days of receipt. Progress reports should be submitted by the deadlines noted below:

Status report due	August 1, 2025
Complete project and final report with measurement outcomes due	December 1, 2025

Requests for reimbursement of expenses and progress reports should be submitted to:

losscontrol@wctrust.com.

Questions? Call (203) 678-0123



April 11, 2025

Kate Ericson
Executive Director
LEARN
44 Hatchetts Hill Road
Old Lyme, CT 06371

RE: Safety Grant #59

Dear Ms. Ericson,

Congratulations on being selected as one of our Safety Grant award winners for 2025! We had an overwhelming response to this challenge with 189 members requesting over \$2,000,000 in funds.

Your organization was one of 60 selected to share the \$500,000 pool of grant money that was allotted for this year. We believe you presented a great case for a project that will provide a safer working environment for your staff. Your organization has been awarded a grant in the amount of:

\$5,600.70
for
Protective buffers for lower edge of cabinets

We wish you the best with your project and look forward to the results. Please see the attached instructions to follow in order to receive the funding. As always, we appreciate your support of the Workers' Compensation Trust and remain committed to providing you with exceptional workers' compensation services and resources to maintain a safe working environment for your staff.

Sincerely,

Diane M. Ritucci

Diane M. Ritucci
President & Chief Executive Officer

DMR/jag

cc via email: Louis Levine, Brown & Brown RS Insurance Services, LLC

Enclosure: Reimbursement Instructions



April 16, 2025

Adrenna Paolillo
 Assistant Director
 Early Childhood Department
 44 Hatchetts Hill Road
 Old Lyme, CT 06371

Dear Adrenna,

On behalf of the Connecticut Office of Early Childhood as administered by the Connecticut Children's Collective (CTCC), we are pleased to award LEARN a grant for transition planning to prepare for the formation of an Early Start CT Local Governance Partner (LGP), in the amount of \$19,998 for the grant period from February 1, 2025 through June 30, 2025. This grant includes funds for Groton, Ledyard, New London and Norwich, as well as exploring the possibility of creating a regional LGP.

All funds must be spent by June 30, 2025. Any unspent funds must be returned to CTNCY not later than June 30, 2025 at 5 pm. These funds should be spent in alignment with the application budget and used exclusively for expenses outlined in your application.

By accepting these funds, the recipient agrees that no goods or services have been provided in exchange for this grant, and that it has been made at the discretion of the Connecticut Network for Children and Youth according to its internal policies, procedures and staff purview. The recipient also agrees to complete a final narrative and financial reports on activities supported by this grant during the grant period (February 1, 2025 to June 30, 2025) by July 10, 2025. If any of these requirements are not met, it could affect the opportunity to receive funding in the future.

Please have an authorized signatory countersign this letter to acknowledge your acceptance of this award return this page to me at mdc@ctncy.org (electronic signatures are okay).

Once again, congratulations on your award, we have every confidence that the funds will be used to better the lives of the families and children in your community.

If you have any questions, please reach out to me via email or phone 860-794-4978.

Katherine Ericson

4/21/25

Katherine Ericson, Executive Director, LEARN
 Authorized Representative

Date

MD Cunningham

4/16/25

Michelle Doucette Cunningham, Executive Director, CTNCY

Date



April 3, 2025

Kelly Davis
 New London School Readiness Liaison
 New London School Readiness C/O LEARN
 44 Hatchets Hill Road
 Old Lyme, CT 06371

Dear Kelly,

On behalf of the Connecticut Office of Early Childhood as administered by the Connecticut Children's Collective (CTCC), we are pleased to award the New London School Readiness C/O LEARN a grant for transition planning to prepare for the formation of an Early Start CT Local Governance Partner, in the amount of \$15,000 to be spent from February 1, 2025 through June 30, 2025. Please sign the attached grant award letter and return it to Marla Berrios via email at mberrios@ctncy.org as soon as possible so that we can process payment.

All funds must be spent by June 30, 2025. Any unspent funds must be returned to CTNCY not later than June 30, 2025 at 5 pm. These funds should be spent in alignment with the application budget and used exclusively for expenses outlined in your application.

By accepting these funds, the recipient agrees that no goods or services have been provided in exchange for this grant, and that it has been made at the discretion of the Connecticut Network for Children and Youth according to its internal policies, procedures and staff purview. The recipient also agrees to complete a final narrative and financial reports on activities supported by this grant during the grant period (February 1, 2025 to June 30, 2025) by July 10, 2025. If any of these requirements are not met, it could affect the opportunity to receive funding in the future.

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Once again, congratulations on your award, we have every confidence that the funds will be used to better the lives of the families and children in your community.

If you have any questions, please reach out to me via email or phone 860-794-4978.

Katherine Ericson

4/24/2025

Katherine Ericson, Executive Director, LEARN
 Authorized Organization Representative

Date

MD Cunningham

4/3/25

Michelle Doucette Cunningham, Executive Director, CTNCY

Date



STATE OF CONNECTICUT
DEPARTMENT OF EDUCATION



April 11, 2025

Kate Ericson
Executive Director
LEARN Regional Educational Services
44 Hatchetts Hill Road
Old Lyme, CT 06371

Dear Ms. Ericson,

The Connecticut State Department of Education (CSDE) has received LEARN's revised Magnet School Operation Plan (MSOP) for the Early Childhood Center of Excellence (ECCE), formerly known as The Friendship School. The ECCE MSOP revision outlines a school name change, theme enhancement, and grade expansion. The ECCE will expand from Grades PK3-PK4 to Grades PK3-2 and enhance the magnet theme by fusing Museum Studies and International Themes to create an environment where students can learn about themselves, the community, and the world. In conjunction with ECCE's MSOP revision and grade expansion, ECCE was awarded a construction grant through the Department of Administrative Services (DAS) to support the acquisition and renovation of a new facility. Upon completion of the renovations, ECCE will relocate to 51 Daniels Avenue, Waterford, CT for the 2027-28 school year (SY).

The revised MSOP indicates a multi-year grade level phase-in beginning in the 2025-26 SY with the expansion to kindergarten. At full implementation to Grade 2, the total school enrollment is expected to expand from the previously approved 459 to 510 in the 2027-28 SY. ECCE will operate two non-magnet programs in its Creating Connections Early Learning Center (CCELC), which are not included in the magnet enrollment projections:

- Infant/Toddler Programs: a high-quality, multicultural, multilingual educational program for children ages 8 weeks to 2 ½ years; and
- Special Education Outplacement Program: providing customized services and support for 16 students with Individualized Education Plans.

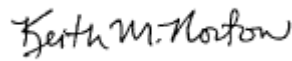
Based on the information provided in the revised MSOP, the CSDE believes that the proposed program will support racial, ethnic, and economic diversity; afford specialized and high-quality programming; and operate at least half-time; therefore meeting the requirements of an interdistrict magnet school per Connecticut General Statutes (C.G.S) § 10-264/ and §10-264r. The CSDE approves ECCE's MSOP that includes the expansion plan and theme enhancement. Please note, however, that ECCE must continue to meet all state regulations and Connecticut General Statutes relevant to interdistrict magnet schools. Failure to comply can result in the loss of interdistrict magnet school status. Continued approval is subject to the following conditions:

1. Interdistrict magnet schools must operate within the parameters described in the approved MSOP, and consistent with CSDE policies. Any operational changes that revise the MSOP must be submitted to the CSDE for review and approval;

2. Interdistrict magnet schools are required to submit to periodic reviews, including on-site visits, as conditions for continued funding;
3. CSDE staff must review the annual application for magnet school funding and budget information; and
4. ECCE must comply with student diversity and enrollment standards as outlined in the MSOP, this letter of approval, and C.G.S. § 10-264l and §10-264r.

I look forward to working with LEARN's expansion of the ECCE.

Sincerely,



Keith M. Norton
Chief Strategic Planning Officer

KMN:km

cc: Charlene Russell-Tucker, Commissioner, CSDE
Charles Hewes, Deputy Commissioner, CSDE
Robin Colombo Cecere, Division Director, CSDE
Shola Freeman, Bureau Chief, CSDE
Dr. Ryan Donlon, Associate Executive Director, LEARN
Jessica Brunetti, Chief Financial Administrator, CSDE
Leah Grenier, Education Consultant, CSDE
Meliha Korkutovic, Education Service Specialist, CSDE
Tom Markoski, Associate Accountant, CSDE
Kelly Mero, Education Consultant, CSDE

April 22, 2025

To the Board of Directors and management of LEARN:

44 Hatchetts Hill Road
Old Lyme, CT 06371

We are pleased to confirm our understanding of the services we are to provide for LEARN for the year ended June 30, 2025.

Audit Scope and Objectives

We will audit the basic financial statements of Three Rivers Middle College Magnet High School (TRMC), an activity of LEARN, as of and for the year ended June 30, 2025. Accounting standards generally accepted in the United States of America (GAAP) provide for certain required supplementary information (RSI) in the form of a management's discussion and analysis to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. Our opinion on the basic financial statements will not be affected by this missing information.

The objectives of our audit are to obtain reasonable assurance about whether the financial statements of TRMC as a whole are free from material misstatement, whether due to fraud or error, and issue an auditor's report that includes our opinion about whether TRMC's financial statements are fairly presented, in all material respects, in conformity with GAAP. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements.

The objectives also include reporting on Internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.

Auditor's Responsibilities for the Audit of the Financial Statements

We will conduct our audit in accordance with GAAS and the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and will include tests of your accounting records and other procedures we consider necessary to enable us to express such opinions. As part of an audit in accordance with GAAS and *Government Auditing Standards*, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to TRMC or to acts by management or employees acting on behalf of TRMC. Because the determination of waste and abuse is subjective, *Government Auditing Standards* do not expect auditors to perform specific procedures to detect waste or abuse in financial audits nor do they expect auditors to provide reasonable assurance of detecting waste or abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements or noncompliance may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Because we will be reporting on financial statements of less than a legally separate entity, we will not be concluding, based on audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about TRMC's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts and direct confirmation of receivables and certain assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement.

We have identified management override of controls as a significant risk of material misstatement as part of our audit planning. Because management is primarily responsible for the design, implementation, and maintenance of internal control, TRMC's financial statements are exposed to a risk of management override of controls.

We may, from time to time and depending on the circumstances, use third-party service providers in serving your account. We may share confidential information about you with these service providers but remain committed to maintaining the confidentiality and security of your information. Accordingly, we maintain internal policies, procedures, and safeguards to protect the confidentiality of your personal information. In addition, we will secure confidentiality agreements with all service providers to maintain the confidentiality of your information and we will take reasonable precautions to determine that they have appropriate procedures in place to prevent the unauthorized release of your confidential information to others. In the event that we are unable to secure an appropriate confidentiality agreement, you will be asked to provide your consent prior to the sharing of your confidential information with the third-party service provider. Furthermore, we will remain responsible for the work provided by any such third-party service providers.

In connection with this engagement, we may communicate with you or others via email transmission. As emails can be intercepted and read, disclosed, or otherwise used or communicated by an unintended third party, or may not be delivered to each of the parties to whom they are directed and only to such parties, we cannot guarantee or warrant that emails from us will be properly delivered and read only by the addressee. Therefore, we specifically disclaim and waive any liability or responsibility whatsoever for interception or unintentional disclosure of emails transmitted by us in connection with the performance of this engagement.

In that regard, you agree that we shall have no liability for any loss or damage to any person or entity resulting from the use of email transmissions, including any consequential, incidental, direct, indirect, or special damages, such as loss of revenues or anticipated profits, or disclosure or communication of confidential or proprietary information.

Our financial statement audit does not relieve you of your responsibilities.

Audit Procedures—Internal Control

We will obtain an understanding of TRMC and its environment, including the system of internal control, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinion. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards and *Government Auditing Standards*.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of TRMC's compliance with provisions of applicable laws, regulations, contracts, and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance, and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

Responsibilities of Management for the Financial Statements

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for (1) designing, implementing, establishing, and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; (2) following laws and regulations; and (4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements and all accompanying information in conformity with accounting principles generally accepted in the United States of America with the oversight of those charged with governance and for compliance with applicable laws and regulations and the provisions of contracts and grant agreements.

You are also responsible for making drafts of financial statements, all financial records, and related information available to us; for the accuracy and completeness of that information (including information from outside of the general and subsidiary ledgers). You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related-party relationships and transactions, and other matters; (2) additional information that we may request for the purpose of the audit; and (3) unrestricted access to persons within LEARN from whom we determine it necessary to obtain audit evidence.

At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by GAAS and *Government Auditing Standards*.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements of each opinion unit taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting TRMC involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting TRMC received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the TRMC complies with applicable laws, regulations, contracts, agreements, and grants. You are also responsible for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements that we report.

You are also responsible for the preparation of any other supplementary information, which we may be engaged to report on, in conformity with U.S. generally accepted accounting principles. You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the supplementary information in accordance with GAAP; (2) you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; (3) the methods of measurement or presentation have not changed from those used in the prior period or, if they have changed, the reasons for such changes; and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Scope and Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions for the report, and for the timing and format for providing that information.

With regard to publishing the financial statements on your website, you understand that websites are a means of distributing information and, therefore, we are not required to read the information contained in those sites or to consider the consistency of other information on the website with the original document.

Other Services

We will also assist in preparing the financial statements and related notes of TRMC in conformity with U.S. generally accepted accounting principles based on information provided by you. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*. We will perform the services in accordance with applicable professional standards. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

You agree to assume all management responsibilities for these and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter our assistance with any nonaudit services and that you have reviewed, approved and accepted responsibility for the results of those nonaudit services prior to issuance of our reports. Further, you agree to oversee the nonaudit services by designating an individual with suitable skill, knowledge, or experience; evaluate adequacy and results of those services; and accept responsibility for them.

Engagement Administration, Fees, and Other

We will schedule the engagement based in part on deadlines, working conditions, and the availability of your key personnel. We will plan the engagement based on the assumption that your personnel will cooperate and provide assistance by performing tasks such as preparing requested schedules, retrieving supporting documents, and preparing confirmations. If, for whatever reason, your personnel are unavailable to provide the necessary assistance in a timely manner, it may substantially increase the work we have to do to complete the engagement within the established deadlines, resulting in an increase in fees over our original fee estimate. We will not undertake any accounting services, including but not limited to reconciliation of accounts and preparation of requested schedules, without obtaining approval for such additional work.

We will provide copies of our reports to LEARN; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Mahoney Sabol & Company, LLP and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to federal or state awarding agencies or their designees or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Mahoney Sabol & Company, LLP personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by the Connecticut Department of Education. If we are aware that a government agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

You agree that any dispute (other than our efforts to collect an outstanding invoice) that may arise regarding the meaning, performance or enforcement of this engagement or any prior engagement that we have performed for you, will, prior to resorting to litigation, be submitted to mediation, and that the parties will engage in the mediation process in good faith once a written request to mediate has been given to any party to the engagement. Any mediation initiated as a result of this engagement shall be administered within the County of Hartford in the State of Connecticut, by a mediator with American Arbitration Association membership, according to its mediation rules, and any ensuing litigation shall be conducted within said county, according to Connecticut law. The results of any such mediation shall be binding only upon agreement of each party to be bound. The costs of any mediation proceedings shall be shared equally by the participating parties.

Michael J. VanDeventer, CPA is the engagement partner and is responsible for supervising the engagement and signing the reports or authorizing another individual to them.

Our timing will be based on mutually agreed-upon dates and, unless unforeseeable problems are encountered, the engagement should be completed by the state statutory filing deadline. We have reserved the start date on our schedule and we expect you to commit the necessary resources in order to be adequately prepared by that date.

Accordingly, we would appreciate you notifying us as soon as possible if you believe you may not be ready. Because we have scheduled other client commitments after your work, we may lack some flexibility in rescheduling your start date. In addition, if you are unable to adhere to the agreed-upon date, or do not have the required records available at the scheduled time, we may not be able to issue our report at the anticipated time.

Our total fees for these services are \$23,500 and is comprised of the following:

Audit of TRMC's Financial Statements	\$	20,000
Preparation Services		3,500
	<u>\$</u>	<u>23,500</u>

Our invoices for these fees will be billed as work progresses and are payable upon presentation. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our reports. You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket expenses through the date of termination.

The above fee is based on anticipated cooperation from your personnel, the understanding that the accounting records and underlying support are sufficient for the conduct of the audit, and the assumption that unexpected circumstances will not be encountered during the audit. These circumstances could significantly affect targeted completion dates and our fees. Such circumstances include but are not limited to the following:

- Changes to the timing of the engagement at your request. This would likely require reassignment of personnel used for the engagement. However, because it is difficult to reassign individuals to engagements, we may incur unanticipated costs.
- Supporting schedules and information for the audit that are not located and/or provided by you in a timely manner, not completed in an acceptable format or mathematically correct, or not in agreement with your records.
- Accounting matters that require an unusual amount of time to resolve, including but not limited to implementation issues of new accounting standards.
- Weaknesses or significant changes in the internal control structure or systems that result in additional audit time.

If significant additional time is necessary, we will discuss it with you and arrive at a new fee before we incur the additional costs.

You may request that we perform additional services not addressed in this engagement letter. If this occurs, we will communicate with you the scope of the additional services and the estimated fees. We also may issue a separate engagement letter covering the additional services. In the absence of any other written communication from us documenting such additional services, our services will continue to be governed by the terms of this engagement letter.

To ensure that MahoneySabol's independence is not impaired under the AICPA *Code of Professional Conduct*, you agree to inform the engagement partner before entering into any substantive employment discussions with any of our personnel.

Reporting

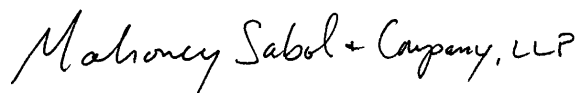
We will issue written reports upon completion of our audits. Our reports will be addressed to the Board of Directors of LEARN. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to modify our opinions, add a separate section, or add an emphasis-of-matter or other-matter paragraph to our auditor's report, or if necessary, withdraw from this engagement. If our opinions are other than unmodified, we will discuss the reasons with you in advance.

If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or issue reports, or we may withdraw from this engagement.

We will also provide a report (that does not include an opinion) on internal control related to the financial statements and compliance with the provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements as required by *Government Auditing Standards*. The report on internal control and on compliance and other matters will state (1) that the purpose of the report is solely to describe the scope of testing of internal control and compliance, and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control on compliance, and (2) that the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. The report will also state that the report is not suitable for any other purpose. If during our audit we become aware that TRMC is subject to an audit requirement that is not encompassed in the terms of this engagement, we will communicate to management and those charged with governance that an audit in accordance with U.S. generally accepted auditing standards and the standards for financial audits contained in *Government Auditing Standards* may not satisfy the relevant legal, regulatory, or contractual requirements.

We appreciate the opportunity to be of service to LEARN and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the attached copy and return it to us.

Very truly yours,



Mahoney Sabol & Company, LLP

MANAGEMENT'S RESPONSE:

This letter correctly sets forth the understanding of LEARN.



Executive Director

4/28/2025

Date

GOVERNANCE ACKNOWLEDGMENT:

Board of Director Chair

Date

LEARN

Fiscal Year 2025-2026 Proposed Budget

LEARN Magnet Schools:	\$18,216,000
Programs & Services:	\$30,563,159
Net Organizational Support:	\$ 3,023,224
Total Operating Budget:	\$51,802,383
Non-Operating Items:	\$58,743,532
Agencywide Budget:	\$110,545,915

To the LEARN Board of Directors,

It is my pleasure to present LEARN's comprehensive, agency-wide budget for the 2025-2026 fiscal year. The LEARN budget serves as a strategic blueprint outlining the priorities, anticipated opportunities, and projected challenges for the upcoming year. The figures provided are grounded in the most current data and insights available as of Spring 2025. As an integral role of the LEARN Board, you will monitor these projections on a monthly basis, enabling us to assess the accuracy of our forecasts and make any necessary adjustments.

This year, LEARN faces a particularly uncertain fiscal environment at both the state and federal levels. In response, LEARN has adopted a conservative posture, assuming level funding from these sources as we enter the new fiscal year. Historically, this cautious yet measured approach has allowed us to navigate volatility while continuing to advance our mission, vision, and strategic goals.

Looking ahead to 2025-2026, we stand at the threshold of transformative progress across several departments. The foundation has been carefully laid for a multi-year reconfiguration of LEARN's Family of Magnet Schools. The Friendship School will expand to include Kindergarten, and the Regional Multicultural Magnet School will welcome sixth grade students for the first time. These changes represent key milestones toward the realization of LEARN's Prekindergarten to Grade 8 continuum, which will culminate in the opening of the new Early LEARNing Magnet School in August of 2027.

Simultaneously, LEARN is launching phase I of Creating Connections, a regional infant/toddler program that will offer approximately 50 seats to families by 2027. This work further reinforces our commitment to high-quality educational services from birth through age 22. When coupled with LEARN's well-established outplacement programs, these developments reflect the agency's sustained investment in meeting the evolving needs of our region's children, families, and districts.

The 2025-2026 budget also underscores LEARN's expanding role in supporting districts through operational services. The continued renewal of contracts affirms LEARN's reputation for delivering effective, efficient technical support. Moving forward, we will enhance our fiscal standing by leveraging stakeholder feedback to further refine and expand our services and solutions.

Accordingly, I respectfully submit for your review the proposed agency-wide budget for 2025-2026, totaling \$110,545,915. This includes projected operating revenues of \$51,802,383 and non-operating revenues of \$58,743,532.

I look forward to continued conversations with you on LEARN's promising future.

Respectfully submitted,



Katherine Ericson
Executive Director

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MISSION FRAMEWORK



MISSION

As a Regional Educational Service Center, we

- *pursue equitable and just systems of education,*
- *build the skills and knowledge of the educational community, and*
- *design innovative, efficient, and effective programs, services, and solutions.*

We are committed to forging a better future for each learner.

AGENCY GOALS

To provide exemplary, innovative, and equitable school-based programs that advance achievement for each student and nurtures their cognitive, physical, and emotional well-being in safe, respectful, rigorous, and diverse learning communities.

To provide expertise, leadership, and innovative programs and services that build regional capacities and supports to create equity in education and positive outcomes for each student.

To provide cost-effective, customized organizational and operational services for our member districts, so they can maximize their resources and efforts to provide equitable access and outcomes for each student.

VISION

To ensure that each child has access to high-quality public education and opportunities through equitable systems of education, support, and service.

CORE VALUES

- Student Success
- Relationships
- Service
- Diversity
- Communication
- Integrity
- Innovation
- Creativity

THEORY OF ACTION

INNOVATE

Optimize Potential

Identify, develop, and deliver innovative and customized services, programs, and tools that meet our members' needs.

COLLABORATE

Enhance the Quality of Learning

Cultivate collaborative partnerships, strategic alliances, and relationships to promote regional efficiencies.

SERVE

Meet Member Needs

Listen and respond to our stakeholders with respect and responsibility and provide high-quality services.

Strategic Plan for LEARN

Goal 1:

To provide exemplary, innovative, and equitable school-based programs that advance achievement for all students and nurture their cognitive, physical, and emotional well-being in safe, respectful, rigorous, and diverse learning communities.

Priority 1.1

Equitable Teaching and Learning

All LEARN schools and programs operate from a foundation of strong relationships with students and families to provide a unique and individualized learning experience. The LEARN Family of Schools is committed to providing an integrated, diverse learning environment where students from across the state of Connecticut are given equitable access to high-quality educational opportunities and experiences that support their ability to grow into thriving adults.

Strategies, Priority 1.1

- Develop a talent management strategy to seek diversity through recruitment, development, and retention strategies while diversifying the perspective and skills of existing educators
- Create a definition of high-quality instruction that is understood and implemented consistently throughout the organization
- Develop an instructional framework that is understood and implemented consistently throughout the organization
- Design a multi-tiered system of support (MTSS) that is understood and implemented consistently throughout the organization
- Develop a multi-year professional learning plan for leaders and teachers to support understanding and implementation of practices that develop anti-racist schools

Goal 2:

To provide expertise, leadership, and innovative programs and services that build regional capacities and supports in order to create equity in education and positive outcomes for all students.

Priority 2.1

Regional Professional Learning System

LEARN's Regional Professional Learning System is grounded in principles and practices of equity-based teaching and learning. LEARN's specialists collaborate with districts to develop dynamic and customized approaches as they aspire to expand access to educational opportunities and experiences for all learners.

Strategies, Priority 2.1

- Create innovative products and services by engaging in active listening
- Build a LEARN professional growth strategy that identifies and develops all learning opportunities/expectations for each unique non-certified role in the agency
- Develop a systematized and replicable multi-year regional professional learning plan to continuously support LEARN districts

Goal 3:

To provide cost-effective, customized organizational and operational services for our member districts, so they can maximize their resources and efforts to provide equitable access and outcomes for all students.

Priority 3.1

Organizational and Operational Excellence

LEARN's Operational System is framed on the efficient use of resources and tools that support and improve educational outcomes for all students. LEARN's professional team assists districts in identifying and remediating systemic inequities and modernizing district operations to maximize efficiency.

Strategies, Priority 3.1

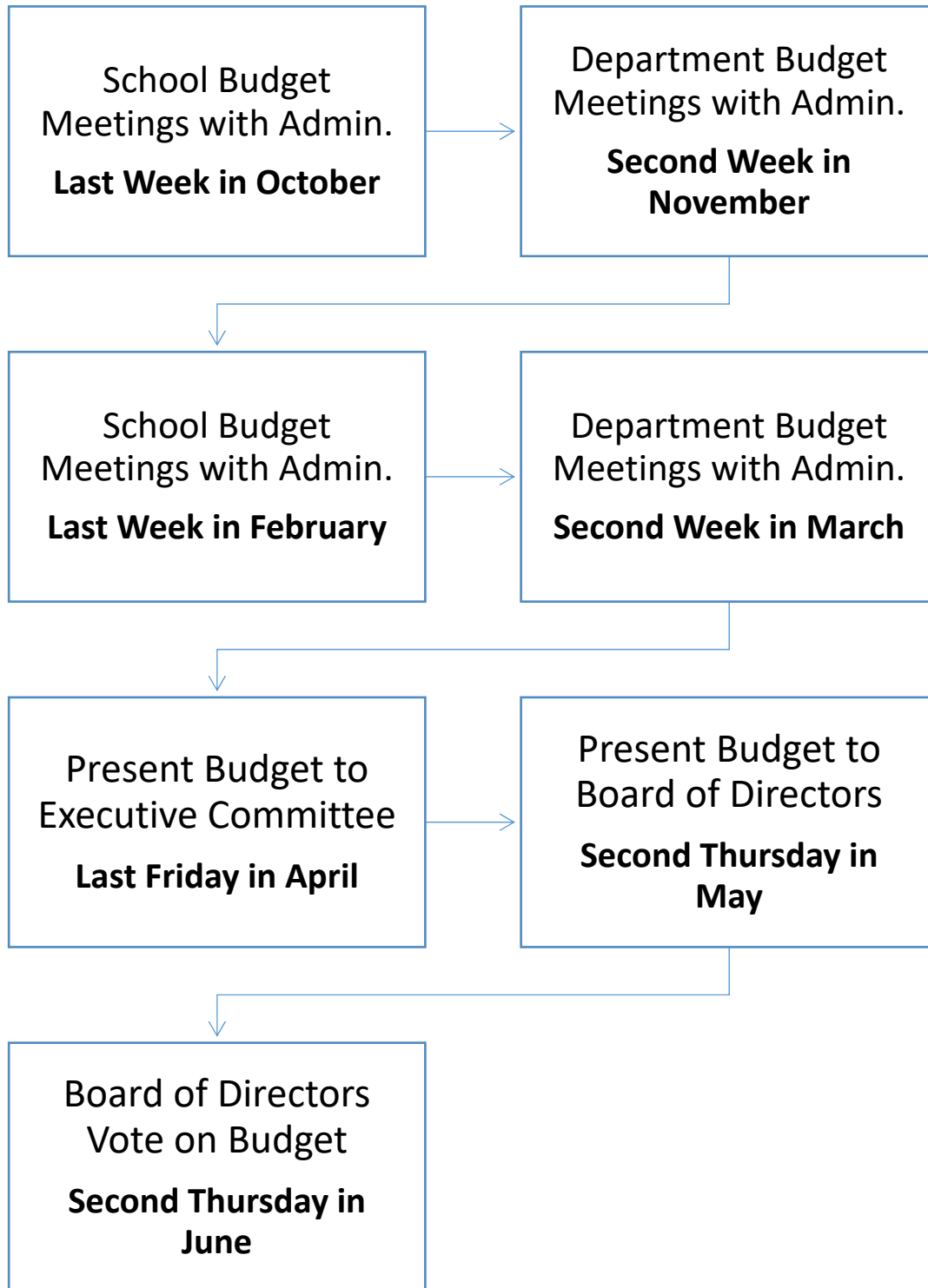
- Develop and communicate a clear definition of organizational and operational excellence
- Share our expertise in developing equitable systems and structures to improve districts' operations offices
- Create a vision and plan for modernized systems, structures, and processes at LEARN to identify and maximize efficiencies in the agency
- Develop and implement a business strategy framework system to achieve budget goals
- Develop and implement an internal multi-year professional learning plan to continuously develop and norm the practices of LEARN staff members

BOARD OF DIRECTORS

OFFICE	NAME	DISTRICT
CHAIRPERSON	Robert Mitchell	Montville
VICE CHAIRPERSON	Dale Bernardoni	Region #4 Chester (Grades K-6)
FISCAL OFFICER	Jennifer Favalora	Region #17 Haddam & Killingworth
SECRETARY	Beverly Washington	Groton
BOARD MEMBER	Vacant	Clinton
BOARD MEMBER	Terri Garrity	East Haddam
BOARD MEMBER	Vacant	East Hampton
BOARD MEMBER	Eric Bauman	East Lyme
BOARD MEMBER	Vacant	Guilford
BOARD MEMBER	Mary Harris	Ledyard
BOARD MEMBER	Mary Ann Connelly	Madison
BOARD MEMBER	Alisha Blake	New London
BOARD MEMBER	Chet Stefanowicz	North Stonington
BOARD MEMBER	Gregory Perry	Norwich
BOARD MEMBER	Jane Wisialowski	Old Saybrook
BOARD MEMBER	Cynthia Luty	Preston
BOARD MEMBER	Nancy Johnston	Region #4 Essex (Grades K-6)
BOARD MEMBER	Vacant	Region #4 Chester, Deep River, Essex (Grades 7-12)
BOARD MEMBER	W. Scott Brown	Region #18 Lyme & Old Lyme
BOARD MEMBER	Sean Reith	Salem
BOARD MEMBER	Katie Gauthier	Stonington
BOARD MEMBER	Laurie Wolfley	Waterford
BOARD MEMBER	Elizabeth Fernandes	Westbrook
EXECUTIVE DIRECTOR	Katherine Ericson	LEARN
		<i>Principal Officials as of April 15, 2025</i>

BUDGET TIMELINE

Below is LEARN's formal budget process timeline. While the timeline below outlines our formal budget process, we remain in regular contact with schools and programs to address needs year-round.



NARRATIVE SUMMARY OF OPERATING DIVISIONS

The 2025-2026 Budget Proposal is designed to outline our planned revenues and expenditures within the framework of LEARN's Mission and Vision (provided in this package). There are three operating divisions: LEARN Magnet Schools, Programs & Services, and Organizational Support. Each division corresponds to our defined agency goals. Below is a concise overview of each division, school, and office.

LEARN Magnet Schools Division

LEARN operates four magnet schools located in Southeastern Connecticut, all of which fall under the Magnet Schools Division.

The Friendship School (TFS): TFS stands out as a premier early childhood institution serving prekindergarten and kindergarten aged children. The school cultivates a lifelong passion for learning through a museum-based theme that emphasizes exploration, curiosity, and leadership.

The Regional Multicultural Magnet School (RMMS): RMMS continues to uphold its legacy of inclusivity and diversity, proudly standing as Connecticut's inaugural magnet elementary school (Grade 1-6). The RMMS community remains dedicated to honoring cultural diversity, empowering each learner, and nurturing individuals committed to positive societal change.

The Marine Science Magnet High School (MSMHS): MSMHS has evolved into one of Connecticut's most rigorous public educational establishments. Anchored in equity and sustainability, MSMHS has made a significant mark on the field of education. The school's commitment to a progressive and challenging curriculum, combined with a supportive school culture, has garnered attention from the U.S. Department of Education that named MSMHS a 2023 National Blue Ribbon School. Additionally, U.S. News and World Report recognized MSMHS as the #1 high school in the state. The school, serving Grades 9-12, inspires students to excel academically and contribute meaningfully to the global community, while also building a sense of stewardship for a more sustainable and equitable future.

Three Rivers Middle College (TRMC) Magnet High School: TRMC offers 11th and 12th grade students the unique opportunity for dual enrollment, allowing them to earn college credits while still in high school. TRMC prepares a broad spectrum of students to be college and career ready by fostering a nurturing environment that creates student ownership of their own learning. The TRMC professional learning community is committed to a curriculum of academic rigor, skill acquisition, and character development essential for success in the 21st century.

Programs & Services Division

LEARN's Programs & Services Division encompasses the specialized and tailored initiatives conducted in collaboration with our member districts and the State of Connecticut.

Magnet Schools Assistance Program Grant (MSAP): This budget represents two MSAP grants. In October 2022 we received a 5-year, \$9.8 million award from the U.S. Department of Education named MSAP LEAP that will run through September 2028. In October 2024 we received an additional 5-year, \$9.1 million award named MSAP SOARS that will run through September 2029. These grants are presented as a standalone entity for operational clarity.

Office of Teaching and Learning (OTL): The OTL Office delivers a suite of professional development services across the region and facilitates various professional networks and roundtables for educators. Furthermore, this Office oversees fiscal agent responsibility for multiple grants benefiting member districts and sister RESCs. Notably, LEARN a dynamic team of educators who support districts who serve Multilingual Learners.

Student Support Services (SSS): The Office of Student Support Services provides region-wide support services and hosts specialized programs for students with diverse and complex needs. It is the largest office of LEARN and includes our early childhood education work. Effective July 1, 2024, the LEARN Transition Academy, a specialized school within the Office of Student Support Services, relocated to 58 Pennsylvania Avenue, Niantic. The new location has allowed for an expansion of services tailored to young adults ages 16-22.

Early Childhood Education (ECE): Positioned within the Student Support Services office, ECE, formerly known as Young Children & Families, offers early care and education programs serving member districts and their communities. ECE collaborates with the Connecticut Office of Early Childhood and various nonprofit organizations to enhance the quality of early care across all educational settings. ECE serves as the fiscal agent for a series of School Readiness grants supporting multiple agencies. This year, ECE will phase Creating Connections, an early LEARNing center by operating two classrooms located at The Friendship School.

Transportation: This budget incorporates operational expenses for mail courier services, van maintenance, the School Choice transportation grant, and external vendor expenses related to transportation services for students at RMMS, TRMC, and MSMHS.

Goodwin University Magnet Schools (GUMS): Effective July 1, 2024, Goodwin University assumed responsibility for all operations related to the GUMS partnership of magnet schools (RMS, CTRA Middle Grades, CTRA).

COVID-19 Relief Funds

We received four grants; Coronavirus Relief Funds (CRF), Elementary and Secondary School Emergency Relief Fund I (ESSER I), Elementary and Secondary School Emergency Relief Fund II (ESSER II), and American Rescue Plan Elementary and Secondary School Emergency Relief Fund (ARP ESSER) to support educational learning opportunities and pandemic related needs. All grants were spent as of September 2024, and this section captures them for historical reference.

Organizational Support

Organizational Support encompasses essential functions vital for sustaining and advancing LEARN. These endeavors are primarily financed through inter-departmental administrative fees collected from the other two divisions.

Communications & Marketing and Special Projects: The Communications Team plays a pivotal role in promoting LEARN's schools, programs, and services. This function falls under Organizational Support. Special Projects supports the region and agency in the design and development of new programming including supporting the building of LEARN's newest early childhood school.

Information Technology (IT): The IT office is responsible for managing the health and capacity of all technology infrastructure and software utilized by LEARN schools and programs. Additionally, this budget includes the revenues and expenditures incurred by the Technology/PowerSchool Regional Services.

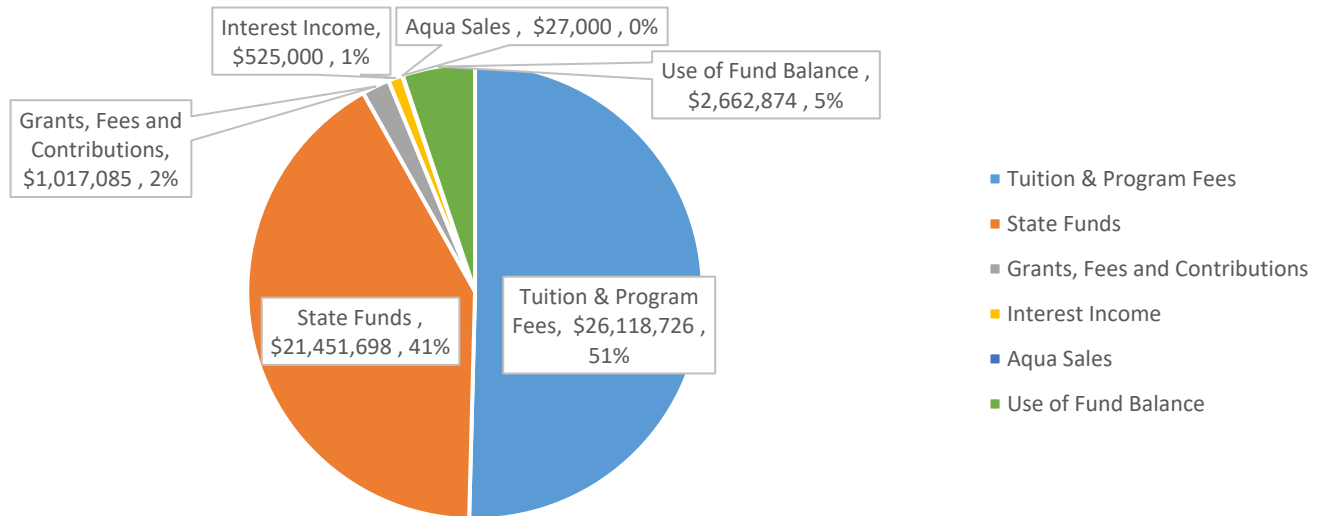
Executive Services: This segment of the budget covers the Office of the Executive Director, segments of the Deputy Executive Director, the Magnet Office, the Business Office, and the Human Resources Office.

LEARN

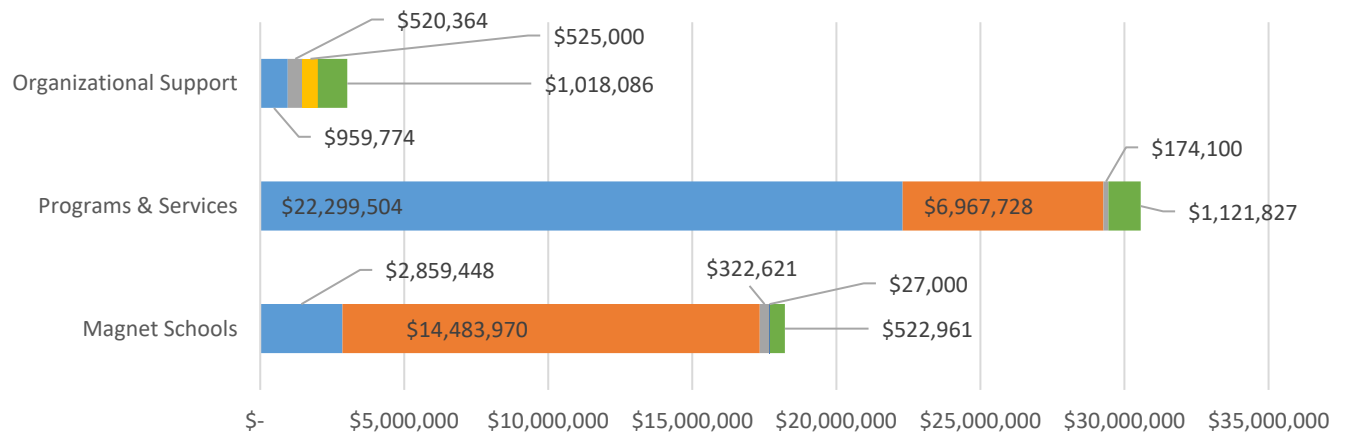
Fiscal Year 2025-2026 Proposed Budget

Agencywide Total Budget:	\$110,545,915
Operating Budget:	\$51,802,383
Non-Operating Items:	\$58,743,532

AGENCYWIDE: 2025-2026 REVENUES



AGENCYWIDE: 2025-2026 REVENUES

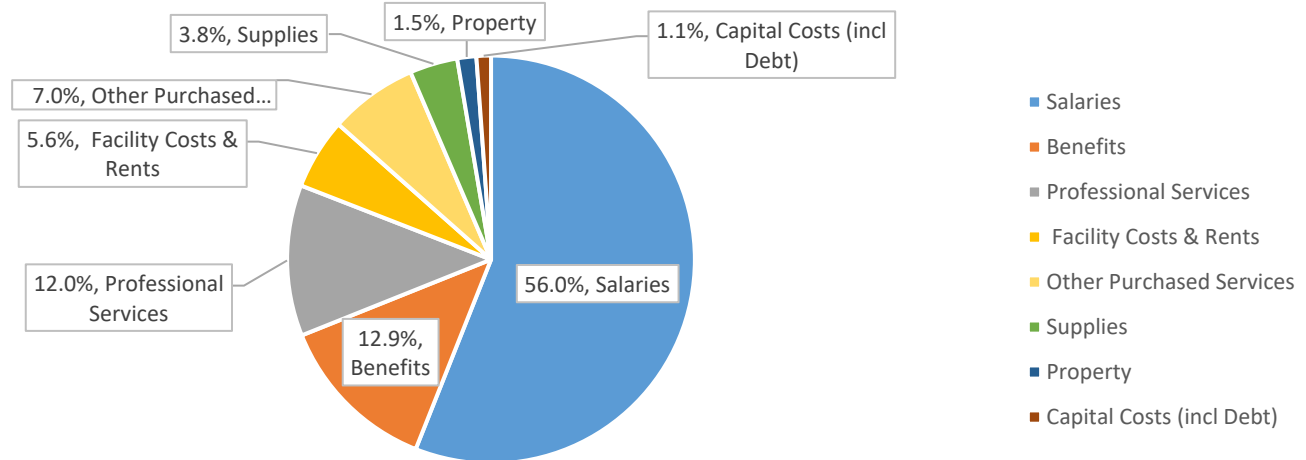


	Magnet Schools	Programs & Services	Organizational Support
Tuition & Program Fees	\$2,859,448	\$22,299,504	\$959,774
State Funds	\$14,483,970	\$6,967,728	
Grants, Fees and Contributions	\$322,621	\$174,100	\$520,364
Interest Income			\$525,000
Aqua Sales	\$27,000		
Use of Fund Balance	\$522,961	\$1,121,827	\$1,018,086

OPERATING BUDGET: SUMMARY BY DIVISION

	Magnet Schools	Programs & Services	Organizational Support	TOTAL 2025-2026 PROPOSED
REVENUES:				
Tuition & Program Fees	\$ 2,859,448	\$ 22,299,504	\$ 959,774	\$ 26,118,726
State Funds	\$ 14,483,970	\$ 6,967,728	\$ -	\$ 21,451,698
Grants, Fees and Contributions	\$ 322,621	\$ 174,100	\$ 520,364	\$ 1,017,085
Interest Income	\$ -	\$ -	\$ 525,000	\$ 525,000
Aqua Sales	\$ 27,000	\$ -	\$ -	\$ 27,000
Use of Fund Balance	\$ 522,961	\$ 1,121,827	\$ 1,018,086	\$ 2,662,874
TOTAL REVENUES	\$ 18,216,000	\$ 30,563,159	\$ 3,023,224	\$ 51,802,383
EXPENDITURES:				
Salaries, Certified	\$ 8,238,043	\$ 8,522,007	\$ 506,788	\$ 17,266,838
Salaries, Non-Certified	\$ 2,294,329	\$ 8,393,387	\$ 3,359,004	\$ 14,046,720
Employee Benefits	\$ 2,147,996	\$ 4,267,239	\$ 805,359	\$ 7,220,594
Professional Services	\$ 269,596	\$ 1,663,237	\$ 344,058	\$ 2,276,891
Administration/Management	\$ 1,634,767	\$ 2,788,220	\$ -	\$ 4,422,987
Property Services	\$ 136,016	\$ 88,300	\$ 45,000	\$ 269,316
Maintenance	\$ 1,449,428	\$ 386,871	\$ 563,767	\$ 2,400,066
Rent/Internal Rent	\$ -	\$ 219,097	\$ 252,470	\$ 471,567
Transportation/Travel	\$ 30,503	\$ 699,727	\$ 56,490	\$ 786,720
Advertising	\$ 9,740	\$ 1,650	\$ 4,575	\$ 15,965
Other Purchased Services	\$ 340,658	\$ 1,947,033	\$ 63,486	\$ 2,351,177
Insurance	\$ 127,442	\$ 60,500	\$ 186,355	\$ 374,297
Phone, Postage & Printing	\$ 118,458	\$ 121,446	\$ 152,071	\$ 391,975
Books & Supplies	\$ 154,655	\$ 495,733	\$ 28,115	\$ 678,503
Other Supplies	\$ 67,570	\$ 82,550	\$ 36,636	\$ 186,756
Utilities	\$ 881,770	\$ 138,500	\$ 152,500	\$ 1,172,770
Food for Programs	\$ 22,000	\$ 23,950	\$ 36,600	\$ 82,550
Software & Equipment	\$ 148,549	\$ 445,776	\$ 225,615	\$ 819,940
Capital Set-Aside	\$ 25,000	\$ -	\$ -	\$ 25,000
Organizational Dues	\$ 7,473	\$ 4,500	\$ 37,787	\$ 49,760
Interest & Principal Payments	\$ -	\$ -	\$ 589,535	\$ 589,535
Use of 10%/12% Admin Fee	\$ -	\$ -	\$ (4,422,987)	\$ (4,422,987)
Potential Surplus	\$ 112,007	\$ 213,436	\$ -	\$ 325,443
TOTAL EXPENDITURES	\$ 18,216,000	\$ 30,563,159	\$ 3,023,224	\$ 51,802,383
EXCESS OF REVENUE OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -

AGENCYWIDE: 2025-2026 EXPENSES



	Magnet Schools	Programs & Services	Organizational Support	Total	%
Salaries, Certified	8,238,043	8,522,007	506,788	17,266,838	30.9%
Salaries, Non-Certified	2,294,329	8,393,387	3,359,004	14,046,720	25.1%
Total Salaries	10,532,372	16,915,394	3,865,792	31,313,558	56.0%
Employee Benefits	2,147,996	4,267,239	805,359	7,220,594	12.9%
Total Employee Benefits	2,147,996	4,267,239	805,359	7,220,594	12.9%
Professional Services	269,596	1,663,237	344,058	2,276,891	4.1%
Administration/Management	1,634,767	2,788,220	-	4,422,987	7.9%
Total Pro . and Tech. Services	1,904,363	4,451,457	344,058	6,699,878	12.0%
Property Services	136,016	88,300	45,000	269,316	0.5%
Maintenance	1,449,428	386,871	563,767	2,400,066	4.3%
Rent/Internal Rent	-	219,097	252,470	471,567	0.8%
Total Purch. Property Services	1,585,444	694,268	861,237	3,140,949	5.6%
Transportation/Travel	30,503	699,727	56,490	786,720	1.4%
Advertising	9,740	1,650	4,575	15,965	0.0%
Other Purchased Services	340,658	1,947,033	63,486	2,351,177	4.2%
Insurance	127,442	60,500	186,355	374,297	0.7%
Phone, Postage, & Printing	118,458	121,446	152,071	391,975	0.7%
Total Other Purchased Services	626,801	2,830,356	462,977	3,920,134	7.0%
Books & Supplies	154,655	495,733	28,115	678,503	1.2%
Other Supplies	67,570	82,550	36,636	186,756	0.3%
Utilities	881,770	138,500	152,500	1,172,770	2.1%
Food For Programs	22,000	23,950	36,600	82,550	0.1%
Total Supplies	1,125,995	740,733	253,851	2,120,579	3.8%
Software & Equipment	148,549	445,776	225,615	819,940	1.5%
Capital Set-Aside	25,000	-	-	25,000	0.0%
Total Property	173,549	445,776	225,615	844,940	1.5%
Organizational Dues	7,473	4,500	37,787	49,760	0.1%
Interest & Principal Payments	-	-	589,535	589,535	1.1%
Total Capital Costs (incl Debt)	7,473	4,500	627,322	639,295	1.1%

AGENCYWIDE OPERATING BUDGET

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 21,815,300	\$ 22,600,928	\$ 25,043,271	\$ 22,989,810	\$ 26,118,726	\$ 1,075,455	4.3%
State Funds	\$ 16,136,355	\$ 15,627,856	\$ 16,961,182	\$ 21,431,782	\$ 21,451,698	\$ 4,490,516	26.5%
Grants, Fees and Contributions	\$ 13,320,083	\$ 16,644,863	\$ 1,170,820	\$ 1,087,097	\$ 1,017,085	\$ (153,735)	(13.1%)
Interest Income	\$ 422,608	\$ 656,656	\$ 428,000	\$ 428,000	\$ 525,000	\$ 97,000	22.7%
Aqua Sales	\$ 34,886	\$ 22,619	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ 2,216,396	\$ 1,572,404	\$ 2,662,874	\$ 446,478	20.1%
TOTAL REVENUES	\$ 51,729,232	\$ 55,552,923	\$ 45,846,669	\$ 47,536,093	\$ 51,802,383	\$ 5,955,714	13.0%
EXPENDITURES:							
Salaries, Certified	\$ 22,266,807	\$ 25,380,132	\$ 15,751,351	\$ 16,378,777	\$ 17,266,838	\$ 1,515,487	9.6%
Salaries, Non-Certified	\$ 10,319,575	\$ 12,937,861	\$ 12,459,020	\$ 12,396,593	\$ 14,046,720	\$ 1,587,700	12.7%
Employee Benefits	\$ 7,264,341	\$ 6,805,581	\$ 6,110,892	\$ 6,149,240	\$ 7,220,594	\$ 1,109,702	18.2%
Professional Services	\$ 2,279,881	\$ 1,344,374	\$ 2,347,101	\$ 2,207,375	\$ 2,276,891	\$ (70,210)	(3.0%)
Administration/Management	\$ 3,461,261	\$ 3,110,853	\$ 3,952,336	\$ 4,044,137	\$ 4,422,987	\$ 470,651	11.9%
Property Services	\$ 1,476,601	\$ 233,632	\$ 466,199	\$ 180,266	\$ 269,316	\$ (196,883)	(42.2%)
Maintenance	\$ 625,871	\$ 2,196,210	\$ 1,973,573	\$ 2,382,291	\$ 2,400,066	\$ 426,493	21.6%
Rent/Internal Rent	\$ 365,093	\$ 376,803	\$ 486,786	\$ 467,419	\$ 471,567	\$ (15,219)	(3.1%)
Transportation/Travel	\$ 499,393	\$ 679,302	\$ 579,603	\$ 725,710	\$ 786,720	\$ 207,117	35.7%
Advertising	\$ 29,052	\$ 20,444	\$ 32,150	\$ 16,040	\$ 15,965	\$ (16,185)	(50.3%)
Other Purchased Services	\$ 1,757,271	\$ 1,762,691	\$ 1,918,232	\$ 2,316,417	\$ 2,351,177	\$ 432,945	22.6%
Insurance	\$ 341,096	\$ 349,017	\$ 371,857	\$ 385,996	\$ 374,297	\$ 2,440	0.7%
Phone, Postage & Printing	\$ 274,691	\$ 323,182	\$ 404,278	\$ 388,835	\$ 391,975	\$ (12,303)	(3.0%)
Books & Supplies	\$ 309,362	\$ 371,303	\$ 352,545	\$ 761,098	\$ 678,503	\$ 325,958	92.5%
Other Supplies	\$ 124,151	\$ 188,509	\$ 173,306	\$ 169,817	\$ 186,756	\$ 13,450	7.8%
Utilities	\$ 1,103,817	\$ 571,396	\$ 1,170,770	\$ 1,099,162	\$ 1,172,770	\$ 2,000	0.2%
Food for Programs	\$ 51,613	\$ 89,024	\$ 75,943	\$ 77,414	\$ 82,550	\$ 6,607	8.7%
Software & Equipment	\$ 589,190	\$ 499,501	\$ 677,298	\$ 951,829	\$ 819,940	\$ 142,642	21.1%
Capital Set-Aside	\$ 1,295,000	\$ 19,635	\$ 57,605	\$ 46,182	\$ 25,000	\$ (32,605)	(56.6%)
Organizational Dues	\$ 147,759	\$ 30,800	\$ 58,625	\$ 47,489	\$ 49,760	\$ (8,865)	(15.1%)
Interest & Principal Payments	\$ 634,790	\$ 379,535	\$ 379,535	\$ 379,535	\$ 589,535	\$ 210,000	55.3%
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of 10%/12% Admin Fee	\$ (4,838,812)	\$ (3,110,853)	\$ (3,952,336)	\$ (4,044,137)	\$ (4,422,987)	\$ (470,651)	-
Potential Surplus	\$ -	\$ -	\$ -	\$ 8,608	\$ 325,443	\$ 325,443	-
TOTAL EXPENDITURES	\$ 50,377,803	\$ 54,558,932	\$ 45,846,669	\$ 47,536,093	\$ 51,802,383	\$ 5,955,714	13.0%
EXCESS OF REVENUE OVER EXPENDITURES	\$ 1,351,429	\$ 993,991	\$ -	\$ -	\$ -		

LEARN TOTAL AGENCYWIDE	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED
TOTAL OPERATING BUDGET:	\$ 51,729,232	\$ 55,552,923	\$ 45,846,669	\$ 47,536,093	\$ 51,802,383
NON-OPERATING ITEMS:					
Eastern CT Health & Medical Cooperative (ECHMC)	\$ 13,317,480	\$ 27,901,786	\$ 30,189,881	\$ 34,769,774	\$ 38,346,751
School Lunch Program	\$ 1,659,025	\$ 1,604,701	\$ 950,000	\$ 990,825	\$ 1,028,458
Capital Projects	\$ 7,551,515	\$ 1,548,238	\$ 6,908,830	\$ 3,908,830	\$ 19,141,955
TOTAL NON-OPERATING:	\$ 22,528,020	\$ 31,054,725	\$ 38,048,711	\$ 39,669,429	\$ 58,517,164
TOTAL AGENCYWIDE BUDGET:	\$ 74,257,252	\$ 86,607,649	\$ 83,895,380	\$ 87,205,522	\$ 110,319,547

NON-OPERATING ITEMS

The non-operating budget includes three primary sources: Eastern Connecticut Health and Medical Cooperative (ECHMC), capital projects, and food service.

Eastern Connecticut Health and Medical Cooperative (ECHMC)

- **Eastern CT Health and Medical Cooperative (ECHMC):** ECHMC is a health and medical consortium designed to mitigate health care costs. LEARN serves as the fiscal agent. For 2024-2025, the consortium includes Old Saybrook, North Stonington, Westbrook Town and Board, Region 17, Region 18, East Haddam Town and Board, Goodwin University, and LEARN.
- As of June 30, 2024, the consortium's net position was \$2,044,509.
- As of February 28, 2025, the consortium's net position was \$1,826,842.

Capital Projects

Capital Projects: As LEARN does not have the authority to levy taxes for substantial repairs and enhancements, the agency has instituted a Capital Improvement line within the budget. A comprehensive 5-year Capital Improvement Plan, with a detailed list of completed and future capital plan expenditures, is in Appendix C.

- Planned for 2025-2026 are technology replacements for students and staff at all locations and IT infrastructure updates.
- Additionally, in 2025-2026, we are estimating \$18,896,955 in expenses for the Early Childhood Center of Excellence project, with a 95% state reimbursement rate.

Food Service

Food Service: LEARN provides food services for its four magnet schools and outplacement programs. In 2023-2024, LEARN chose Whitsons Culinary Group as a food service management company through the RFP process. In 2024-2025, LEARN provided Food Service for 1,390 LEARN students.

NON-OPERATING ITEMS

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Premiums Paid (ECHMC)	\$ 13,317,480	\$ 27,901,786	\$ 30,189,881	\$ 34,769,774	\$ 38,246,751	\$ 8,056,870	26.7%
Transfers In - Schools & Programs	\$ 85,000	\$ -	\$ 57,605	\$ 46,182	\$ 25,000	\$ (32,605)	(56.6%)
Transfers In - Board Approved	\$ 610,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental Revenues	\$ 6,178,582	\$ 2,022,635	\$ 5,955,734	\$ 4,529,213	\$ 18,800,565	\$ 12,844,831	215.7%
Breakfast/Lunch Fees Collected	\$ 72,755	\$ 176,800	\$ 175,000	\$ 175,000	\$ 180,000	\$ 5,000	2.9%
Service Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ 2,264,203	\$ 953,504	\$ 1,670,491	\$ 149,260	\$ 1,164,848	\$ (505,643)	(30.3%)
Potential Deficit	\$ -	\$ -	\$ 27,348	\$ 296,698	\$ -	\$ (27,348)	(100.0%)
TOTAL REVENUES	\$ 22,528,020	\$ 31,054,725	\$ 38,076,059	\$ 39,966,127	\$ 58,417,164	\$ 20,341,105	53.4%
EXPENDITURES:							
Salaries, Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non-Certified	\$ 89,739	\$ 282,586	\$ 95,134	\$ 100,058	\$ 105,061	\$ 9,927	10.4%
Employee Benefits	\$ 21,233	\$ 20,452	\$ 17,390	\$ 22,829	\$ 23,970	\$ 6,580	37.8%
Professional Services	\$ 14,652,077	\$ 31,378,151	\$ 30,292,229	\$ 35,066,472	\$ 38,146,751	\$ 7,854,522	25.9%
Property Services	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 769	\$ 1,119	\$ 1,000	\$ 300	\$ 315	\$ (685)	(68.5%)
Other Purchased Services	\$ 565,192	\$ 6,793	\$ 285,153	\$ 1,100	\$ 1,155	\$ (283,998)	(99.6%)
Phone, Postage & Printing	\$ 5,580	\$ 1,632	\$ 7,676	\$ 200	\$ 210	\$ (7,466)	(97.3%)
Books & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Supplies	\$ 2,658	\$ 9,973	\$ 5,000	\$ 4,715	\$ 4,951	\$ (49)	(1.0%)
Utilities	\$ -	\$ 421,093	\$ -	\$ 100,000	\$ 110,000	\$ 110,000	-
Food for Programs	\$ 589,318	\$ 1,352,027	\$ 383,600	\$ 627,798	\$ 659,188	\$ 275,588	71.8%
Software & Equipment	\$ -	\$ 91,660	\$ -	\$ -	\$ -	\$ -	-
Capital Projects	\$ 7,551,515	\$ 2,018,701	\$ 6,988,877	\$ 4,008,830	\$ 19,216,955	\$ 12,228,078	175.0%
Potential Surplus	\$ -	\$ -	\$ -	\$ 15,825	\$ 129,708	\$ 129,708	-
TOTAL EXPENDITURES	\$ 23,488,083	\$ 35,584,187	\$ 38,076,059	\$ 39,966,127	\$ 58,417,164	\$ 20,341,105	53.4%
EXCESS OF REVENUE OVER EXPENDITURES	\$ (960,062)	\$ (4,529,461)	\$ -	\$ -	\$ -		

NON-OPERATING ITEMS: SUMMARY BY PROGRAM	ECHMC	Capital Projects	Food Service	TOTAL 2025-2026 PROPOSED
REVENUES:				
Premiums Paid (ECHMC)	\$ 38,246,751	\$ -	\$ -	\$ 38,246,751
Transfers In - Programs	\$ -	\$ 25,000	\$ -	\$ 25,000
Transfers In - Fund Balance	\$ -	\$ 1,164,848	\$ -	\$ 1,164,848
Intergovernmental Revenues	\$ -	\$ 17,952,107	\$ 848,458	\$ 18,800,565
Breakfast/Lunch Fees Collected	\$ -	\$ -	\$ 180,000	\$ 180,000
Service Fees	\$ -	\$ -	\$ -	\$ -
Potential Deficit	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 38,246,751	\$ 19,141,955	\$ 1,028,458	\$ 58,417,164
EXPENDITURES:				
CURRENT:				
Salaries, Non Certified	\$ -	\$ -	\$ 105,061	\$ 105,061
Employee Benefits	\$ -	\$ -	\$ 23,970	\$ 23,970
Professional Services	\$ 38,146,751	\$ -	\$ -	\$ 38,146,751
Maintenance	\$ -	\$ -	\$ 14,700	\$ 14,700
Transportation/Travel	\$ -	\$ -	\$ 315	\$ 315
Other Purchased Services	\$ -	\$ -	\$ 1,155	\$ 1,155
Insurance	\$ -	\$ -	\$ 4,200	\$ 4,200
Phone, Postage & Printing	\$ -	\$ -	\$ 210	\$ 210
Other Supplies	\$ -	\$ -	\$ 4,951	\$ 4,951
Utilities	\$ -	\$ -	\$ 110,000	\$ 110,000
Food For Programs	\$ -	\$ -	\$ 659,188	\$ 659,188
Capital Projects	\$ -	\$ 19,141,955	\$ 75,000	\$ 19,216,955
Potential Surplus	\$ -	\$ -	\$ 29,708	\$ 29,708
TOTAL EXPENDITURES	\$ 38,146,751	\$ 19,141,955	\$ 1,028,458	\$ 58,317,164
EXCESS OF REVENUE OVER EXPENDITURES	\$ 100,000	\$ -	\$ -	\$ 100,000

SERIES DESCRIPTIONS

100 SERIES: SALARIES

Description & Expenses

The 100 series consists of wages paid to employees of LEARN. Certified salaries include wages for teachers, administrators, coaches, and any certified staff, including roles at central office. Non-certified salaries include wages for instructional staff, secretaries, office managers, and any non-certified staff, including roles at central office. Both certified and non-certified categories include pay for sick leave, vacation, professional days.

	Magnet Schools	Programs & Services	Organizational Support	Total 2025-2026
Salaries, Certified	8,238,043	8,522,007	506,788	17,266,838
Salaries, Non-Certified	2,294,329	8,393,387	3,359,004	14,046,720
100's Total:	10,532,372	16,915,394	3,865,792	31,313,558

2025-2026 Updates

- The total salaries have increased from \$28,210,371 projected for 2024-2025 to \$31,313,558 proposed for 2025-2026, representing an 8.8% increase. This increase includes staff funded by MSAP grants:
 - At The Friendship School (TFS) this includes 1.0 FTE Magnet Theme Coach, and 1.0 FTE Instructional Coach through MSAP LEAP.
 - At Marine Science Magnet High School (MSMHS) this includes 1.0 FTE Magnet Theme Coach, 1.0 FTE Writing teacher, 0.5 FTE Certifies tutor through MSAP LEAP.
 - At Regional Multicultural Magnet School (RMMS) includes 1.0 FTE Magnet Theme Coach, and 1.0 FTE Technology Teacher through MSAP SOARS.
 - In Communications/Marketing and Special Projects this includes 1.0 FTE Regional Magnet Coordinators through MSAP SOARS.
- In addition to staffing increases related to MSAP LEAP/SOARS program, the grade-level changes required an additional 1.0 FTE TESOL position at RMMS and 0.5 FTE MLL support at TFS.
- LEARN's contracts with The LEARN Administrators Organization (LAO) and LEARN Educational Association (LEA) began on July 1, 2024, and extend through June 30, 2027.
- The staffing in Student Support Services increased from 217.4 FTE budgeted for 2024-2025 to 224.95 FTE budgeted for 2025-2026.
- Organizational Support will reduce by 0.7 FTE in 2025-2026 due to not hiring a fingerprinting specialist and reallocating funds to cover portions of staff salaries that are connected to Food Service.

SERIES DESCRIPTIONS

200 SERIES: BENEFITS

Description & Expenses

The 200 series consists of amounts paid by LEARN on behalf of employees. These payments constitute fringe benefits not directly received by employees but integral to the overall cost of personnel services. Expenses in this category include taxes, workers' compensation, health and life insurance, social security contributions (for applicable employees), employer contributions to retirement plans, and employee tuition reimbursement.

	Magnet Schools	Programs & Services	Organizational Support	Total 2025-2026
Employee Benefits	2,147,996	4,267,239	805,359	7,220,594
200's Total:	2,147,996	4,267,239	805,359	7,220,594

2025-2026 Updates

- For 2024-2025, workers' compensation and unemployment were 0.5% each, total of 1% for July through December. For January through June the worker's compensation and unemployment were 0.25% each, total of 0.5%. LEARN's proprietary fund as of June 30, 2024, is \$1,369,580. This reduction to 0.5% strategically decreases this fund balance to the optimal range level of \$300,000 to \$500,000.
- For 2025-2026, worker's compensation and unemployment will continue at 0.25% each, total of 0.5%.
- LEARN aggregated the total insurance related costs and charged schools and offices an amount based on eligible employees. For 2024-2025, the cost per eligible employee was \$9,300. For 2025-2026, the cost per eligible employee will be \$10,100, an 8.6% increase from the previous year.
- For 2025-2026, LEARN will contribute 4.00% of the annual base salary to all non-TRB eligible employees. This amount will be determined using the base salary earned for 2025-2026. The only restriction to the LEARN employer contribution is that the employee must open a 403(b) account prior to June 30, 2026.

SERIES DESCRIPTIONS

300 SERIES: PROFESSIONAL AND TECHNICAL SERVICES

Description & Expenses

The 300 series consists of services that can only be performed by people or firms with specialized skills and knowledge. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided. This series also includes LEARN's administration fee charged to magnet schools, programs, and services.

	Magnet Schools	Programs & Services	Organizational Support	Total 2025-2026
Professional Services	269,596	1,663,237	344,058	2,276,891
Administration/Management	1,634,767	2,788,220	-	4,422,987
300's Total:	1,904,363	4,451,457	344,058	6,699,878

2025-2026 Updates

- Professional Services highlights include:
 - College Board Testing
 - Medical Advisor and Behavioral Consultants
 - Professional development for staff (Magnet Schools of America Conferences, Association of Educational Service Agencies Conference, Tyler Technologies Conference, and various local and national conferences)
 - Professional services providing enrichment opportunities for students (Project Oceanology and New England Science and Sailing)
 - Consultants in specialized professional industries such as architects, auditors, engineers, lawyers, and medical doctors
- For 2025-2026, due to the lack of increase in state and local tuition funding, LEARN will continue to charge Magnet Schools a reduced administrative fee of 10%. The fee for Programs & Services will remain at 12%.

SERIES DESCRIPTIONS

400 SERIES: PURCHASED PROPERTY SERVICES

Description & Expenses

The 400 series consists of services performed (sometimes including products delivered) by contractors/vendors to operate, repair, maintain, and rent property, as well as general services to support academic programs.

	Magnet Schools	Programs & Services	Organizational Support	Total 2025-2026
Property Services	136,016	88,300	45,000	269,316
Maintenance	1,449,428	386,871	563,767	2,400,066
Rent/Internal Rent	-	219,097	252,470	471,567
400's Total:	1,585,444	694,268	861,237	3,140,949

2025-2026 Updates

- Professional Services are services purchased to operate property owned and property used by LEARN. Expenses include, but are not limited to pest control, grease trap pumping, and elevator inspections.
- Included in Maintenance is the SSC Services for Education contract for the maintenance and custodial services of all LEARN buildings. The 2025-2026 budget includes an estimated 4% increase over the prior year. Other costs included as part of Maintenance are external vendors for plumbing, playscape, elevator, and electrical maintenance.
- Programs & Services' rent costs include the expense of rental space for the LEARN Transition Academy located in Niantic, CT. Additionally, Programs & Services also includes the per FTE rent fee charged to programs located within the central office building. This rent fee supports the cost of building expenses, including utilities.

SERIES DESCRIPTIONS

500 SERIES: OTHER PURCHASED SERVICES

Description & Expenses

The 500 series consists of services performed (sometimes including products delivered) by contractors/vendors that are not categorized as professional or property services.

	Magnet Schools	Programs & Services	Organizational Support	Total 2025-2026
Transportation/Travel	30,503	699,727	56,490	786,720
Advertising	9,740	1,650	4,575	15,965
Other Purchased Services	340,658	1,947,033	63,486	2,351,177
Insurance	127,442	60,500	186,355	374,297
Phone, Postage & Printing	118,458	121,446	152,071	391,975
500's Total:	626,801	2,830,356	462,977	3,920,134

2025-2026 Updates

- Transportation for Programs & Services includes the expense of transporting students to LEARN schools. This transportation expense is offset by the School Choice Transportation Grant. Both revenue and expenses are included in the Transportation budget.
- Other Purchased Services include:
 - Student tuition paid by Three Rivers Middle College Magnet High School (TRMC) to Three Rivers Community College (TRMCC). For 2025-2026 that tuition is estimated to be \$286,000.
 - The Early Childhood Education Department's (ECE) budget is included within Programs & Services. Within that ECE budget is School Readiness. For 2025-2026, the School Readiness pass thru is estimated to be \$1,878,013.
- LEARN's agencywide advertising budget is included under Organizational Support. Magnet Schools have a small advertising budget for school specific marketing.

SERIES DESCRIPTIONS

600 SERIES: SUPPLIES

Description & Expenses

The 600 series consists of amounts paid for consumable products used in the operation of educational programs and facilities.

	Magnet Schools	Programs & Services	Organizational Support	Total 2025-2026
Books & Supplies	154,655	495,733	28,115	678,503
Other Supplies	67,570	82,550	36,636	186,756
Utilities	881,770	138,500	152,500	1,172,770
Food For Programs	22,000	23,950	36,600	82,550
600's Total:	1,125,995	740,733	253,851	2,120,579

2025-2026 Updates

- There is a decrease in Magnet Schools Books & Supplies from \$176,655 in 2024-2025 to \$154,655 in 2025-2026. Books & Supplies include instructional supplies, administrative supplies, textbooks, and technology supplies.
- Other Supplies are comprised of maintenance supplies, nursing supplies, and other supplies with the purpose of performing hands-on assignments or to reinforce topics in the classroom. Other Supplies are budgeted at \$186,756 for 2025-2026, an increase from \$173,306 in 2024-2025.
- Food for Programs at the Organizational Support level includes food for meetings and events hosted at central office.

SERIES DESCRIPTIONS

700 SERIES: PROPERTY

Description & Expenses

The 700 series consists of amounts paid for consumable products used in the operation of educational programs and facilities.

	Magnet Schools	Programs & Services	Organizational Support	Total 2025-2026
Software & Equipment	148,549	445,776	225,615	819,940
Capital Set-Aside	25,000	-	-	25,000
700's Total:	173,549	445,776	225,615	844,940

2025-2026 Updates

- Software includes initial costs, additional costs for new modules, replacement, maintenance and/or support agreements, and modification costs associated with LEARN's purchased tangible software. At the Magnet Schools these costs include PowerSchool, School Links, library management software, and various instructional software programs. Organizational Support costs include Enterprise ERP (accounting software), TimeClock, and employee training software, among other tools.
- Equipment purchases outside of the 5-Year Capital Improvement Plan are charged to the school or program. Equipment includes large technology, furniture, and/or permanent fixtures.
- Capital Set-Aside is a contribution to the 5-Year Capital Improvement Plan by the Magnet Schools. For 2025-2026, the contributions are less than prior years due to the lack of an increase in local and state tuition funding. RMMS is budgeting to contribute \$25,000.

SERIES DESCRIPTIONS

800 SERIES: MISCELLANEOUS/ OTHER

Description & Expenses

The 800 series consist of goods, services, and items not otherwise classified.

	Magnet Schools	Programs & Services	Organizational Support	Total 2025-2026
Organizational Dues	7,473	4,500	37,787	49,760
Interest & Principal Payments	-	-	589,535	589,535
800's Total:	7,473	4,500	627,322	639,295

2025-2026 Updates

- Organizational Support pays the full interest and principal payments of the Ocean Avenue LEARNing Academy loan. For 2025-2026, we are also estimating paying \$210,000 for short term borrowings for the Danielson Avenue project.
- Organizational Dues includes membership to professional organizations, e.g., Magnet Schools of America (MSA), Connecticut Association of School Business Officials (CASBO), Connecticut Association of Boards of Education (CABE), Connecticut Association of Public School Superintendents (CAPSS), Association of Educational Service Agencies (AESAs) and various other local and national organizations.

LEARN

Fiscal Year 2025-2026 Proposed Budget

LEARN Magnet Schools

Total Budget: \$18,216,000

LEARN MAGNET SCHOOLS

LEARN Magnet Schools

LEARN operates four magnet schools in Southeastern Connecticut:

The Friendship School (TFS): TFS stands out as a premier early childhood institution serving prekindergarten and kindergarten aged children. The school cultivates a lifelong passion for learning through a museum-based theme that emphasizes exploration, curiosity, and leadership.

The Regional Multicultural Magnet School (RMMS): RMMS continues to uphold its legacy of inclusivity and diversity, proudly standing as Connecticut's inaugural magnet elementary school (Grade 1-6). The RMMS community remains dedicated to honoring cultural diversity, empowering each learner, and nurturing individuals committed to positive societal change.

The Marine Science Magnet High School (MSMHS): MSMHS has evolved into one of Connecticut's most rigorous public educational establishments. Anchored in equity and sustainability, MSMHS has made a significant mark on the field of education. The school's commitment to a progressive and challenging curriculum, combined with a supportive school culture, has garnered attention from the U.S. Department of Education that named MSMHS a 2023 National Blue Ribbon School. Additionally, U.S. News and World Report recognized MSMHS as the #1 high school in the state. The school, serving Grades 9-12, inspires students to excel academically and contribute meaningfully to the global community, while also building a sense of stewardship for a more sustainable and equitable future.

Three Rivers Middle College (TRMC) Magnet High School: TRMC offers 11th and 12th grade students the unique opportunity for dual enrollment, allowing them to earn college credits while still in high school. TRMC prepares a broad spectrum of students to be college and career ready by fostering a nurturing environment that creates student ownership of their own learning. The TRMC professional learning community is committed to a curriculum of academic rigor, skill acquisition, and character development essential for success in the 21st century.

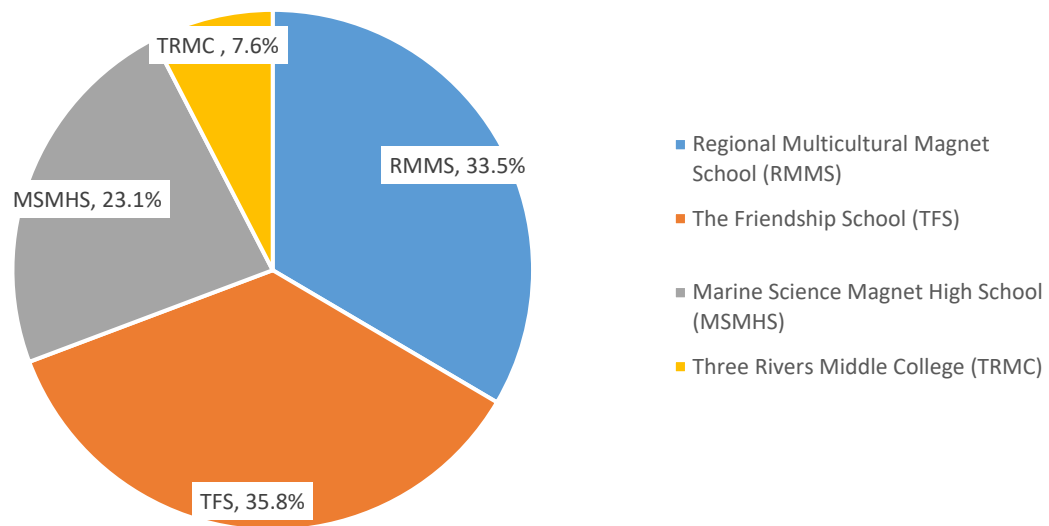
Updates for 2025-2026

- Due to impending state legislation concentrated on local tuition for magnet schools, LEARN was not able to increase its tuition for the 2024-2025 school year. At the time of creating this budget book, LEARN is still uncertain about the total funding structure for magnet schools in 2025-2026. This budget assumes receiving the same funding as in 2024-2025.
- As part of reimagining LEARN's Family of Schools, the agency will transition from operating two separate elementary magnet school programs to a prekindergarten through grade 8 magnet pathway. Not only will this move address concerns of families about lack of a LEARN middle school magnet option, but it will also strengthen sustainability plans by addressing the grade level shift in state funding. Additionally, reducing the number of available prekindergarten seats in LEARN magnet schools will alleviate the strain on budgets created by the required prekindergarten staffing ratios.
- For 2025-2026, due to the lack of increase in state and local tuition funding, LEARN will continue to charge a reduced administration fee to 10% (from 12%) for all LEARN magnet schools.

LEARN MAGNET SCHOOLS - BY SCHOOL

	The Friendship School	Regional Multicultural Magnet School	Marine Science Magnet High School	Three Rivers Middle College	MAGNET SCHOOLS 2025-2026 PROPOSED
REVENUES:					
Tuition & Program Fees	\$ 423,340	\$ 1,073,625	\$ 1,022,175	\$ 340,308	\$ 2,859,448
State Funds	\$ 5,550,970	\$ 4,899,955	\$ 3,024,725	\$ 1,008,320	\$ 14,483,970
Grants, Fees, & Contributions	\$ 163,562	\$ 125,082	\$ -	\$ 33,977	\$ 322,621
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -
Aqua Sales	\$ -	\$ -	\$ 27,000	\$ -	\$ 27,000
Use of Fund Balance	\$ 381,334	\$ -	\$ 141,627	\$ -	\$ 522,961
TOTAL REVENUES	\$ 6,519,206	\$ 6,098,662	\$ 4,215,527	\$ 1,382,605	\$ 18,216,000
EXPENDITURES:					
Salaries, Certified	\$ 2,745,990	\$ 2,690,572	\$ 2,181,003	\$ 620,478	\$ 8,238,043
Salaries, Non-Certified	\$ 1,187,009	\$ 794,492	\$ 240,989	\$ 71,839	\$ 2,294,329
Employee Benefits	\$ 917,098	\$ 706,590	\$ 406,636	\$ 117,672	\$ 2,147,996
Professional Services	\$ 66,725	\$ 73,202	\$ 95,850	\$ 33,819	\$ 269,596
Administration/Management	\$ 596,749	\$ 536,799	\$ 377,273	\$ 123,946	\$ 1,634,767
Property Services	\$ 21,271	\$ 41,492	\$ 36,253	\$ 37,000	\$ 136,016
Maintenance	\$ 496,263	\$ 519,346	\$ 431,268	\$ 2,551	\$ 1,449,428
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation/Travel	\$ 200	\$ 4,001	\$ 16,200	\$ 10,102	\$ 30,503
Advertising	\$ -	\$ 1,500	\$ 1,000	\$ 7,240	\$ 9,740
Other Purchased Services	\$ 33,493	\$ 9,665	\$ 11,500	\$ 286,000	\$ 340,658
Insurance	\$ 20,000	\$ 48,498	\$ 52,244	\$ 6,700	\$ 127,442
Phone, Postage, & Printing	\$ 18,226	\$ 45,532	\$ 51,000	\$ 3,700	\$ 118,458
Books & Supplies	\$ 26,000	\$ 50,126	\$ 46,000	\$ 32,529	\$ 154,655
Other Supplies	\$ 17,370	\$ 27,100	\$ 21,550	\$ 1,550	\$ 67,570
Utilities	\$ 331,370	\$ 351,400	\$ 199,000	\$ -	\$ 881,770
Food for Programs	\$ 5,000	\$ 6,000	\$ 4,000	\$ 7,000	\$ 22,000
Software & Equipment	\$ 35,967	\$ 54,865	\$ 38,520	\$ 19,197	\$ 148,549
Capital Set-Aside	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
Organizational Dues	\$ 475	\$ 475	\$ 5,241	\$ 1,282	\$ 7,473
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -
Deferred Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Potential Surplus	\$ -	\$ 112,007	\$ -	\$ -	\$ 112,007
TOTAL EXPENDITURES	\$ 6,519,206	\$ 6,098,662	\$ 4,215,527	\$ 1,382,605	\$ 18,216,000
EXCESS OF REVENUE OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -

LEARN MAGNET SCHOOLS: 2025-2026 REVENUES



	RMMS	TFS	MSMHS	TRMC	Total	%
Tuition & Program Fees	1,073,625	1,068,310	1,022,175	340,308	3,504,418	19.24%
State Funds	4,899,955	4,916,200	3,024,725	1,008,320	13,849,200	76.03%
Grants, Fees, & Contributions	125,082	153,362	-	33,977	312,421	1.72%
Aqua Sales	-	-	27,000	-	27,000	0.15%
Use of Fund Balance	-	381,334	141,627	-	522,961	2.87%

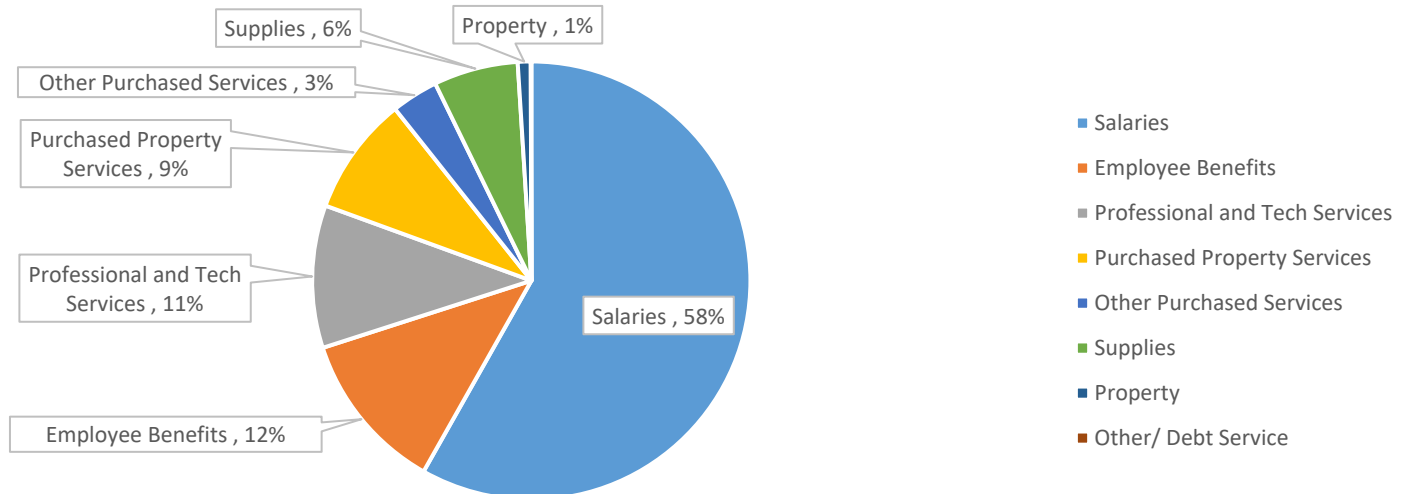
Total Revenue	6,098,662	6,519,206	421,552	138,260	18,216,000	
Percentage	33.5%	35.8%	23.1%	7.6%	100.0%	

2025-2026 Enrollment Estimate	485	470	275	92	1,322	
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LEARN MAGNET SCHOOLS

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 4,675,776	\$ 4,449,367	\$ 4,561,283	\$ 2,616,137	\$ 2,859,448	\$ (1,701,835)	(37.3%)
State Funds	\$ 11,940,906	\$ 11,968,815	\$ 12,042,903	\$ 14,449,142	\$ 14,483,970	\$ 2,441,067	20.3%
Grants, Fees, & Contributions	\$ 342,756	\$ 177,236	\$ 337,945	\$ 355,699	\$ 322,621	\$ (15,324)	(4.5%)
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Aqua Sales	\$ 34,886	\$ 22,619	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ 405,677	\$ -	\$ 522,961	\$ 117,284	28.9%
TOTAL REVENUES	\$ 16,994,324	\$ 16,618,036	\$ 17,374,808	\$ 17,447,978	\$ 18,216,000	\$ 841,192	4.8%
EXPENDITURES:							
Salaries, Certified	\$ 7,686,994	\$ 7,582,226	\$ 8,159,375	\$ 7,977,144	\$ 8,238,043	\$ 78,668	1.0%
Salaries, Non-Certified	\$ 1,953,875	\$ 2,071,545	\$ 2,178,895	\$ 2,229,462	\$ 2,294,329	\$ 115,434	5.3%
Employee Benefits	\$ 2,030,917	\$ 1,706,071	\$ 1,971,742	\$ 1,957,979	\$ 2,147,996	\$ 176,254	8.9%
Professional Services	\$ 221,569	\$ 204,979	\$ 175,642	\$ 300,939	\$ 269,596	\$ 93,954	53.5%
Administration/Management	\$ 1,698,625	\$ 1,277,749	\$ 1,564,285	\$ 1,577,012	\$ 1,634,767	\$ 70,482	4.5%
Property Services	\$ 934,263	\$ 66,446	\$ 121,249	\$ 131,516	\$ 136,016	\$ 14,767	12.2%
Maintenance	\$ 302,078	\$ 1,279,871	\$ 1,259,556	\$ 1,372,764	\$ 1,449,428	\$ 189,872	15.1%
Rent/Internal Rent	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 26,591	\$ 18,715	\$ 38,600	\$ 33,504	\$ 30,503	\$ (8,097)	(21.0%)
Advertising	\$ 17,205	\$ 6,740	\$ 4,500	\$ 9,740	\$ 9,740	\$ 5,240	116.4%
Other Purchased Services	\$ 224,105	\$ 262,972	\$ 232,561	\$ 343,455	\$ 340,658	\$ 108,097	46.5%
Insurance	\$ 108,705	\$ 111,968	\$ 130,942	\$ 129,541	\$ 127,442	\$ (3,500)	(2.7%)
Phone, Postage, & Printing	\$ 90,508	\$ 108,885	\$ 107,470	\$ 135,125	\$ 118,458	\$ 10,988	10.2%
Books & Supplies	\$ 139,203	\$ 183,566	\$ 176,655	\$ 177,155	\$ 154,655	\$ (22,000)	(12.5%)
Other Supplies	\$ 62,797	\$ 67,892	\$ 69,555	\$ 66,320	\$ 67,570	\$ (1,985)	(2.9%)
Utilities	\$ 875,781	\$ 358,270	\$ 919,270	\$ 815,312	\$ 881,770	\$ (37,500)	(4.1%)
Food for Programs	\$ 26,158	\$ 25,693	\$ 25,000	\$ 28,700	\$ 22,000	\$ (3,000)	(12.0%)
Software & Equipment	\$ 154,908	\$ 115,076	\$ 165,818	\$ 108,656	\$ 148,549	\$ (17,269)	(10.4%)
Capital Set-Aside	\$ 85,000	\$ 19,635	\$ 57,605	\$ 46,182	\$ 25,000	\$ (32,605)	(56.6%)
Organizational Dues	\$ 8,462	\$ 17,354	\$ 16,088	\$ 7,472	\$ 7,473	\$ (8,615)	(53.5%)
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ 112,007	\$ 112,007	-
TOTAL EXPENDITURES	\$ 16,653,742	\$ 15,485,654	\$ 17,374,808	\$ 17,447,978	\$ 18,216,000	\$ 841,192	4.8%
EXCESS OF REVENUE OVER EXPENDITURES	\$ 340,582	\$ 1,132,382	\$ -	\$ -	\$ -		

LEARN MAGNET SCHOOLS: 2025-2026 EXPENSES



	RMMS	TFS	MSMHS	TRMC	Total	%
Salaries, Certified	2,690,572	2,745,990	2,181,003	620,478	8,238,043	45.5%
Salaries, Non-Certified	794,492	1,187,009	240,989	71,839	2,294,329	12.7%
Total Salaries	3,485,064	3,932,999	2,421,992	692,317	10,532,372	58.2%
Employee Benefits	706,590	917,098	406,636	117,672	2,147,996	11.9%
Total Employee Benefits	706,590	917,098	406,636	117,672	2,147,996	11.9%
Professional Services	73,202	66,725	95,850	33,819	269,596	1.5%
Administration/Management	536,799	596,749	377,273	123,946	1,634,767	9.0%
Total Prof. and Tech. Services	610,001	663,474	473,123	157,765	1,904,363	10.5%
Property Services	41,492	21,271	36,253	37,000	136,016	0.8%
Maintenance	519,346	496,263	431,268	2,551	1,449,428	8.0%
Total Purch. Property Services	560,838	517,534	467,521	39,551	1,585,444	8.8%
Transportation/Travel	26,591	18,715	38,600	33,504	30,503	0.2%
Advertising	17,205	6,740	4,500	9,740	9,740	0.1%
Other Purchased Services	224,105	262,972	232,561	343,455	340,658	1.9%
Insurance	108,705	111,968	130,942	129,541	127,442	0.7%
Phone, Postage, & Printing	90,508	108,885	107,470	135,125	118,458	0.7%
Total Other Purchased Services	467,114	509,280	514,073	651,365	626,801	3.5%
Books & Supplies	50,126	26,000	46,000	32,529	154,655	0.9%
Other Supplies	27,100	17,370	21,550	1,550	67,570	0.4%
Utilities	351,400	331,370	199,000	-	881,770	4.9%
Food For Programs	6,000	5,000	4,000	7,000	22,000	0.1%
Total Supplies	434,626	379,740	270,550	41,079	1,125,995	6.2%
Software & Equipment	54,865	35,967	38,520	19,197	148,549	0.8%
Capital Set-Aside	25,000	-	-	-	25,000	0.1%
Total Property	79,865	35,967	38,520	19,197	173,549	1.0%
Organizational Dues	475	475	5,241	1,282	7,473	0.0%
Total Other/Debt Service	475	475	5,241	1,282	7,473	0.0%

HISTORICAL TUITION RATES & STUDENT POPULATION

LEARN Magnet Tuitions	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Regional Multicultural Magnet School	\$ 3,074	\$ 3,120 1.5% increase	\$ 3,167 1.51% increase	\$ 3,230 1.99% increase	\$ 3,319 Additional 2.76%	\$ 1,925 42% decrease	\$ 1,925 No change
Marine Science Magnet High School	\$ 5,980	\$ 6,070 1.5% increase	\$ 6,131 1.0% increase	\$ 6,253 2.0% increase	\$ 6,409 Additional 2.49%	\$ 3,717 42% decrease	\$ 3,717 No change
Three Rivers Middle College Magnet High School	\$ 5,980	\$ 6,070 1.5% increase	\$ 6,131 1.0% increase	\$ 6,253 2.0% increase	\$ 6,378 Additional 2.00%	\$ 3,699 42% decrease	\$ 3,699 No change
The Friendship School	\$ 3,960	\$ 4,053 2.3% increase	\$ 4,053	\$ 4,053	\$ 4,053	\$ 2,351 42% decrease	\$2,351 (PreK) \$1,925 (K)
State contribution to each school	\$ 8,058 2.0% increase	\$ 8,058	\$ 8,058	\$ 8,058	\$ 8,058	\$ 10,631 Average	\$ 10,631 Average

Total Per-Pupil Tuitions	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Regional Multicultural Magnet School	\$ 11,132	\$ 11,178	\$ 11,225	\$ 11,288	\$ 11,377	\$ 12,028	\$ 12,028
Marine Science Magnet High School	\$ 14,038	\$ 14,128	\$ 14,189	\$ 14,311	\$ 14,467	\$ 10,999	\$ 10,999
Three Rivers Middle College Magnet High School	\$ 14,038	\$ 14,128	\$ 14,189	\$ 14,311	\$ 14,436	\$ 10,959	\$ 10,959
The Friendship School	\$ 12,018	\$ 12,111	\$ 12,111	\$ 12,111	\$ 12,111	\$ 12,811	\$12,811 (PreK) \$12,385 (K)

STUDENT COUNT @ 10/1	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Regional Multicultural Magnet School	464 of 505 reduc in class	463 of 488	500 of 502	495 of 501	494 of 495	469	485
<i>* shows number of tuition paying students vs full student count (difference due to tuition caps)</i>							
Marine Science Magnet High School	272	271	271	271	271	274	275
Three Rivers Middle College Magnet High School	67	67	67	79	81	92	92
The Friendship School	503	451 plus 2 1076-E	503	484	459	460	470
Magnet Student Total	1,495	1,277	1,343	1,335	1,306	1,295	1,322

LEARN MAGNET SCHOOLS

THE FRIENDSHIP SCHOOL (TFS)

School Demographics & Tuition

- **Grades Served:** Prekindergarten and Kindergarten
- **2025-2026 Enrollment Estimate:** 470
- **2024-2025 Number of Towns Served:** 18 towns
- **2025-2026 Staff FTE Estimate:** 74.70
- **2025-2026 Tuition:**
 - **Local Tuition Prekindergarten:** \$2,351, **Local Tuition Kindergarten:** \$1,925
 - **Estimated State Tuition:** \$10,460
 - **Total Prekindergarten:** \$12,811 **Total Kindergarten:** \$12,385



2025-2026 Revenue Sources

- **Tuition and Program Fees: \$423,340**
 - \$211,590 Tuition paid by families for prekindergarten (90 students at \$2,351)
 - \$211,750 Tuition for Kindergarten paid by town (110 students at \$1,925)
- **State Funds: \$5,550,970**
 - \$4,916,200 State Tuition for all students (470 students at \$10,460)
 - \$634,770 Tuition paid by state for prekindergarten (270 students at \$2,351)
- **Grants, Fees, and Other Contributions: \$163,562**
 - \$153,362 Title I (estimate)
 - \$10,200 Carelot Clubhouse at The Friendship School
- **Use of Fund Balance: \$381,334**

Budget Narrative

- **For the 2025-2026 school year** TFS will begin the transition to a Grade PK-2 school. Beginning in 2025-2026, TFS will add kindergarten.
- **Tuition:** For prekindergarten students, local tuition is paid by families. Prekindergarten special education charges are the responsibility of the sending district. If a family is below the state's income threshold, they are eligible for a tuition waiver, and tuition will then be paid by the state. Historically, approximately 25% of families pay tuition, and 75% of families qualify for a waiver. This same allocation is used for the 2025-2026 budget.
- **Magnet Schools Assistance Program LEAP (MSAP LEAP):** TFS was the recipient of the MSAP LEAP grant, which supports thematic and systemic revisions at the school as well as student enrollment goals. These funds will support the school's ongoing development of a museum theme and introduction of a dual language immersion option for students. This grant is awarded for a five-year period, beginning in October 2022 through September 2028. The grant budget is presented under "Programs & Services" in the budget package; no amounts related to MSAP are included above.
- **74.4% of funds in the TFS budget are allocated to salaries and benefits.** Early childhood classrooms require a 1:10 adult to student ratio for safety and supervision throughout the day. This year marks the first year of PK class reduction from 23 PK classrooms (11 PK 3 and 12 PK4) to 18 PK classrooms (7 PK3 and 11 PK4), along with five new kindergarten classrooms. Ultimately, the inclusion of grades 1 and 2 will allow TFS to reduce their staffing model.
- **The addition of kindergarten** also requires the addition of Multilanguage Learner supports resulting in the addition of a .5FTE MLL teacher.

THE FRIENDSHIP SCHOOL (excludes MSAP LEAP grant)

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 749,021	\$ 386,634	\$ 466,095	\$ 204,537	\$ 423,340	\$ (42,755)	(9.2%)
State Funds	\$ 5,083,548	\$ 5,335,583	\$ 5,104,965	\$ 5,688,523	\$ 5,550,970	\$ 446,005	8.7%
Grants, Fees, & Contributions	\$ 165,833	\$ 142,915	\$ 153,115	\$ 196,639	\$ 163,562	\$ 10,447	6.8%
Aqua Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ 405,677	\$ -	\$ 381,334	\$ (24,343)	(6.0%)
TOTAL REVENUES	\$ 5,998,402	\$ 5,865,132	\$ 6,129,852	\$ 6,089,699	\$ 6,519,206	\$ 389,354	6.4%
EXPENDITURES:							
Salaries, Certified	\$ 2,500,166	\$ 2,298,324	\$ 2,622,065	\$ 2,506,645	\$ 2,745,990	\$ 123,925	4.7%
Salaries, Non-Certified	\$ 987,783	\$ 1,099,343	\$ 1,112,528	\$ 1,185,354	\$ 1,187,009	\$ 74,481	6.7%
Employee Benefits	\$ 854,092	\$ 722,528	\$ 824,461	\$ 819,821	\$ 917,098	\$ 92,637	11.2%
Professional Services	\$ 57,133	\$ 50,558	\$ 51,595	\$ 89,767	\$ 66,725	\$ 15,130	29.3%
Administration/Management	\$ 610,778	\$ 463,745	\$ 561,941	\$ 559,310	\$ 596,749	\$ 34,808	6.2%
Property Services	\$ 322,701	\$ 8,797	\$ 17,371	\$ 17,371	\$ 21,271	\$ 3,900	22.5%
Maintenance	\$ 70,761	\$ 448,203	\$ 423,286	\$ 451,461	\$ 496,263	\$ 72,977	17.2%
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 176	\$ 6	\$ 200	\$ 200	\$ 200	\$ -	-
Advertising	\$ 3,423	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 15,871	\$ 12,121	\$ 33,492	\$ 33,492	\$ 33,493	\$ 1	0.0%
Insurance	\$ 19,957	\$ 19,733	\$ 23,500	\$ 22,099	\$ 20,000	\$ (3,500)	(14.9%)
Phone, Postage, & Printing	\$ 18,070	\$ 28,457	\$ 18,226	\$ 22,025	\$ 18,226	\$ -	-
Books & Supplies	\$ 31,052	\$ 27,316	\$ 25,500	\$ 26,000	\$ 26,000	\$ 500	2.0%
Other Supplies	\$ 10,596	\$ 14,273	\$ 18,370	\$ 18,370	\$ 17,370	\$ (1,000)	(5.4%)
Utilities	\$ 357,336	\$ 124,885	\$ 371,070	\$ 314,025	\$ 331,370	\$ (39,700)	(10.7%)
Food for Programs	\$ 2,126	\$ 3,842	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-
Software & Equipment	\$ 14,851	\$ 15,440	\$ 21,247	\$ 18,284	\$ 35,967	\$ 14,720	69.3%
Capital Set-Aside	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ 1,660	\$ 1,185	\$ -	\$ 475	\$ 475	\$ 475	-
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 5,883,530	\$ 5,338,756	\$ 6,129,852	\$ 6,089,699	\$ 6,519,206	\$ 389,354	6.4%
EXCESS OF REVENUE OVER EXPENDITURES	\$ 114,872	\$ 526,375	\$ -	\$ -	\$ -		

LEARN MAGNET SCHOOLS

REGIONAL MULTICULTURAL MAGNET SCHOOL (RMMS)

School Demographics & Tuition

- **Grades Served:** 1-6
- **2025-2026 Enrollment Estimate:** 485 students
- **2024-2025 Number of Towns Served:** 15 towns
- **2025-2026 Staff FTE Estimate:** 54.8 FTE
- **2025-2026 Tuition:**
 - **Local Tuition** \$1,925
 - **Estimated State Tuition** \$10,103
 - **Total** \$12,028



2025-2026 Revenue Sources

- **Tuition and Program Fees: \$1,073,625**
 - \$933,625 Local Tuition
 - \$140,000 Magnet Kingdom Revenue
- **State Funds: \$4,899,955**
 - \$4,899,955 State Tuition
- **Grants, Fees, and Other Contributions: \$125,082**
 - \$125,082 Title I (estimate)

Budget Narrative

- **Enrollment:** For the 2024-2025 school year, RMMS did not reach its enrollment goal of 505. By October 1st, the total enrollment for the school had capped at 469. New marketing and recruitment strategies were implemented to reach the enrollment target of 485 by October 1st, 2025.
- **For the 2025-2026 school year** RMMS will begin the transition to a Grade 3-8 school. Beginning in 2025-2026, RMMS will add grade 6 and eliminate grade K.
- **Magnet Schools Assistance Program (MSAP SOARS):** RMMS was the recipient of the MSAP SOARS grant, which supports thematic and systemic revisions at the school as well as student enrollment goals. These funds will support the school's instructional transformation to a project-based learning approach with a thematic focus on multicultural education featuring a dual language immersion option for students. This grant is awarded for a five-year period, beginning in October 2024 through September 2029. The grant budget is presented under "Programs & Services" in the budget package; no amounts related to MSAP are included above.

REGIONAL MULTICULTURAL MAGNET SCHOOL (excludes MSAP SOARS grant)

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 1,738,080	\$ 1,809,276	\$ 1,816,095	\$ 1,052,834	\$ 1,073,625	\$ (742,470)	(40.9%)
State Funds	\$ 4,037,058	\$ 3,888,710	\$ 4,069,290	\$ 4,738,585	\$ 4,899,955	\$ 830,665	20.4%
Grants, Fees, & Contributions	\$ 162,893	\$ 8,486	\$ 163,115	\$ 125,082	\$ 125,082	\$ (38,033)	(23.3%)
Aqua Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 5,938,031	\$ 5,706,472	\$ 6,048,500	\$ 5,916,501	\$ 6,098,662	\$ 50,162	0.8%
EXPENDITURES:							
Salaries, Certified	\$ 2,747,056	\$ 2,763,066	\$ 2,804,844	\$ 2,754,008	\$ 2,690,572	\$ (114,272)	(4.1%)
Salaries, Non-Certified	\$ 750,600	\$ 728,260	\$ 809,655	\$ 750,263	\$ 794,492	\$ (15,163)	(1.9%)
Employee Benefits	\$ 691,034	\$ 566,964	\$ 652,233	\$ 647,187	\$ 706,590	\$ 54,357	8.3%
Professional Services	\$ 58,197	\$ 88,272	\$ 60,700	\$ 114,551	\$ 73,202	\$ 12,502	20.6%
Administration/Management	\$ 584,630	\$ 410,794	\$ 540,340	\$ 534,119	\$ 536,799	\$ (3,541)	(0.7%)
Property Services	\$ 360,214	\$ 38,347	\$ 41,492	\$ 41,492	\$ 41,492	\$ -	-
Maintenance	\$ 161,816	\$ 474,086	\$ 485,219	\$ 495,219	\$ 519,346	\$ 34,127	7.0%
Rent/Internal Rent	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 7,009	\$ 5,880	\$ 7,100	\$ 7,002	\$ 4,001	\$ (3,099)	(43.6%)
Advertising	\$ 1,516	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	-
Other Purchased Services	\$ 8,992	\$ 20,128	\$ 9,667	\$ 12,463	\$ 9,665	\$ (2)	(0.0%)
Insurance	\$ 41,295	\$ 41,020	\$ 48,498	\$ 48,498	\$ 48,498	\$ 0	0.0%
Phone, Postage, & Printing	\$ 32,148	\$ 38,941	\$ 39,544	\$ 52,616	\$ 45,532	\$ 5,988	15.1%
Books & Supplies	\$ 32,226	\$ 55,690	\$ 50,126	\$ 50,126	\$ 50,126	\$ -	-
Other Supplies	\$ 32,205	\$ 33,098	\$ 27,100	\$ 27,100	\$ 27,100	\$ -	-
Utilities	\$ 306,519	\$ 167,912	\$ 349,400	\$ 328,487	\$ 351,400	\$ 2,000	0.6%
Food for Programs	\$ 9,604	\$ 8,342	\$ 6,500	\$ 10,200	\$ 6,000	\$ (500)	(7.7%)
Software & Equipment	\$ 18,206	\$ 24,016	\$ 79,428	\$ 33,250	\$ 54,865	\$ (24,563)	(30.9%)
Capital Set-Aside	\$ 20,000	\$ -	\$ 25,338	\$ 7,945	\$ 25,000	\$ (338)	(1.3%)
Organizational Dues	\$ 475	\$ 8,946	\$ 9,816	\$ 475	\$ 475	\$ (9,341)	(95.2%)
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ 112,007	\$ 112,007	-
TOTAL EXPENDITURES	\$ 5,869,741	\$ 5,473,763	\$ 6,048,500	\$ 5,916,501	\$ 6,098,662	\$ 50,162	0.8%
EXCESS OF REVENUE OVER EXPENDITURES	\$ 68,290	\$ 232,710	\$ -	\$ -	\$ -		

LEARN MAGNET SCHOOLS

MARINE SCIENCE MAGNET HIGH SCHOOL (MSMHS)

School Demographics & Tuition

- **Grades Served:** 9-12
- **2025-2026 Enrollment Estimate:** 275 students
- **2024-2025 Number of Towns Served:** 29 towns
- **2025-2026 Staff FTE Estimate:** 35.10 FTE
- **2025-2026 Tuition:**
 - **Local Tuition:** \$3,717
 - **State Tuition:** \$10,999
 - **Total:** \$14,716



2025-2026 Revenue Sources

- **Tuition and Program Fees: \$1,022,175**
 - \$1,022,175 Local Tuition
- **State Funds: \$3,024,725**
 - \$3,024,725 State Tuition
- **Aqua Sales: \$27,000**
 - \$27,000 (estimate)
- **Use of Fund Balance: \$141,627**

Budget Narrative

- **Enrollment:** For 2025-2026, we are budgeting a total student enrollment of 275.
- **Magnet Schools Assistance Program LEAP (MSAP LEAP):** MSMHS was the recipient of the MSAP LEAP grant, which supports thematic and systemic revisions at the school as well as student enrollment goals. These funds will support the school's continued thematic expansion to broaden the definition of "Marine Science" to include learning pathways in policy, fieldwork, and business/entrepreneurship. Funds also support curriculum and instructional revision that promotes student voice/agency as well as the school's development as a project-based learning school. This grant is awarded for a five-year period, beginning in October 2022 through September 2028. The grant budget is presented under "Programs & Services" in the budget package; no amounts related to MSAP are included above.
- **Coral Sales:** MSMHS created a business enterprise fund with the sale of coral. Revenue and expenses of this business enterprise are included in the MSMHS budget beginning in 2021-2022. We estimate about \$27,000 in revenue for 2025-2026. Expenses include an hourly intern, supplies, equipment, and scholarships. In 2023-2024, LEARN contracted with EM Aquaculture to support the expansion of the coral sales program. A portion of the profits will be retained by LEARN to be used for educational purposes.

MARINE SCIENCE MAGNET HIGH SCHOOL (excludes MSAP LEAP grant)

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 1,688,310	\$ 1,736,839	\$ 1,762,475	\$ 1,018,458	\$ 1,022,175	\$ (740,300)	(42.0%)
State Funds	\$ 2,183,718	\$ 2,111,613	\$ 2,215,950	\$ 3,013,726	\$ 3,024,725	\$ 808,775	36.5%
Grants, Fees, & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Aqua Sales	\$ 34,886	\$ 22,619	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 141,627	\$ 141,627	-
TOTAL REVENUES	\$ 3,906,914	\$ 3,871,071	\$ 4,005,425	\$ 4,059,184	\$ 4,215,527	\$ 210,102	5.2%
EXPENDITURES:							
Salaries, Certified	\$ 1,950,661	\$ 1,979,881	\$ 2,139,084	\$ 2,108,340	\$ 2,181,003	\$ 41,919	2.0%
Salaries, Non-Certified	\$ 164,103	\$ 176,795	\$ 185,879	\$ 233,585	\$ 240,989	\$ 55,110	29.6%
Employee Benefits	\$ 385,668	\$ 325,278	\$ 383,006	\$ 381,127	\$ 406,636	\$ 23,630	6.2%
Professional Services	\$ 90,894	\$ 50,209	\$ 46,525	\$ 72,196	\$ 95,850	\$ 49,325	106.0%
Administration/Management	\$ 397,129	\$ 302,230	\$ 356,220	\$ 363,860	\$ 377,273	\$ 21,053	5.9%
Property Services	\$ 251,347	\$ 17,802	\$ 42,930	\$ 35,653	\$ 36,253	\$ (6,677)	(15.6%)
Maintenance	\$ 68,573	\$ 356,654	\$ 348,501	\$ 424,634	\$ 431,268	\$ 82,767	23.7%
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 12,917	\$ 5,461	\$ 21,200	\$ 16,200	\$ 16,200	\$ (5,000)	(23.6%)
Advertising	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	-
Other Purchased Services	\$ 4,323	\$ 8,697	\$ 11,500	\$ 11,500	\$ 11,500	\$ -	-
Insurance	\$ 42,056	\$ 45,764	\$ 52,244	\$ 52,244	\$ 52,244	\$ -	-
Phone, Postage, & Printing	\$ 36,706	\$ 38,974	\$ 46,000	\$ 56,784	\$ 51,000	\$ 5,000	10.9%
Books & Supplies	\$ 51,832	\$ 73,629	\$ 68,500	\$ 68,500	\$ 46,000	\$ (22,500)	(32.8%)
Other Supplies	\$ 18,893	\$ 18,510	\$ 22,535	\$ 19,300	\$ 21,550	\$ (985)	(4.4%)
Utilities	\$ 211,926	\$ 65,474	\$ 198,800	\$ 172,800	\$ 199,000	\$ 200	0.1%
Food for Programs	\$ 8,675	\$ 7,419	\$ 6,500	\$ 6,500	\$ 4,000	\$ (2,500)	(38.5%)
Software & Equipment	\$ 94,477	\$ 51,980	\$ 37,742	\$ 29,721	\$ 38,520	\$ 778	2.1%
Capital Set-Aside	\$ 60,000	\$ 19,635	\$ 32,267	\$ -	\$ -	\$ (32,267)	(100.0%)
Organizational Dues	\$ 5,467	\$ 6,363	\$ 4,992	\$ 5,240	\$ 5,241	\$ 249	5.0%
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 3,855,649	\$ 3,550,755	\$ 4,005,425	\$ 4,059,184	\$ 4,215,527	\$ 210,102	5.2%
EXCESS OF REVENUE OVER EXPENDITURES	\$ 51,265	\$ 320,316	\$ -	\$ -	\$ -		

LEARN MAGNET SCHOOLS

THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL (TRMC)

School Demographics & Tuition

- **Grades Served:** 11-12
- **2025-2026 Enrollment Estimate:** 92 students
- **2024-2025 Number of Towns Served:** 22 towns
- **2025-2026 Staff FTE Estimate:** 9.25 FTE
- **2025-2026 Tuition:**
 - **Local Tuition:** \$3,699
 - **State Tuition:** \$10,959
 - **Total:** \$14,658



2025-2026 Revenue Sources

- **Tuition and Program Fees: \$340,308**
 - \$340,308 Local Tuition
- **State Funds: \$1,008,320**
 - \$1,008,320 State Tuition
- **Grants, Fees, and Other Contributions: \$33,977**
 - \$33,977 Title I (estimate)

Budget Narrative

- **For the 2025-2026 school year** TRMC will maintain enrollment at 92 students. TRMC will continue its use of Niche.com as a primary marketing strategy which has been successful in reaching homeschool networks and promoting the school's positive reviews from past families.
- **9.25 FTE staff are employed at TRMC with two staff members retiring** as of June 30, 2025; the impact on the budget will be determined based on the experience and education levels of the new staff members.
- **Professional learning in collaboration with Corwin** will continue to support TRMC's evolution into a Visible Learning School. This professional learning will further shape the school's instructional model and inform curriculum and assessment practices in all classrooms.
- **Three Rivers Community College (TRCC):** TRMC partners with Three Rivers Community College to deliver coursework. This model keeps certain costs down (facilities and staffing costs), while adding the cost of TRCC tuition. Students take classes directly with TRCC, which are supplemented with "contract" classes where TRMC purchases instructional services for the entire student body. TRCC tuition costs are included in "Other Purchased Services."
 - Due to TRCC becoming part of the CT State Community College System, LEARN and TRCC have a lease arrangement from January 1, 2025 through June 30, 2028.
 - For 2025-2026 the student tuition paid by Three Rivers Middle College Magnet High School (TRMC) to Three Rivers Community College (TRMCC) is estimated to be \$286,000.

THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 500,365	\$ 516,618	\$ 516,618	\$ 340,308	\$ 340,308	\$ (176,310)	(34.1%)
State Funds	\$ 636,582	\$ 632,908	\$ 652,698	\$ 1,008,308	\$ 1,008,320	\$ 355,622	54.5%
Grants, Fees, & Contributions	\$ 14,029	\$ 25,835	\$ 21,715	\$ 33,978	\$ 33,977	\$ 12,262	56.5%
Aqua Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 1,150,976	\$ 1,175,361	\$ 1,191,031	\$ 1,382,594	\$ 1,382,605	\$ 191,574	16.1%
EXPENDITURES:							
Salaries, Certified	\$ 489,111	\$ 540,955	\$ 593,382	\$ 608,151	\$ 620,478	\$ 27,096	4.6%
Salaries, Non-Certified	\$ 51,388	\$ 67,148	\$ 70,833	\$ 60,260	\$ 71,839	\$ 1,006	1.4%
Employee Benefits	\$ 100,123	\$ 91,301	\$ 112,042	\$ 109,844	\$ 117,672	\$ 5,630	5.0%
Professional Services	\$ 15,345	\$ 15,940	\$ 16,822	\$ 24,425	\$ 33,819	\$ 16,997	101.0%
Administration/Management	\$ 106,088	\$ 100,980	\$ 105,784	\$ 119,723	\$ 123,946	\$ 18,162	17.2%
Property Services	\$ -	\$ 1,500	\$ 19,456	\$ 37,000	\$ 37,000	\$ 17,544	90.2%
Maintenance	\$ 928	\$ 928	\$ 2,550	\$ 1,450	\$ 2,551	\$ 1	0.0%
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 6,488	\$ 7,367	\$ 10,100	\$ 10,102	\$ 10,102	\$ 2	0.0%
Advertising	\$ 12,266	\$ 6,740	\$ 2,000	\$ 7,240	\$ 7,240	\$ 5,240	262.0%
Other Purchased Services	\$ 194,919	\$ 222,026	\$ 177,902	\$ 286,000	\$ 286,000	\$ 108,098	60.8%
Insurance	\$ 5,397	\$ 5,451	\$ 6,700	\$ 6,700	\$ 6,700	\$ -	-
Phone, Postage, & Printing	\$ 3,584	\$ 2,513	\$ 3,700	\$ 3,700	\$ 3,700	\$ -	-
Books & Supplies	\$ 24,093	\$ 26,930	\$ 32,529	\$ 32,529	\$ 32,529	\$ -	-
Other Supplies	\$ 1,102	\$ 2,011	\$ 1,550	\$ 1,550	\$ 1,550	\$ -	-
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Food for Programs	\$ 5,753	\$ 6,091	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	-
Software & Equipment	\$ 27,374	\$ 23,639	\$ 27,401	\$ 27,401	\$ 19,197	\$ (8,204)	(29.9%)
Capital Set-Aside	\$ -	\$ -	\$ -	\$ 38,237		\$ -	-
Organizational Dues	\$ 860	\$ 860	\$ 1,280	\$ 1,282	\$ 1,282	\$ 2	0.1%
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 1,044,822	\$ 1,122,380	\$ 1,191,031	\$ 1,382,594	\$ 1,382,605	\$ 191,574	16.1%
EXCESS OF REVENUE OVER EXPENDITURES	\$ 106,155	\$ 52,981	\$ -	\$ -	\$ -		

LEARN

Fiscal Year 2025-2026 Proposed Budget

Programs & Services

Total Budget: \$30,563,159

PROGRAMS & SERVICES

Programs & Services

Magnet Schools Assistance Program Grants (MSAP): This budget represents two MSAP grants. In October 2022, we received a 5-year, \$9.8 million award from the U.S. Department of Education named MSAP LEAP that will run through September 2028. In October 2024, we received an additional 5-year, \$9.1 million award named MSAP SOARS that will run through September 2029. These grants are presented as a standalone entity for operational clarity.

Office of Teaching and Learning (OTL): The OTL Office delivers a suite of professional development services across the region and facilitates various professional networks and roundtables for educators. Furthermore, this Office oversees fiscal agent responsibility for multiple grants benefiting member districts and sister RESCs. Notably, LEARN a dynamic team of educators who support districts who serve Multilingual Learners.

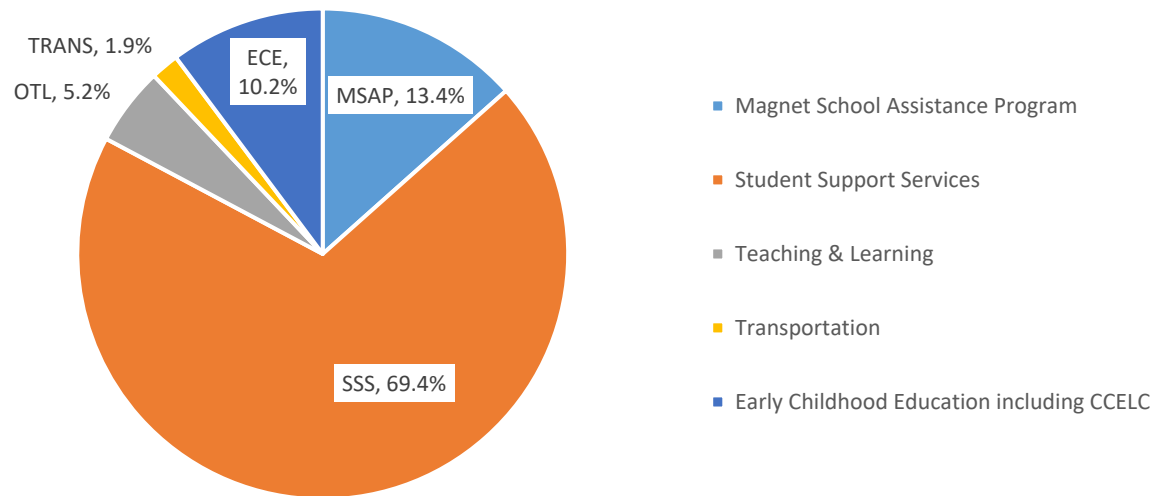
Student Support Services (SSS): The Office of Student Support Services provides region-wide support services and hosts specialized programs for students with diverse and complex needs. It is the largest office of LEARN and includes our early childhood education work. Effective July 1, 2024, the LEARN Transition Academy, a specialized school within the Office of Student Support Services, relocated to 58 Pennsylvania Avenue, Niantic. The new location has allowed for an expansion of services tailored to young adults ages 16-22.

Early Childhood Education (ECE): Positioned within the Student Support Services office, ECE, formerly known as Young Children & Families, offers early care and education programs serving member districts and their communities. ECE collaborates with the Connecticut Office of Early Childhood and various nonprofit organizations to enhance the quality of early care across all educational settings. ECE serves as the fiscal agent for a series of School Readiness grants supporting multiple agencies. This year, ECE will phase Creating Connections, an early LEARNing center by operating two classrooms located at The Friendship School.

Transportation: This budget incorporates operational expenses for mail courier services, van maintenance, the School Choice transportation grant, and external vendor expenses related to transportation services for students at RMMS, TRMC, and MSMHS.

Goodwin University Magnet Schools (GUMS): Effective July 1, 2024, Goodwin University assumed responsibility for all operations related to the GUMS partnership of magnet schools (RMS, CTRA Middle Grades, CTRA).

PROGRAMS & SERVICES: 2025-2026 REVENUE

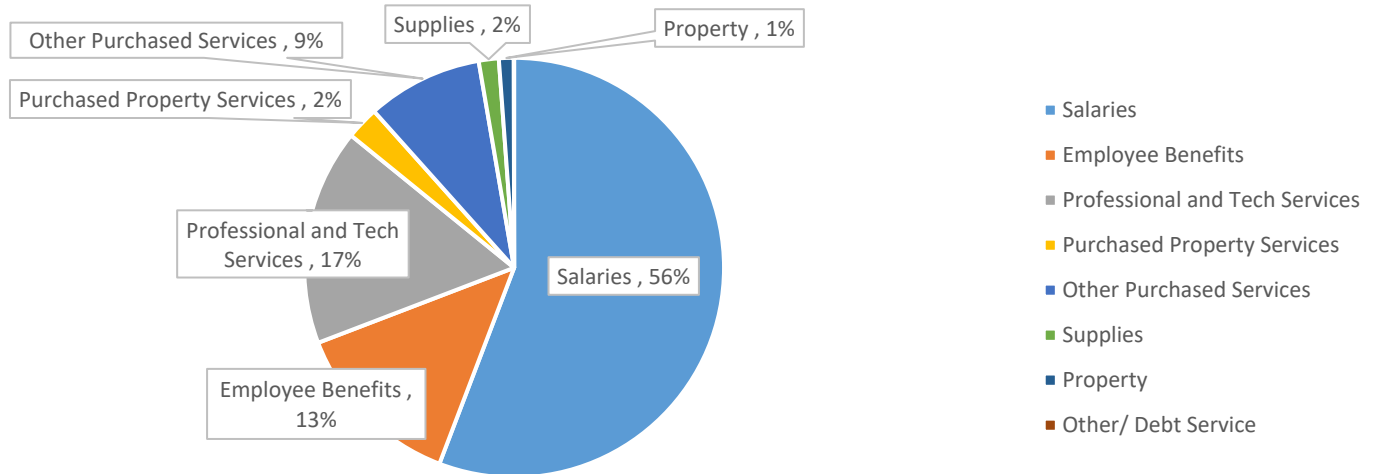


	Magnet Schools Assistance Program (MSAP)	Student Support Services (SSS)	Teaching & Learning	Transportation	Early Childhood Education (ECE) including CCELC	Total	%
Tuition & Program Fees		21,197,959	686,605		414,940	22,299,504	73.0%
State Funds	4,101,994			386,350	2,479,384	6,967,728	22.8%
Grants, Fees, & Contributions			174,100			174,100	0.6%
Use of Fund Balance			713,888	181,923	226,016	1,121,827	3.7%
Total Revenue	4,101,994	21,197,959	1,574,593	568,273	3,120,340	30,563,159	
Percentage	13.4%	69.4%	5.2%	1.9%	10.2%	100%	

PROGRAMS AND SERVICES - BY DEPARTMENT

	Magnet Schools Assistance Program Grants (MSAP)	Student Support Services	Early Childhood Education including Creating Connections	Office of Teaching & Learning	Transportation	PROGRAMS & SERVICES 2025-2026 PROPOSED
REVENUES:						
Tuition & Program Fees	\$ -	\$ 21,197,959	\$ 414,940	\$ 686,605	\$ -	\$ 22,299,504
State Funds	\$ 4,101,994	\$ -	\$ 2,479,384	\$ -	\$ 386,350	\$ 6,967,728
Grants, Fees, and Contributions	\$ -	\$ -	\$ -	\$ 174,100	\$ -	\$ 174,100
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Aqua Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ -	\$ 226,016	\$ 713,888	\$ 181,923	\$ 1,121,827
TOTAL REVENUES	\$ 4,101,994	\$ 21,197,959	\$ 3,120,340	\$ 1,574,593	\$ 568,273	\$ 30,563,159
EXPENDITURES:						
Salaries, Certified	\$ 1,486,781	\$ 6,193,399	\$ -	\$ 841,827	\$ -	\$ 8,522,007
Salaries, Non-Certified	\$ -	\$ 7,484,744	\$ 741,066	\$ 140,675	\$ 26,902	\$ 8,393,387
Employee Benefits	\$ 379,133	\$ 3,506,902	\$ 211,572	\$ 157,339	\$ 12,293	\$ 4,267,239
Professional Services	\$ 1,201,380	\$ 368,500	\$ 45,108	\$ 44,749	\$ 3,500	\$ 1,663,237
Administration/Management	\$ 298,275	\$ 2,214,151	\$ 119,387	\$ 150,020	\$ 6,387	\$ 2,788,220
Property Services	\$ -	\$ 88,300	\$ -	\$ -	\$ -	\$ 88,300
Maintenance	\$ -	\$ 386,371	\$ 500	\$ -	\$ -	\$ 386,871
Rent/Internal Rent	\$ -	\$ 136,226	\$ 34,000	\$ 48,871	\$ -	\$ 219,097
Transportation/Travel	\$ 99,100	\$ 44,100	\$ 16,350	\$ 34,986	\$ 505,191	\$ 699,727
Advertising	\$ -	\$ 1,500	\$ 150	\$ -	\$ -	\$ 1,650
Other Purchased Services	\$ -	\$ 19,500	\$ 1,909,383	\$ 18,150	\$ -	\$ 1,947,033
Insurance	\$ -	\$ 52,500	\$ -	\$ -	\$ 8,000	\$ 60,500
Phone, Postage, & Printing	\$ -	\$ 105,350	\$ 8,324	\$ 6,772	\$ 1,000	\$ 121,446
Books & Supplies	\$ 382,575	\$ 28,480	\$ 19,700	\$ 64,978	\$ -	\$ 495,733
Other Supplies	\$ -	\$ 66,950	\$ 10,500	\$ 100	\$ 5,000	\$ 82,550
Utilities	\$ -	\$ 138,500	\$ -	\$ -	\$ -	\$ 138,500
Food for Programs	\$ -	\$ 19,650	\$ 3,300	\$ 1,000	\$ -	\$ 23,950
Software & Equipment	\$ 254,750	\$ 125,900	\$ 1,000	\$ 64,126	\$ -	\$ 445,776
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Organizational Dues	\$ -	\$ 3,500	\$ -	\$ 1,000	\$ -	\$ 4,500
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Potential Surplus	\$ -	\$ 213,436	\$ -	\$ -	\$ -	\$ 213,436
TOTAL EXPENDITURES	\$ 4,101,994	\$ 21,197,959	\$ 3,120,340	\$ 1,574,593	\$ 568,273	\$ 30,563,159
EXCESS OF REVENUE OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

PROGRAMS & SERVICES: EXPENSES



	Programs & Services Totals	%
Salaries, Certified	8,522,007	28.1%
Salaries, Non Certified	8,393,387	27.7%
Total Salaries	16,915,394	55.7%
Employee Benefits	4,267,239	14.1%
Total Employee Benefits	4,267,239	14.1%
Professional Services	1,663,237	5.5%
Administration/Management	2,788,220	9.2%
Total Professional and Tech Services	4,451,457	14.7%
Property Services	88,300	0.3%
Maintenance	386,871	1.3%
Rent/Internal Rent	219,097	0.7%
Total Purchased Property Services	694,268	2.3%
Transportation/Travel	699,727	2.3%
Advertising	1,650	0.0%
Other Purchased Services	1,947,033	6.4%
Insurance	60,500	0.2%
Phone, Postage, & Printing	121,446	0.4%
Total Other Purchased Services	2,830,356	9.3%
Books & Supplies	495,733	1.6%
Other Supplies	82,550	0.3%
Utilities	138,500	0.5%
Food For Programs	23,950	0.1%
Total Supplies	740,733	2.4%
Software & Equipment	445,776	1.5%
Capital Set-Aside	-	0.0%
Total Property	445,776	1.5%
Organizational Dues	4,500	0.0%
Total Other/ Debt Service	4,500	0.0%

PROGRAMS AND SERVICES

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 16,238,390	\$ 16,750,079	\$ 19,359,637	\$ 19,257,723	\$ 22,299,504	\$ 2,939,867	15.2%
State Funds	\$ 4,195,449	\$ 3,659,042	\$ 4,918,279	\$ 6,982,640	\$ 6,967,728	\$ 2,049,449	41.7%
Grants, Fees, & Contributions	\$ 12,466,071	\$ 15,963,452	\$ 252,210	\$ 222,583	\$ 174,100	\$ (78,110)	(31.0%)
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Aqua Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ 853,483	\$ 892,309	\$ 1,121,827	\$ 268,344	31.4%
TOTAL REVENUES	\$ 32,899,909	\$ 36,372,573	\$ 25,383,609	\$ 27,355,255	\$ 30,563,159	\$ 3,207,904	20.4%
EXPENDITURES:							
Salaries, Certified	\$ 14,063,193	\$ 17,183,066	\$ 7,099,803	\$ 7,909,460	\$ 8,522,007	\$ 1,422,204	20.0%
Salaries, Non-Certified	\$ 6,027,815	\$ 8,440,062	\$ 7,062,952	\$ 7,127,668	\$ 8,393,387	\$ 1,330,435	18.8%
Employee Benefits	\$ 4,640,385	\$ 4,484,574	\$ 3,396,964	\$ 3,503,843	\$ 4,267,239	\$ 870,275	25.6%
Professional Services	\$ 1,821,042	\$ 789,982	\$ 1,842,206	\$ 1,539,620	\$ 1,663,237	\$ (178,969)	(9.7%)
Administration/Management	\$ 1,762,636	\$ 1,833,104	\$ 2,388,051	\$ 2,467,125	\$ 2,788,220	\$ 400,169	16.8%
Property Services	\$ 236,670	\$ 138,271	\$ 39,950	\$ 31,750	\$ 88,300	\$ 48,350	121.0%
Maintenance	\$ 51,110	\$ 332,993	\$ 371,750	\$ 438,500	\$ 386,871	\$ 15,121	4.1%
Rent/Internal Rent	\$ 137,669	\$ 137,778	\$ 229,349	\$ 216,901	\$ 219,097	\$ (10,252)	(4.5%)
Transportation/Travel	\$ 421,281	\$ 628,118	\$ 489,513	\$ 635,716	\$ 699,727	\$ 210,214	42.9%
Advertising	\$ 7,614	\$ 11,414	\$ 6,150	\$ 1,000	\$ 1,650	\$ (4,500)	(73.2%)
Other Purchased Services	\$ 1,485,644	\$ 1,471,395	\$ 1,631,217	\$ 1,916,776	\$ 1,947,033	\$ 315,816	19.4%
Insurance	\$ 59,771	\$ 57,666	\$ 58,000	\$ 70,100	\$ 60,500	\$ 2,500	4.3%
Phone, Postage, & Printing	\$ 73,368	\$ 82,198	\$ 79,224	\$ 101,926	\$ 121,446	\$ 42,222	53.3%
Books & Supplies	\$ 156,479	\$ 171,945	\$ 150,425	\$ 555,078	\$ 495,733	\$ 345,308	229.6%
Other Supplies	\$ 58,518	\$ 102,393	\$ 63,215	\$ 64,461	\$ 82,550	\$ 19,335	30.6%
Utilities	\$ 109,464	\$ 92,263	\$ 156,000	\$ 128,250	\$ 138,500	\$ (17,500)	(11.2%)
Food for Programs	\$ 10,553	\$ 19,084	\$ 21,050	\$ 19,621	\$ 23,950	\$ 2,900	13.8%
Software & Equipment	\$ 243,881	\$ 209,833	\$ 293,789	\$ 616,272	\$ 445,776	\$ 151,987	51.7%
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ 2,524	\$ 3,015	\$ 4,000	\$ 2,580	\$ 4,500	\$ 500	12.5%
Interest & Principal Payments	\$ 255,255	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ 8,608	\$ 213,436	\$ 213,436	-
TOTAL EXPENDITURES	\$ 31,624,870	\$ 36,189,153	\$ 25,383,609	\$ 27,355,255	\$ 30,563,159	\$ 5,179,550	20.4%
EXCESS OF REVENUE OVER EXPENDITURES	\$ 1,275,039	\$ 183,420	\$ -	\$ -	\$ -		

PROGRAMS & SERVICES

MAGNET SCHOOLS ASSISTANCE PROGRAM GRANTS (MSAP)

MSAP Grants

- **Sustainable Outcomes by Advancing Regional Solutions (SOARS):**
 - Award Period: October 1, 2024 through September 30, 2029
 - Award Amount: \$9,125,042
- **Leaders for Equity & Achievement through Partnerships (LEAP):**
 - Award Period: October 1, 2022 through September 30, 2028
 - Award Amount: \$9,820,260
- **Equity, eXcellence & Pride across Eastern Connecticut (EXPECT):**
 - Award Period: October 1, 2022 through March 30, 2023
 - Award Amount: \$14,991,098
 - Total Amount Spent/Requested: \$14,944,786

Budget Narrative

- In October 2022, LEARN was awarded the **MSAP LEAP** grant, a five-year \$9.8 million grant including schools from LEARN (The Friendship School and Marine Science Magnet High School) and Goodwin University Magnet Schools (Magnet Industry 5.0 High School).
- In October 2024, LEARN was awarded the **MSAP SOARS** grant, a five-year \$9.1 million grant including one LEARN school (Regional Multicultural Magnet School) and one New London school (Jennings International Education Elementary Magnet School).
- **The MSAP budget**, activities, and results are closely monitored. The budget amount shown reflects federally approved yearly expenditures as of the award date, which are revised over time through communication with federal staff. In addition, unspent amounts may be carried forward and applied differently than originally planned. Therefore, actual expenditures may vary significantly in comparison to original budget amounts.
- The Magnet Schools Assistance Program grant operates on a **federal fiscal year** (Oct 1- Sept 30) and may therefore make purchases over the summer which might not fall into LEARN's fiscal year. Funds which are not expended in the budget year are generally allowed to carry-forward, at the discretion of the federal agency overseeing the grant.
- Since LEARN is reimbursed only for actual expenditures, there will be no surplus or deficit to this budget.

MAGNET SCHOOLS ASSISTANCE PROGRAM GRANTS (MSAP)

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
State Funds	\$ 1,709,189	\$ 1,031,961	\$ 2,410,448	\$ 4,193,676	\$ 4,101,994	\$ 1,691,546	70.2%
Grants, Fees, & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 1,709,189	\$ 1,031,961	\$ 2,410,448	\$ 4,193,676	\$ 4,101,994	\$ 1,691,546	70.2%
EXPENDITURES:							
Salaries, Certified	\$ 161,952	\$ 393,209	\$ 385,600	\$ 1,418,510	\$ 1,486,781	\$ 1,101,181	285.6%
Salaries, Non-Certified	\$ 89,585	\$ 47,250	\$ 96,950	\$ -	\$ -	\$ (96,950)	(100.0%)
Employee Benefits	\$ 37,755	\$ 47,796	\$ 147,271	\$ 371,145	\$ 379,133	\$ 231,862	157.4%
Professional Services	\$ 1,021,009	\$ 218,299	\$ 1,447,895	\$ 1,166,497	\$ 1,201,380	\$ (246,515)	(17.0%)
Administration/Management	\$ 184,088	\$ 60,506	\$ 183,432	\$ 295,774	\$ 298,275	\$ 114,843	62.6%
Property Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 49,857	\$ 109,848	\$ 40,100	\$ 102,100	\$ 99,100	\$ 59,000	147.1%
Advertising	\$ 6,333	\$ 10,831	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ -	\$ 125	\$ -	\$ -	\$ -	\$ -	-
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage, & Printing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Books & Supplies	\$ 58,047	\$ 81,596	\$ 70,950	\$ 455,400	\$ 382,575	\$ 311,625	439.2%
Other Supplies	\$ 2,474	\$ 22,961	\$ -	\$ -	\$ -	\$ -	-
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Food for Programs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Software & Equipment	\$ 98,091	\$ 39,541	\$ 38,250	\$ 384,250	\$ 254,750	\$ 216,500	-
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 1,709,189	\$ 1,031,961	\$ 1,917,610	\$ 4,193,676	\$ 4,101,994	\$ 2,184,384	113.9%
EXCESS OF REVENUE OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -		

PROGRAMS & SERVICES

OFFICE OF TEACHING & LEARNING (OTL)

2025-2026 Revenue Sources

- **Tuition and Program Fees: \$686,605**
 - \$654,605 Estimated revenue from contracts and workshops
 - \$32,000 Online learning revenue
- **Grants, Fees, and Other Contributions: \$174,100**
 - \$2,448 Title I McKinney-Vento set-aside (estimate)
 - \$25,878 Title II (estimate)
 - \$14,363 Title III LEARN (estimate)
 - \$22,893 Title IV (estimate)
 - \$9,495 Bilingual (estimate)
 - \$99,023 Pekins (estimate)
- **Use of Fund Balance: \$713,888**
 - **\$713,888** Use of fund Balance

Budget Narrative

- Through professional development and direct consultation, the **Office of Teaching & Learning (OTL)** supports the improvement of teaching skills and the exploration of new insights in the learning environment. OTL enables LEARN to work closely with professional networks, roundtables, and communities of practice that better inform our professional development programs within the region and in our own schools.
- OTL provides workshops and learning options for area school districts as well as for LEARN staff. Newly hired OTL staff are currently creating new offerings and developing additional partnerships with school districts and other agencies. Areas of expertise include but are not limited to Multi Language Learners, Instructional Technology, and Equity in Education.
- OTL manages several larger consortium grants such as Perkins and Title III.

OFFICE OF TEACHING & LEARNING (OTL)

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 1,352,467	\$ 521,214	\$ 691,384	\$ 655,433	\$ 686,605	\$ (4,779)	(0.7%)
State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 174,100	-
Grants, Fees, & Contributions	\$ 372,244	\$ 416,157	\$ 252,210	\$ 222,583	\$ 174,100	\$ (252,210)	(31.0%)
Use of Fund Balance	\$ -	\$ -	\$ 773,035	\$ 661,942	\$ 713,888	\$ (59,147)	-
TOTAL REVENUES	\$ 1,724,711	\$ 937,371	\$ 1,716,629	\$ 1,539,958	\$ 1,574,593	\$ (142,036)	(8.3%)
EXPENDITURES:							
Salaries, Certified	\$ 467,764	\$ 712,966	\$ 846,984	\$ 841,802	\$ 841,827	\$ (5,157)	(0.6%)
Salaries, Non-Certified	\$ 265,536	\$ 160,687	\$ 229,253	\$ 136,724	\$ 140,675	\$ (88,578)	(38.6%)
Employee Benefits	\$ 108,793	\$ 106,233	\$ 132,032	\$ 120,180	\$ 157,339	\$ 25,307	19.2%
Professional Services	\$ 326,462	\$ 171,120	\$ 74,273	\$ 52,715	\$ 44,749	\$ (29,524)	(39.8%)
Administration/Management	\$ 103,954	\$ 111,597	\$ 159,382	\$ 141,114	\$ 150,020	\$ (9,362)	(5.9%)
Property Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	\$ -	\$ 1,046	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ 47,448	\$ 37,182	\$ 48,871	\$ 48,871	\$ 48,871	\$ -	-
Transportation/Travel	\$ 18,035	\$ 43,440	\$ 21,740	\$ 37,726	\$ 34,986	\$ 13,246	60.9%
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 13,670	\$ 29,477	\$ 18,150	\$ 18,150	\$ 18,150	\$ -	-
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage, & Printing	\$ 5,506	\$ 5,408	\$ 6,300	\$ 6,772	\$ 6,772	\$ 472	7.5%
Books & Supplies	\$ 72,836	\$ 64,766	\$ 41,605	\$ 64,978	\$ 64,978	\$ 23,373	56.2%
Other Supplies	\$ 16,004	\$ 638	\$ -	\$ 100	\$ 100	\$ 100	-
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Food for Programs	\$ 1,637	\$ 3,870	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	-
Software & Equipment	\$ 48,142	\$ 75,403	\$ 136,039	\$ 68,826	\$ 64,126	\$ (71,913)	(52.9%)
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ 35	\$ 157	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	-
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 1,495,822	\$ 1,523,989	\$ 1,716,629	\$ 1,539,958	\$ 1,574,593	\$ (142,036)	(8.3%)
EXCESS OF REVENUE OVER EXPENDITURES	\$ 228,888	\$ (586,619)	\$ -	\$ -	\$ -		

PROGRAMS & SERVICES

STUDENT SUPPORT SERVICES (SSS)

2025-2026 Revenue Sources

- **Tuition and Program Fees: \$21,197,959**
 - \$10,704,064 Estimated revenue for Ocean Avenue LEARNing Academy
 - \$2,282,136 Estimated revenue for LEARN Transition Academy
 - \$933,379 Estimated revenue for Extended School Year
 - \$4,618,828 Estimated revenue from Magnet School Special Education Programs
 - \$1,494,866 Estimated revenue from district service contracts
 - \$1,164,686 Estimated revenue from state contract work

Budget Narrative

- **Student Support Services** stands as LEARN's largest sector with an employee count of 224.95 (projected for 2025-2026). SSS shows consistent expansion, responding to the needs of our member schools districts and LEARN's magnet schools. These dedicated staff may be allocated to various roles, including outplacement, magnet schools, or regional services. The LEARN Student Support Services team consists of experts from a variety of fields, including psychiatry, psychology, nursing, special education, early childhood education, speech and language pathology, and occupational and physical therapy.
- **Salaries** for 2025-2026 increased, driven by several factors including annual staff growth and the need for additional personnel to accommodate rising student enrollment at both the Ocean Avenue LEARNing Academy (OALA) and the LEARN Transition Academy (LTA).
- The RESC Alliance special education team continues to partner with the Bureau of Special Education at the Connecticut State Department. The scope of work ranges from supporting Individualized Education Program (IEP) quality to providing technical assistance to districts in building high-quality transition programs.
- OALA has been operating for over six years, with enrollment ranging between 70 and 80 students over the past two years. For the 2025-2026 budget, we are projecting enrollment of 90 students at OALA and 19 students at LTA.
- Another portion of this budget is the special education provided throughout the magnet programs. Students receive services based on an IEP developed by staff, families, and sending districts. For 2025-2026, we estimate servicing 154 students across the LEARN magnet schools.
- Due to this department's complexity and scope, additional detailed information is provided on the pages following the SSS budgets.

STUDENT SUPPORT SERVICES (SSS)

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 14,690,338	\$ 16,090,235	\$ 18,502,689	\$ 18,408,110	\$ 21,197,959	\$ 2,695,270	14.6%
State Funds	\$ 517,767	\$ 20,588	\$ -	\$ -	\$ -	\$ -	-
Grants, Fees, & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 15,208,105	\$ 16,110,824	\$ 16,184,812	\$ 18,408,110	\$ 21,197,959	\$ 5,013,147	31.0%
EXPENDITURES:							
Salaries, Certified	\$ 4,632,141	\$ 4,754,972	\$ 5,867,219	\$ 5,649,148	\$ 6,193,399	\$ 326,180	5.6%
Salaries, Non-Certified	\$ 4,022,920	\$ 5,646,229	\$ 6,283,229	\$ 6,458,730	\$ 7,484,744	\$ 1,201,515	19.1%
Employee Benefits	\$ 2,536,607	\$ 2,169,678	\$ 3,004,116	\$ 2,879,746	\$ 3,506,902	\$ 502,786	16.7%
Professional Services	\$ 415,968	\$ 359,636	\$ 283,450	\$ 283,000	\$ 368,500	\$ 85,050	30.0%
Administration/Management	\$ 1,444,142	\$ 1,625,555	\$ 1,964,709	\$ 1,942,797	\$ 2,214,151	\$ 249,442	12.7%
Property Services	\$ 236,670	\$ 138,271	\$ 39,950	\$ 31,750	\$ 88,300	\$ 48,350	121.0%
Maintenance	\$ 47,881	\$ 328,640	\$ 370,750	\$ 438,000	\$ 386,371	\$ 15,621	4.2%
Rent/Internal Rent	\$ 50,232	\$ 53,148	\$ 133,030	\$ 133,030	\$ 136,226	\$ 3,196	2.4%
Transportation/Travel	\$ 6,528	\$ 39,148	\$ 38,600	\$ 33,650	\$ 44,100	\$ 5,500	14.2%
Advertising	\$ 331	\$ 583	\$ 6,000	\$ 1,000	\$ 1,500	\$ (4,500)	(75.0%)
Other Purchased Services	\$ 6,590	\$ 13,667	\$ 16,500	\$ 16,673	\$ 19,500	\$ 3,000	18.2%
Insurance	\$ 40,959	\$ 50,756	\$ 50,000	\$ 62,100	\$ 52,500	\$ 2,500	5.0%
Phone, Postage, & Printing	\$ 54,355	\$ 71,974	\$ 64,000	\$ 85,850	\$ 105,350	\$ 41,350	64.6%
Books & Supplies	\$ 16,947	\$ 15,277	\$ 26,370	\$ 21,950	\$ 28,480	\$ 2,110	8.0%
Other Supplies	\$ 33,289	73000.97	\$ 57,715	\$ 51,111	\$ 66,950	\$ 9,235	16.0%
Utilities	\$ 107,564	\$ 92,263	\$ 156,000	\$ 128,250	\$ 138,500	\$ (17,500)	(11.2%)
Food for Programs	\$ 7,930	\$ 14,964	\$ 19,750	\$ 17,521	\$ 19,650	\$ (100)	(0.5%)
Software & Equipment	\$ 43,585	\$ 89,134	\$ 118,300	\$ 162,196	\$ 125,900	\$ 7,600	6.4%
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ 2,489	\$ 2,858	\$ 3,000	\$ 3,000	\$ 3,500	\$ 500	16.7%
Interest & Principal Payments	\$ 255,255	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ 8,608	\$ 213,436	\$ 213,436	-
TOTAL EXPENDITURES	\$ 13,962,383	\$ 15,539,753	\$ 16,184,812	\$ 18,408,110	\$ 21,197,959	\$ 5,013,147	31.0%
EXCESS OF REVENUE OVER EXPENDITURES	\$ 1,245,721	\$ 571,070	\$ -	\$ -	\$ -		

STUDENT SUPPORT SERVICES - BY PROGRAM

Student Counts

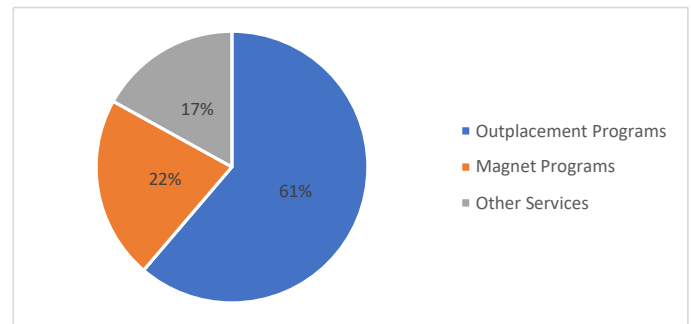
Outplacement Programs	Projected 2024-2025	Proposed 2025-2026
Autism/Developmental Delay @ Ocean Ave	63.0	71.0
Emotional/Behavioral Disability @ Ocean Av	15.0	19.0
Autism/Developmental Delay @ LTA Niantic	7.0	9.0
18-21 Transition @ LTA Niantic	9.0	10.0
Total Students	94.0	109.0

Magnet Programs	Projected 2024-2025	Proposed 2025-2026
The Friendship School	30	30
Marine Science Magnet High School	37	37
Regional Multicultural Magnet School	74	75
Three Rivers Middle College	12	12
Total Students	153	154

Staff Counts

Position	Projected 2024-2025	Proposed 2025-2026
Accounting Coordinator	1	1
Assistant Directors/Supervisor	5.4	6.6
Board Cert. Behavioral Analysts (BCBA)	12	12.5
Coordinators	3.6	3.6
Director	3.75	3.55
Intervention Specialists	84.9	83.9
Job Coach	6	6
Medical Assistant Specialist	7	6
Nurses	7	6
Occupational Therapists	10.7	11.7
Office Manager	5	5
Operations Assistant	1	1
Physical Therapists2	1.8	1.8
Psychologists	3.6	4.4
Registered Behavior Technician (RBT)	10	12
School Counselor	2	2
Social Workers	6	6.35
Special Education Teacher	34.35	35.35
Speech Language Pathologists	9.3	10.2
Speech Language Pathologists Asst.	3	3
Transition Specialist	2	2
Tutor	1	1
Grand Total	220.40	224.95

Funding Sources



STUDENT SUPPORT SERVICES - BY PROGRAM

	2025-2026 Proposed Budget			
	Outplacement Programs	Magnet Programs	Other Services	Total
REVENUES				
Participation & Program Fees	\$ 12,986,200	\$ 4,618,828	\$ 3,592,931	\$ 21,197,959
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -
Grants, Fees, & Contributions	\$ -	\$ -	\$ -	\$ -
Interest Income	\$ -	\$ -	\$ -	\$ -
Aqua Sales	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 12,986,200	\$ 4,618,828	\$ 3,592,931	\$ 21,197,959
EXPENDITURES:				
Salaries, Certified	\$ 3,226,492	\$ 1,538,333	\$ 1,428,574	\$ 6,193,399
Salaries, Non Certified	\$ 4,381,795	\$ 1,171,757	\$ 1,931,193	\$ 7,484,745
Employee Benefits	\$ 2,158,309	\$ 735,844	\$ 612,750	\$ 3,506,902
Professional Services	\$ 92,000	\$ 2,250	\$ 274,250	\$ 368,500
Administration/Management	\$ 1,391,902	\$ 495,348	\$ 326,901	\$ 2,214,151
Property Services	\$ 88,000	\$ -	\$ 300	\$ 88,300
Maintenance	\$ 380,371	\$ -	\$ 6,000	\$ 386,371
Rent/Internal Rent	\$ 109,874	\$ -	\$ 26,352	\$ 136,226
Transportation/Travel	\$ 14,900	\$ 700	\$ 28,500	\$ 44,100
Advertising	\$ -	\$ -	\$ 1,500	\$ 1,500
Other Purchased Services	\$ 14,500	\$ 2,250	\$ 2,750	\$ 19,500
Insurance	\$ 52,500	\$ -	\$ -	\$ 52,500
Phone, Postage, & Printing	\$ 85,400	\$ 2,250	\$ 17,700	\$ 105,350
Books & Supplies	\$ 21,480	\$ -	\$ 7,000	\$ 28,480
Other Supplies	\$ 825,159	\$ 674,514	\$ (1,432,723)	\$ 66,950
Utilities	\$ 138,500	\$ -	\$ -	\$ 138,500
Food For Programs	\$ 7,900	\$ -	\$ 11,750	\$ 19,650
Software & Equipment	\$ 71,900	\$ -	\$ 54,000	\$ 125,900
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -
Organizational Dues	\$ -	\$ -	\$ 3,500	\$ 3,500
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -
Potential Surplus	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 13,060,982	\$ 4,623,246	\$ 3,300,296	\$ 20,984,523
USE OF FUND BALANCE	\$ (74,781)	\$ (4,418)	\$ 292,635	\$ 213,436

PROGRAMS & SERVICES

EARLY CHILDHOOD EDUCATION (ECE)

2025-2026 Revenue Sources

- **Tuition and Program Fees: \$90,940**
 - \$90,940 Estimated revenue for program consultations
- **Grants, Fees and Other Contributions: \$2,479,384**
 - \$15,100 GEER2 (estimate)
 - \$278,216 QIS Activity 1 (estimate)
 - \$80,000 QIS Activity 2 (estimate)
 - \$228,055 School Readiness (estimate)
 - \$1,878,013 School Readiness Pass Thru (estimate)
- **Use of Fund Balance: \$59,427**
- **\$59,427** Use of fund Balance

Budget Narrative

- The **Early Childhood Education** team supports contractual work with New London, Groton, and other member districts. The Early Childhood Education team also provides support to public and private prekindergarten programs across Connecticut with the National Association for the Education of Young Children accreditation (NAEYC).
- **School Readiness grants**, approximately \$1.8 million each year, are included in the ECE budget, which in turn are managed by staff on behalf of numerous school districts in the region. Early Start CT (ESCT) is a new state-funded early care and education program launching in July 2025. It combines School Readiness with other state funding sources. With this change, School Readiness will become part of Early Start CT. Through Early Start CT, funded by the Connecticut Office of Early Childhood, early childhood education spots are available at reduced cost in high-quality preschool programs.
- In May 2025, LEARN soft launched the Creating Connections, an early LEARNing center. In 2025-2026, the goal is to operate two classrooms for infant-and toddler-aged children located at the current site of The Friendship School. This work will prepare LEARN for the 2027 official opening of Creating Connections at 51 Daniels Avenue.
- As part of the RESC Alliance, ECE has been working with the State of Connecticut Office of Early Childhood (OEC). In partnership with OEC, LEARN provides private and public prekindergarten programs with NAEYC Accreditation support and **Quality Improvement services (AQIS)**. This partnership agreement adds an additional revenue of \$358,055 for 2025-2026.

EARLY CHILDHOOD EDUCATION (ECE)

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 195,584	\$ 138,630	\$ 165,564	\$ 109,940	\$ 90,940	\$ (74,624)	(45.1%)
State Funds	\$ 1,716,293	\$ 2,246,392	\$ 2,154,154	\$ 2,462,614	\$ 2,479,384	\$ 325,230	15.1%
Grants, Fees, & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ 9,984	\$ 59,427	\$ 59,427	-
TOTAL REVENUES	\$ 1,911,877	\$ 2,385,022	\$ 2,070,485	\$ 2,582,538	\$ 2,629,751	\$ 559,266	27.0%
EXPENDITURES:							
Salaries, Certified	\$ 56,252	\$ 7,451	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non-Certified	\$ 274,065	\$ 343,517	\$ 427,735	\$ 428,349	\$ 447,676	\$ 19,941	4.7%
Employee Benefits	\$ 65,935	\$ 65,942	\$ 102,015	\$ 97,432	\$ 110,442	\$ 8,427	8.3%
Professional Services	\$ 26,504	\$ 40,928	\$ 33,088	\$ 33,908	\$ 45,108	\$ 12,020	36.3%
Administration/Management	\$ 24,648	\$ 30,371	\$ 74,141	\$ 69,640	\$ 74,788	\$ 647	0.9%
Property Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	\$ 892	\$ -	\$ 1,000	\$ 500	\$ 500	\$ (500)	(50.0%)
Rent/Internal Rent	\$ 39,989	\$ 47,448	\$ 47,448	\$ 35,000	\$ 34,000	\$ (13,448)	(28.3%)
Transportation/Travel	\$ 6,829	\$ 12,345	\$ 16,150	\$ 17,049	\$ 16,350	\$ 200	1.2%
Advertising	\$ 316	\$ -	\$ 150	\$ -	\$ 150	\$ -	-
Other Purchased Services	\$ 1,461,174	\$ 1,421,758	\$ 1,596,567	\$ 1,874,676	\$ 1,873,913	\$ 277,346	17.4%
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage, & Printing	\$ 5,435	\$ 3,071	\$ 7,924	\$ 8,304	\$ 8,324	\$ 400	5.0%
Books & Supplies	\$ 8,529	\$ 10,142	\$ 11,500	\$ 10,750	\$ 9,700	\$ (1,800)	(15.7%)
Other Supplies	\$ 2,812	\$ 1,714	\$ 500	\$ 7,250	\$ 7,500	\$ 7,000	1400.0%
Utilities	\$ 1,900	\$ -	\$ -	\$ -	\$ -	\$ -	-
Food for Programs	\$ -	\$ 250	\$ 300	\$ 100	\$ 300	\$ -	-
Software & Equipment	\$ 3,720	\$ 5,756	\$ 1,200	\$ 1,000	\$ 1,000	\$ (200)	(16.7%)
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ -	\$ -	\$ -	\$ (1,420)	\$ -	\$ -	-
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 1,979,000	\$ 1,990,693	\$ 2,070,485	\$ 2,582,538	\$ 2,629,751	\$ 559,266	27.0%
EXCESS OF REVENUE OVER EXPENDITURES	\$ (67,123)	\$ 394,329	\$ -	\$ -	\$ -		

PROGRAMS & SERVICES

EARLY CHILDHOOD EDUCATION (ECE) CONTINUED

CREATING CONNECTIONS

2025-2026 Revenue Sources

- **Tuition and Program Fees: \$84,240**
 - \$84,240 Tuition
- **Use of Fund Balance: \$166,589**
 - **\$166,589** Use of Fund Balance

Budget Narrative

- Creating Connections, an early LEARNing center, a brand new LEARN program dedicated to nurturing young minds. Scheduled to open in May 2025, Creating Connections will provide high-quality child care and early learning experiences for children six weeks to three years old.
- For 2025-2026, two classrooms for infant-and toddler-aged children will temporarily operate out of The Friendship School. This work will prepare LEARN for the 2027 official opening of Creating Connections at 51 Daniels Avenue.
- The Program Features:
 - High-Quality Child Care: Expert caregivers will provide exceptional care and attention to detail, ensuring each child thrives.
 - Engaging Learning: Play-based activities will spark curiosity and imagination, fostering a love for learning at a young age.
 - Safe & Secure Environment: A child-friendly space designed for optimal learning and development.
 - Experienced & Caring Staff: Dedicated educators will prioritize children's well-being, creating a nurturing environment.

CREATING CONNECTIONS

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ -	\$ -	\$ -	\$ 84,240	\$ 324,000	\$ 324,000	-
State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Grants, Fees, & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ 41,304	\$ 166,589	\$ 166,589	-
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ 125,544	\$ 490,589	\$ 490,589	-
EXPENDITURES:							
Salaries, Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non-Certified	\$ -	\$ -	\$ -	\$ 78,080	\$ 293,390	\$ 293,390	-
Employee Benefits	\$ -	\$ -	\$ -	\$ 24,774	\$ 101,130	\$ 101,130	-
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Administration/Management	\$ -	\$ -	\$ -	\$ 11,413	\$ 44,599	\$ 44,599	-
Property Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ -	\$ -	\$ -	\$ 7,277	\$ 35,470	\$ 35,470	-
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage, & Printing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Books & Supplies	\$ -	\$ -	\$ -	\$ 2,000	\$ 10,000	\$ 10,000	-
Other Supplies	\$ -	\$ -	\$ -	\$ 1,000	\$ 3,000	\$ 3,000	-
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Food for Programs	\$ -	\$ -	\$ -	\$ 1,000	\$ 3,000	\$ 3,000	-
Software & Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ 125,544	\$ 490,589	\$ 490,589	-
EXCESS OF REVENUE OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -		

PROGRAMS & SERVICES

TRANSPORTATION

Budget Narrative

- **The Transportation budget** includes funding under the magnet transportation grant (School Choice), which allows for transportation to magnet schools. M&J Bus provides transportation for students attending RMMS, MSMHS, and TRMC.
- For 2025-2026, we are estimating the **School Choice grant** to be \$386,350. We estimate the expense of transporting students to be \$505,191 resulting in a use of fund balance of \$181,923.
- Included in this budget are operational costs of a mail courier, maintenance of vans, and M&J Bus transportation for students at RMMS, MSMHS and TRMC.
- Beginning in 2025-2026, LEARN will transport Groton students to RMMS. This is an additional cost of about \$70,000 for the school year.

TRANSPORTATION (incl TRANSPORTATION CHOICE)

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
State Funds	\$ 252,200	\$ 360,100	\$ 353,677	\$ 326,350	\$ 386,350	\$ 32,673	9.2%
Grants, Fees, & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ 80,448	\$ 179,079	\$ 181,923	\$ 101,475	126.1%
TOTAL REVENUES	\$ 252,200	\$ 360,100	\$ 434,125	\$ 505,429	\$ 568,273	\$ 134,148	30.9%
EXPENDITURES:							
Salaries, Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non-Certified	\$ 18,418	\$ 25,268	\$ 25,785	\$ 25,785	\$ 26,902	\$ 1,117	4.3%
Employee Benefits	\$ 11,855	\$ 10,642	\$ 11,530	\$ 10,566	\$ 12,293	\$ 763	6.6%
Professional Services	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	-
Administration/Management	\$ 5,804	\$ 5,076	\$ 6,387	\$ 6,387	\$ 6,387	\$ -	-
Property Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	\$ 2,337	\$ 3,307	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 339,559	\$ 423,336	\$ 372,923	\$ 445,191	\$ 505,191	\$ 132,268	35.5%
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	-
Insurance	\$ 6,953	\$ 6,910	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	-
Phone, Postage, & Printing	\$ 387	\$ 409	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	-
Books & Supplies	\$ 120	\$ 162	\$ -	\$ -	\$ -	\$ -	-
Other Supplies	\$ 3,939	\$ 4,011	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Food for Programs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Software & Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 389,411	\$ 479,121	\$ 421,495	\$ 505,429	\$ 568,273	\$ 146,778	34.8%
EXCESS OF REVENUE OVER EXPENDITURES	\$ (137,211)	\$ (119,021)	\$ -	\$ -	\$ -		

PROGRAMS & SERVICES

GOODWIN UNIVERSITY MAGNET SCHOOLS (GUMS)

2023-2024 was the last year of LEARN's contract with Goodwin University Magnet Schools (GUMS).

Goodwin University Magnet Schools Demographics

- **Grades Served:**
 - Connecticut River Academy: 9-12
 - Connecticut River Middle Grades: 6-8 (Grade 8 added 2022-2023)
 - Riverside Magnet School: PreK – 5

Budget Narrative

- The GUMS budget page represents the reduction of LEARN's magnet school operations services over time.
- In October 2022, a new MSAP LEAP grant was awarded to LEARN. The grant will provide approximately \$2.0 million to Goodwin University Magnet Schools over the next five-years, beginning in October 2022 through September 2028. GUMS has been and continues to be a recipient under our MSAP grant. The 2017 EXPECT grant provided approximately \$2 million to CT River Academy over a five-year period, as well. This grant ended in March 2023. The grant budget is shown under "Programs & Services" in the budget package; no amounts related to MSAP are included above.

GOODWIN UNIVERSITY MAGNET SCHOOLS

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Grants, Fees, & Contributions	\$ 12,093,827	\$ 15,547,295	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 12,093,827	\$ 15,547,295	\$ -	\$ -	\$ -	\$ -	-
EXPENDITURES:							
Salaries, Certified	\$ 8,745,084	\$ 11,314,469	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non-Certified	\$ 1,357,291	\$ 2,217,111	\$ -	\$ -	\$ -	\$ -	-
Employee Benefits	\$ 1,879,440	\$ 2,084,283	\$ -	\$ -	\$ -	\$ -	-
Professional Services	\$ 31,100	\$ -	\$ -	\$ -	\$ -	\$ -	-
Administration/Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Property Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 473	\$ -	\$ -	\$ -	\$ -	\$ -	-
Advertising	\$ 633	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 4,169	\$ 6,369	\$ -	\$ -	\$ -	\$ -	-
Insurance	\$ 11,859	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage, & Printing	\$ 7,685	\$ 1,335	\$ -	\$ -	\$ -	\$ -	-
Books & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Supplies	\$ -	\$ 68	\$ -	\$ -	\$ -	\$ -	-
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Food for Programs	\$ 987	\$ -	\$ -	\$ -	\$ -	\$ -	-
Software & Equipment	\$ 50,343	\$ -	\$ -	\$ -	\$ -	\$ -	-
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 12,089,064	\$ 15,623,634	\$ -	\$ -	\$ -	\$ -	-
EXCESS OF REVENUE OVER EXPENDITURES	\$ 4,763	\$ (76,340)	\$ -	\$ -	\$ -		

LEARN

Fiscal Year 2025-2026 Proposed Budget

Covid-19 Relief Funds	
Total Awarded:	\$5,461,303
Total Budgeted for 2025-2026:	\$0 *

*Budgets included for historical purposes

PROGRAMS & SERVICES

COVID-19 RELIEF FUNDS

- **Coronavirus Relief Funds (CRF):** CRF covered increased costs due to COVID-19. Expenditures included academic staff to reduce classroom sizes, substitute coverage for educators, additional sanitizing supplies, and PPE.
 - Award Period: March 1, 2020 through December 30, 2020
 - Award Amount: \$1,151,329
- **Elementary and Secondary School Emergency Relief Fund I (ESSER I):** ESSER I addressed the impact COVID-19 had on and continues to have on schools. Expenses included salary and benefits for a Coordinator of Online Learning, stipends for online learning and prioritizing instruction work groups made up of educators from across the LEARN schools, and technology to help bring schools 1:1 technology capacity.
 - Award Period: March 13, 2020 through October 30, 2022
 - Award Amount: \$317,365
- **Elementary and Secondary School Emergency Relief Fund II (ESSER II):** ESSER II offset costs related to preventing, preparing for, and responding to COVID-19 with an additional focus on addressing learning loss, preparing schools for reopening, and testing. Furthermore, expenses included the creation of a social and emotional learning scope and sequence curriculum and implementation guide, development of curriculum across all LEARN magnet schools, stipends for clubs and connection activities, continuation of committee work, Restorative Practices Training at MSMHS and TRMC, and summer resources and activities.
 - Award Period: March 13, 2020, through October 30, 2023
 - Award Amount: \$1,407,056
- **American Rescue Plan Elementary and Secondary School Emergency Relief Fund (ARP ESSER):** ARP ESSER continues the priorities of learning acceleration, student enrichment; family and community connections; social, emotional, and mental health of students; and strategic use of technology. Expenses include community activities, professional development for staff, and summer learning opportunities.
 - Award Period: March 13, 2020, through September 30, 2024
 - Award Amount: \$2,568,834
- **ARP ESSER Homeless Children and Youth (HCY) II:** HCY funds are intended to provide wraparound services needed for homeless children and youth affected by the recent pandemic. ARP ESSER Homeless is included as part of the ARP budget.
 - Award Period: March 13, 2020, through September 30, 2024
 - Award Amount: \$16,719

COVID-19 RELIEF FUNDS

	Coronavirus Relief Funds (CRF)	ESSER I	ESSER II	American Rescue Plan (ARP)	Total Covid-19 Relief Funds
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	
Award Period	3/1/2020 - 12/30/2020	3/13/2020 - 9/30/2022	3/13/2020 - 9/30/2023	3/13/2020 - 9/30/2024	
REVENUES:					
Tuition & Program Fees	\$ -	\$ -	\$ -	\$ -	\$ -
State Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Grants, Fees, & Contributions	\$ 1,151,329	\$ 317,365	\$ 1,407,056	\$ 2,568,834	\$ 5,444,584
TOTAL REVENUES	\$ 1,151,329	\$ 317,365	\$ 1,407,056	\$ 2,568,834	\$ 5,444,584
EXPENDITURES:					
Salaries, Certified	\$ 138,961	\$ 46,087	\$ 313,362	\$ 549,983	\$ 1,048,393
Salaries, Non-Certified	\$ 96,428	\$ -	\$ 218,762	\$ 670,812	\$ 986,003
Employee Benefits	\$ 41,978	\$ 9,078	\$ 74,695	\$ 226,683	\$ 352,434
Professional Services	\$ 301,015	\$ 5,000	\$ 44,025	\$ 458,448	\$ 808,488
Administration/Management	\$ -	\$ -	\$ 91,653	\$ 216,972	\$ 308,625
Property Services	\$ 110,800	\$ -	\$ -	\$ -	\$ 110,800
Maintenance	\$ 62,967	\$ -	\$ -	\$ 6,515	\$ 69,482
Rent/Internal Rent	\$ 13,600	\$ -	\$ -	\$ -	\$ 13,600
Transportation/Travel	\$ -	\$ -	\$ 10,785	\$ 18,770	\$ 29,555
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -
Other Purchased Services	\$ 2,145	\$ -	\$ 102,013	\$ 134,540	\$ 238,699
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -
Phone, Postage, & Printing	\$ -	\$ -	\$ 593	\$ 4,075	\$ 4,668
Books & Supplies	\$ 224,353	\$ -	\$ 47,449	\$ 85,054	\$ 356,856
Other Supplies	\$ -	\$ -	\$ 306,407	\$ 10,583	\$ 316,990
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -
Food for Programs	\$ -	\$ -	\$ 1,650	\$ 7,058	\$ 8,708
Software & Equipment	\$ 159,082	\$ 257,200	\$ 195,661	\$ 179,340	\$ 791,283
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -
Potential Surplus					
TOTAL EXPENDITURES	\$ 1,151,329	\$ 317,365	\$ 1,407,056	\$ 2,568,834	\$ 5,444,584
EXCESS OF REVENUE OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -

LEARN

Fiscal Year 2025-2026 Proposed Budget

Organizational Support

Total Budget: \$3,023,224

**Expenditures funded through
administrative fees:*

\$4,422,987

ORGANIZATIONAL SUPPORT

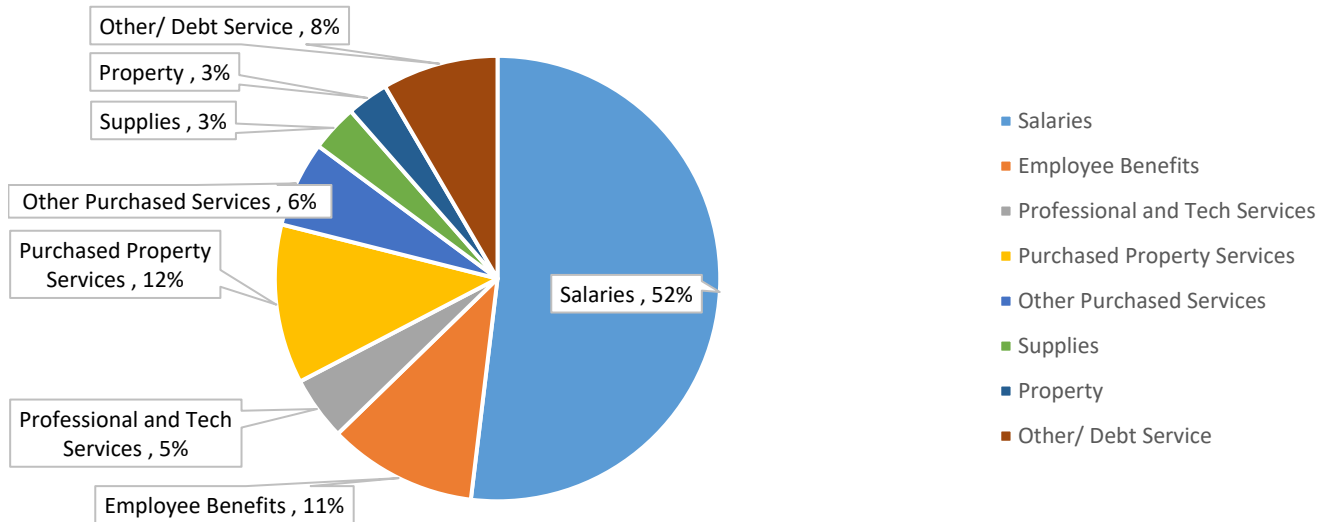
About Organizational Support

- **Communications & Marketing and Special Projects:** The teams help drive strategic initiatives, launch new projects and events, and deepen engagement across LEARN and the region. They help internal and external partners tell impactful stories, connect with key audiences, and move initiatives forward.
 - Communications & Marketing Team – Supports both internal and external customers by developing clear, consistent communication strategies that enhance engagement. They strengthen staff communication, leadership messaging, public outreach, and brand identity to build meaningful connections with students, families, employees, and the community. Services include strategic communications, engagement, and digital and social media.
 - Special Projects – Supports the region and agency in the design and development of new programming including supporting the building of LEARN’s newest early childhood school.
- **Information Technology (IT):** IT provides the backbone of the technology infrastructure of LEARN. The unit provides support not only to the central office building but also to LEARN schools and programs.
 - Additionally, this budget includes the revenues and expenditures incurred by LEARN’s Technology/PowerSchool Regional Services. LEARN’s Technology/PowerSchool Regional Services provides IT support to districts throughout Eastern Connecticut.
- **Executive Services:** Executive Services includes the Office of the Executive Director, the Offices of the Deputy Executive Director and the Associate Executive Director, the Magnet Office, the Business Office, Human Resources, Fingerprinting, and copy/postage costs related to the central office building at 44 Hatchetts Hill Road.
- All expenses related to Organizational Support are charged back to schools, programs, and grants through administrative or management fees/costs.

ORGANIZATIONAL SUPPORT

	Communications/ Marketing and Special Projects	Information Technology	Executive Services	ORGANIZATIONAL SUPPORT 2025-2026 PROPOSED
REVENUES:				
Tuition & Program Fees	\$ -	\$ 446,274	\$ 513,500	\$ 959,774
State Funds	\$ -	\$ -	\$ -	\$ -
Grants, Fees, & Contributions	\$ -	\$ 140,700	\$ 379,664	\$ 520,364
Interest Income	\$ -	\$ -	\$ 525,000	\$ 525,000
Use of Fund Balance	\$ -	\$ -	\$ 1,018,086	\$ 1,018,086
TOTAL REVENUES	\$ -	\$ 586,974	\$ 2,436,250	\$ 3,023,224
EXPENDITURES:				
Salaries, Certified	\$ -	\$ -	\$ 506,788	\$ 506,788
Salaries, Non-Certified	\$ 423,479	\$ 1,197,555	\$ 1,737,970	\$ 3,359,004
Employee Benefits	\$ 43,017	\$ 279,190	\$ 483,152	\$ 805,359
Professional Services	\$ 24,453	\$ 7,000	\$ 312,605	\$ 344,058
Administration/Management	\$ -	\$ -	\$ -	\$ -
Property Services	\$ -	\$ -	\$ 45,000	\$ 45,000
Maintenance	\$ -	\$ -	\$ 563,767	\$ 563,767
Rent/Internal Rent	\$ 38,910	\$ 69,052	\$ 144,508	\$ 252,470
Transportation/Travel	\$ 1,000	\$ 12,500	\$ 42,990	\$ 56,490
Advertising	\$ 1,500	\$ -	\$ 3,075	\$ 4,575
Other Purchased Services	\$ 13,000	\$ 624	\$ 49,862	\$ 63,486
Insurance	\$ -	\$ 30,560	\$ 155,795	\$ 186,355
Phone, Postage & Printing	\$ 37,350	\$ 6,572	\$ 108,149	\$ 152,071
Books & Supplies	\$ 2,430	\$ 6,000	\$ 19,685	\$ 28,115
Other Supplies	\$ 8,336	\$ 600	\$ 27,700	\$ 36,636
Utilities	\$ -	\$ 500	\$ 152,000	\$ 152,500
Food for Programs	\$ 15,250	\$ -	\$ 21,350	\$ 36,600
Software & Equipment	\$ 9,030	\$ 114,858	\$ 101,727	\$ 225,615
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -
Organizational Dues	\$ 2,135	\$ 255	\$ 35,397	\$ 37,787
Interest & Principal Payments	\$ -	\$ -	\$ 589,535	\$ 589,535
Use of 12% Admin Fee	\$ (619,890)	\$ (1,138,292)	\$ (2,664,805)	\$ (4,422,987)
Potential Surplus	\$ -	\$ -		\$ -
TOTAL EXPENDITURES	\$ -	\$ 586,974	\$ 2,436,250	\$ 3,023,224
EXCESS OF REVENUE OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -

ORGANIZATIONAL SUPPORT: 2025-2026 EXPENSES



	Communications/ Marketing and Special Projects	Information Technology	Executive Services	Totals	%
Salaries, Certified	-	-	506,788	506,788	6.8%
Salaries, Non Certified	423,479	1,197,555	1,737,970	3,359,004	45.1%
Total Salaries	423,479	1,197,555	2,244,758	3,865,792	51.9%
Employee Benefits	43,017	279,190	483,152	805,359	10.8%
Total Employee Benefits	43,017	279,190	483,152	805,359	10.8%
Professional Services	24,453	7,000	312,605	344,058	4.6%
Total Prof. and Tech. Services	24,453	7,000	312,605	344,058	4.6%
Property Services	-	-	45,000	45,000	0.6%
Maintenance	-	-	563,767	563,767	7.6%
Rent/Internal Rent	38,910	69,052	144,508	252,470	3.4%
Total Purch. Property Services	38,910	69,052	753,275	861,237	11.6%
Transportation/Travel	1,000	12,500	42,990	56,490	0.8%
Advertising	1,500	-	3,075	4,575	0.1%
Other Purchased Services	13,000	624	49,862	63,486	0.9%
Insurance	-	30,560	155,795	186,355	2.5%
Phone, Postage & Printing	37,350	6,572	108,149	152,071	2.0%
Total Other Purchased Services	52,850	50,256	359,871	462,977	6.2%
Books & Supplies	2,430	6,000	19,685	28,115	0.4%
Other Supplies	8,336	600	27,700	36,636	0.5%
Utilities	-	500	152,000	152,500	2.0%
Food For Programs	15,250	-	21,350	36,600	0.5%
Total Supplies	26,016	7,100	220,735	253,851	3.4%
Software & Equipment	9,030	114,858	101,727	225,615	3.0%
Total Property	9,030	114,858	101,727	225,615	3.0%
Organizational Dues	2,135	255	35,397	37,787	0.5%
Interest & Principal Payments	-	-	589,535	589,535	7.9%
Total Other/Debt Services	2,135	255	624,932	627,322	8.4%

ORGANIZATIONAL SUPPORT

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 901,134	\$ 1,401,483	\$ 1,122,351	\$ 1,115,950	\$ 959,774	\$ (156,176)	(14.5%)
State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Grants, Fees, & Contributions	\$ 511,257	\$ 504,176	\$ 580,665	\$ 508,815	\$ 520,364	\$ 11,549	(10.4%)
Interest Income	\$ 422,608	\$ 656,656	\$ 428,000	\$ 428,000	\$ 525,000	\$ 97,000	22.7%
Use of Fund Balance	\$ -	\$ -	\$ 957,236	\$ 680,095	\$ 1,018,086	\$ 337,991	6.4%
TOTAL REVENUES	\$ 1,834,999	\$ 2,562,314	\$ 3,088,252	\$ 2,732,860	\$ 3,023,224	\$ (65,028)	(2.1%)
EXPENDITURES:							
Salaries, Certified	\$ 516,621	\$ 614,839	\$ 492,173	\$ 492,173	\$ 506,788	\$ 14,615	3.0%
Salaries, Non-Certified	\$ 2,337,885	\$ 2,426,254	\$ 3,217,173	\$ 3,039,463	\$ 3,359,004	\$ 141,831	4.4%
Employee Benefits	\$ 593,039	\$ 614,936	\$ 742,185	\$ 687,418	\$ 805,359	\$ 63,174	8.5%
Professional Services	\$ 237,269	\$ 349,414	\$ 329,253	\$ 366,816	\$ 344,058	\$ 14,805	4.5%
Administration/Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Property Services	\$ 305,669	\$ 28,914	\$ 305,000	\$ 17,000	\$ 45,000	\$ (260,000)	(85.2%)
Maintenance	\$ 272,684	\$ 583,346	\$ 342,267	\$ 571,027	\$ 563,767	\$ 221,500	64.7%
Rent/Internal Rent	\$ 221,424	\$ 239,025	\$ 257,437	\$ 250,518	\$ 252,470	\$ (4,967)	(1.9%)
Transportation/Travel	\$ 51,522	\$ 32,469	\$ 51,490	\$ 56,490	\$ 56,490	\$ 5,000	9.7%
Advertising	\$ 4,233	\$ 2,290	\$ 21,500	\$ 5,300	\$ 4,575	\$ (16,925)	(78.7%)
Other Purchased Services	\$ 47,522	\$ 28,324	\$ 54,454	\$ 56,186	\$ 63,486	\$ 9,032	16.6%
Insurance	\$ 172,620	\$ 179,383	\$ 182,915	\$ 186,355	\$ 186,355	\$ 3,440	1.9%
Phone, Postage & Printing	\$ 110,816	\$ 132,099	\$ 217,584	\$ 151,784	\$ 152,071	\$ (65,513)	(30.1%)
Books & Supplies	\$ 13,680	\$ 15,792	\$ 25,465	\$ 28,865	\$ 28,115	\$ 2,650	10.4%
Other Supplies	\$ 2,836	\$ 18,224	\$ 40,536	\$ 39,036	\$ 36,636	\$ (3,900)	(9.6%)
Utilities	\$ 118,572	\$ 120,863	\$ 95,500	\$ 155,600	\$ 152,500	\$ 57,000	59.7%
Food for Programs	\$ 14,902	\$ 44,246	\$ 29,893	\$ 29,093	\$ 36,600	\$ 6,707	22.4%
Software & Equipment	\$ 190,401	\$ 174,592	\$ 217,691	\$ 226,901	\$ 225,615	\$ 7,924	3.6%
Capital Set-Aside	\$ 1,210,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ 136,773	\$ 10,431	\$ 38,537	\$ 37,437	\$ 37,787	\$ (750)	(1.9%)
Interest & Principal Payments	\$ 379,535	\$ 379,535	\$ 379,535	\$ 379,535	\$ 589,535	\$ 210,000	55.3%
Use of 12% Admin Fee	\$ (4,838,812)	\$ (3,110,853)	\$ (3,952,336)	\$ (4,044,137)	\$ (4,422,987)	\$ (470,651)	11.9%
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 2,099,191	\$ 2,884,125	\$ 3,088,252	\$ 2,732,860	\$ 3,023,224	\$ (65,028)	(2.1%)
EXCESS OF REVENUE OVER EXPENDITURES	\$ (264,192)	\$ (321,810)	\$ -	\$ -	\$ -		

ORGANIZATIONAL SUPPORT

COMMUNICATIONS & MARKETING AND SPECIAL PROJECTS

In 2025-2026, **Communications & Marketing and Development/Special Projects** is comprised of: the Communications & Marketing Team, Special Projects Department, and Internal Food Service.

Budget Narrative

- **Supports** provided by Communications & Marketing and Special Projects include:
 - Develop clear agency identity, Craft messaging that resonates with families, staff, and the community; Enhance storytelling to showcase successes and initiatives; Develop templates for streamlined communication.
 - Engagement: Strengthen connections with constituent groups through targeted outreach; Develop campaigns to increase participation in programs and services; Improve communication channels.
 - Digital & Social Media: Optimize website content for increased engagement; Develop and manage social media campaigns to increase visibility; Develop templates for blogs and newsletters.
- **Communications:** The Communications Team supports a wide-range of activities aimed at promoting LEARN's schools, programs, and services. In 2025-2026, expenses related to communications include event organization, printing of agency wide materials, and purchased services related to communications and marketing.
- **Special Projects:** The Office of Special Projects oversees the implementation of unique projects at the LEARN agency. This department also oversees the new early childhood school (Early Childhood Center of Excellence). The planning for the \$95 million project begun July 1, 2024.

COMMUNICATIONS & MARKETING AND SPECIAL PROJECTS

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Grants, Fees, & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
EXPENDITURES:							
Salaries, Certified	\$ 44,895	\$ 129,146	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non-Certified	\$ 297,673	\$ 228,214	\$ 527,961	\$ 413,728	\$ 423,479	\$ (104,482)	(19.8%)
Employee Benefits	\$ 78,814	\$ 65,014	\$ 58,374	\$ 37,624	\$ 43,017	\$ (15,357)	(26.3%)
Professional Services	\$ 19,693	\$ 50,044	\$ 24,453	\$ 24,453	\$ 24,453	\$ -	-
Administration/Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Property Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	\$ -	\$ 1,814	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ 15,816	\$ 37,182	\$ 38,910	\$ 38,910	\$ 38,910	\$ -	-
Transportation/Travel	\$ 525	\$ 368	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	-
Advertising	\$ 1,605	\$ 102	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	-
Other Purchased Services	\$ 26,356	\$ 9,858	\$ 13,000	\$ 13,000	\$ 13,000	\$ -	-
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Phone, Postage & Printing	\$ 15,263	\$ 31,795	\$ 39,250	\$ 36,750	\$ 37,350	\$ (1,900)	(4.8%)
Books & Supplies	\$ 1,096	\$ 852	\$ 2,430	\$ 2,430	\$ 2,430	\$ -	-
Other Supplies	\$ 400	\$ 2,434	\$ 9,836	\$ 8,836	\$ 8,336	\$ (1,500)	(15.3%)
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Food for Programs	\$ 2,094	\$ 3,730	\$ 15,250	\$ 15,250	\$ 15,250	\$ -	-
Software & Equipment	\$ 7,422	\$ 16,569	\$ 7,400	\$ 7,400	\$ 9,030	\$ 1,630	22.0%
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ 1,150	\$ -	\$ 2,135	\$ 2,135	\$ 2,135	\$ -	-
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of 12% Admin Fee	\$ (512,802)	\$ (577,121)	\$ (741,499)	\$ (603,016)	\$ (619,890)	\$ 121,609	(16.4%)
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
EXCESS OF REVENUE OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -		

ORGANIZATIONAL SUPPORT

INFORMATION TECHNOLOGY (IT)

Information Technology – The IT Office oversees the infrastructure and software of all LEARN’s schools and programs. Since 2023-2024, this office also includes revenues and expenditures for LEARN’s Technology/PowerSchool Regional Services.

2025-2026 Revenue Sources

- **Tuition & Program Fees: \$446,274**
 - \$389,510 Technology Regional Services
 - \$56,764 PowerSchool Regional Services
- **Grants, Fees, and Other Contributions: \$140,700**
 - \$140,700 per student fee paid by schools

Budget Narrative

- **Support:** Information Technology provides support to LEARN magnet schools, programs, and departments.
- **Per student fee:** Information Technology receives internal funding from LEARN magnet schools and Student Support Services for dedicated on-site tech. support. Magnet schools pay \$100 per student based on October 1 enrollment. This internal funding is included in Grants, Fees, and Other Contributions for 2025-2026.
- **Technology and PowerSchool Regional Services:** For 2025-2026, the revenues and expenses for LEARN’s Technology/PowerSchool Regional Services are presented in this budget. LEARN’s Technology/PowerSchool Regional Services provides IT support to Eastern Connecticut. We currently have contracts with Bozrah, North Stonington, Preston, New London, and Integrated Day Charter School (IDCS). Through the PowerSchool Consortium, LEARN can provide a cost-effective solution for PowerSchool support. We currently have contracts with six districts including Ledyard, Putnam, and Salem.
- **Cyber Security:** IT partners with KnowBe4 to provide all staff with the most up-to-date trainings on the latest cyber security threats. In 2024-2025, LEARN also implemented new software to fortify cybersecurity. This initiative will be offered to customers in the upcoming year.

INFORMATION TECHNOLOGY

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 248,218	\$ 287,135	\$ 438,122	\$ 409,580	\$ 446,274	\$ 8,152	1.9%
State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Grants, Fees, & Contributions	\$ 142,500	\$ 138,800	\$ 141,000	\$ 139,000	\$ 140,700	\$ (300)	(0.2%)
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 390,718	\$ 425,935	\$ 579,122	\$ 548,580	\$ 586,974	\$ 7,852	1.4%
EXPENDITURES:							
Salaries, Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non-Certified	\$ 885,747	\$ 921,054	\$ 1,020,235	\$ 1,096,415	\$ 1,197,555	\$ 177,320	17.4%
Employee Benefits	\$ 198,687	\$ 189,974	\$ 237,058	\$ 236,983	\$ 279,190	\$ 42,132	17.8%
Professional Services	\$ 1,657	\$ 3,287	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	-
Administration/Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Property Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	\$ -	\$ 1,130	\$ -	\$ -	\$ -	\$ -	-
Rent/Internal Rent	\$ 63,264	\$ 69,052	\$ 67,117	\$ 69,052	\$ 69,052	\$ 1,935	2.9%
Transportation/Travel	\$ 4,336	\$ 4,342	\$ 12,500	\$ 15,500	\$ 12,500	\$ -	-
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 378	\$ 440	\$ 624	\$ 624	\$ 624	\$ -	-
Insurance	\$ 22,755	\$ 27,121	\$ 27,120	\$ 30,560	\$ 30,560	\$ 3,440	12.7%
Phone, Postage, & Printing	\$ 11,247	\$ 4,441	\$ 6,572	\$ 6,572	\$ 6,572	\$ -	-
Books & Supplies	\$ 569	\$ 5,139	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	-
Other Supplies	\$ 247	\$ -	\$ 600	\$ 600	\$ 600	\$ -	-
Utilities	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ -	-
Food for Programs	\$ 877	\$ 648	\$ 0	\$ -	\$ -	\$ -	-
Software & Equipment	\$ 92,493	\$ 44,131	\$ 114,588	\$ 126,274	\$ 114,858	\$ 270	0.2%
Capital Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ 255	\$ -	\$ 255	\$ 255	\$ 255	\$ -	-
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Use of 12% Admin Fee	\$ (891,794)	\$ (844,822)	\$ (921,047)	\$ (1,047,755)	\$ (1,138,292)	\$ (217,245)	23.6%
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 390,718	\$ 425,935	\$ 579,122	\$ 548,580	\$ 586,974	\$ 7,852	1.4%
EXCESS OF REVENUE OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -		

ORGANIZATIONAL SUPPORT

EXECUTIVE SERVICES

In 2025-2026, **Executive Services** is comprised of: the Office of the Executive Director, Offices of the Deputy Executive Director and the Associate Executive Director, a portion of the Magnet Office, the Business Office, Human Resources, ParaPro testing, Fingerprinting, building expenses, and copy/postage costs related to the central office building at 44 Hatchetts Hill Road.

2025-2026 Revenue Sources

- **Tuition & Program Fees: \$513,500**
 - \$494,500 Business Office sale of service
 - \$19,000 Other sale of service (including Fingerprinting and ParaPro)
- **Grants, Fees, and Other Contributions: \$439,665**
 - \$9,850 Membership fees & dues
 - \$319,815 Internal rent revenue
 - \$50,000 Internal copy/postage revenue
- **Interest Income: \$525,000**
 - \$525,000 Interest income
- **Use of Fund Balance: \$1,018,086**
 - **\$1,018,086** Use of Fund Balance

Budget Narrative

- **Admin Fee:** Each magnet school and LEARN office is charged an administrative fee to cover the costs of Organizational Support. The admin fee is shown as an expense in the respective school and office budgets, and as a credit in Executive Services. For 2024-2025 and 2025-2026, due to the lack of increase in state and local tuition funding, LEARN made the decision to reduce the administration fee for all schools from 12% to 10%. Programs continue with a 12% admin fee.
- **Business Office:** In 2020 - 2021, LEARN's Business Office began to provide back-office support to school districts and other educational partners. We anticipate this work will continue to grow in 2025-2026. Currently, the Business Office supports Region 17 (Haddam/Killingworth), and Integrated Day Charter School (IDCS).
- **Internal Rent & Copy/Postage:** Offices housed at central office are charged an internal rent amount to offset costs related to the office building. Internal copy and postage charges are offset in a similar way and include the magnet schools and programs.
- **Principal Payment:** In 2022-2023, Organizational Support began to pay the full interest and principal of the Ocean Avenue LEARNing Academy loan. For 2025-2026, we are also estimating paying \$210,000 for short term borrowings for the 51 Daniels Avenue project.
- **Interest Income:** Interest rates significantly increased in the past year. LEARN worked with our lead bank to maximize safety security risk. Due to the increase in rates, interest earned is budgeted at \$525,000 for 2025-2026. Appendix B contains a historical chart of federal interest rate fluctuations.

EXECUTIVE SERVICES (incl Business Office, HR, and portion of Magnet Office)

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Tuition & Program Fees	\$ 652,917	\$ 1,114,347	\$ 684,229	\$ 706,370	\$ 513,500	\$ (170,729)	(25.%)
State Funds			\$ -	\$ -	\$ -	\$ -	-
Grants, Fees, & Contributions	\$ 368,757	\$ 365,376	\$ 439,665	\$ 369,815	\$ 379,664	\$ (60,001)	(13.6%)
Interest Income	\$ 422,608	\$ 656,656	\$ 428,000	\$ 428,000	\$ 525,000	\$ 97,000	22.7%
Use of Fund Balance	\$ -	\$ -	\$ 957,236	\$ 674,270	\$ 1,018,086	\$ 60,850	6.4%
TOTAL REVENUES	\$ 1,444,281	\$ 2,136,379	\$ 2,509,130	\$ 2,178,455	\$ 2,436,250	\$ (72,880)	(2.9%)
EXPENDITURES:							
Salaries, Certified	\$ 471,726	\$ 485,693	\$ 492,173	\$ 492,173	\$ 506,788	\$ 14,615	3.0%
Salaries, Non-Certified	\$ 1,154,465	\$ 1,276,986	\$ 1,668,977	\$ 1,529,320	\$ 1,737,970	\$ 68,993	4.1%
Employee Benefits	\$ 315,538	\$ 359,948	\$ 446,753	\$ 412,811	\$ 483,152	\$ 36,399	8.1%
Professional Services	\$ 215,920	\$ 296,083	\$ 297,800	\$ 335,363	\$ 312,605	\$ 14,805	5.0%
Administration/Management			\$ -	\$ -	\$ -	\$ -	-
Property Services	\$ 305,669	\$ 28,914	\$ 305,000	\$ 17,000	\$ 45,000	\$ (260,000)	(85.2%)
Maintenance	\$ 272,684	\$ 580,403	\$ 342,267	\$ 571,027	\$ 563,767	\$ 221,500	64.7%
Rent/Internal Rent	\$ 142,344	\$ 132,792	\$ 151,410	\$ 142,556	\$ 144,508	\$ (6,902)	(4.6%)
Transportation/Travel	\$ 46,660	\$ 27,760	\$ 37,990	\$ 39,990	\$ 42,990	\$ 5,000	13.2%
Advertising	\$ 2,628	\$ 2,188	\$ 20,000	\$ 3,800	\$ 3,075	\$ (16,925)	(84.6%)
Other Purchased Services	\$ 20,788	\$ 18,026	\$ 40,830	\$ 42,562	\$ 49,862	\$ 9,032	22.1%
Insurance	\$ 149,866	\$ 152,262	\$ 155,795	\$ 155,795	\$ 155,795	\$ -	-
Phone, Postage & Printing	\$ 84,305	\$ 95,863	\$ 171,762	\$ 108,462	\$ 108,149	\$ (63,613)	(37.0%)
Books & Supplies	\$ 12,015	\$ 9,801	\$ 17,035	\$ 20,435	\$ 19,685	\$ 2,650	15.6%
Other Supplies	\$ 2,189	\$ 15,791	\$ 30,100	\$ 29,600	\$ 27,700	\$ (2,400)	(8.0%)
Utilities	\$ 118,572	\$ 120,863	\$ 95,000	\$ 155,100	\$ 152,000	\$ 57,000	60.0%
Food for Programs	\$ 11,931	\$ 39,868	\$ 14,643	\$ 13,843	\$ 21,350	\$ 6,707	45.8%
Software & Equipment	\$ 90,486	\$ 113,892	\$ 95,703	\$ 93,227	\$ 101,727	\$ 6,024	-
Capital Set-Aside	\$ 1,210,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Organizational Dues	\$ 135,368	\$ 10,431	\$ 36,147	\$ 35,047	\$ 35,397	\$ (750)	-
Interest & Principal Payments	\$ 379,535	\$ 379,535	\$ 379,535	\$ 379,535	\$ 589,535	\$ 210,000	55.3%
Use of 12% Admin Fee	\$ (3,434,216)	\$ (1,688,910)	\$ (2,289,790)	\$ (2,399,191)	\$ (2,664,805)	\$ (375,015)	16.4%
Potential Surplus			\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 1,708,473	\$ 2,458,189	\$ 2,509,130	\$ 2,178,455	\$ 2,436,250	\$ 257,795	(2.9%)
EXCESS OF REVENUE OVER EXPENDITURES	\$ (264,192)	\$ (321,810)	\$ -	\$ -	\$ -		

LEARN

Fiscal Year 2025-2026 Proposed Budget

Non-Operating Items

Total Budget: \$58,743,532

NON-OPERATING ITEMS

Non-operating items include monies that are not considered to be part of LEARN's operating expenses. These funds must be reported separately for auditing purposes. LEARN staff manage these monies. Additional information on each is included in the following pages.

Non-Operating Items include:

- Eastern CT Health and Medical Cooperative (ECHMC)
- Capital Projects
- Food Service

NON-OPERATING ITEMS: SUMMARY BY PROGRAM

	ECHMC	Capital Projects	Food Service	TOTAL 2025-2026 PROPOSED
REVENUES:				
Premiums Paid (ECHMC)	\$ 38,246,751	\$ -	\$ -	\$ 38,246,751
Transfers In - Schools & Programs	\$ -	\$ 25,000	\$ -	\$ 25,000
Intergovernmental Revenues	\$ -	\$ 17,952,107	\$ 848,458	\$ 18,800,565
Breakfast/Lunch Fees Collected	\$ -	\$ -	\$ 180,000	\$ 180,000
Service Fees	\$ -	\$ -	\$ -	\$ -
Use of Fund Balance	\$ -	\$ 1,164,848	\$ -	\$ 1,164,848
Potential Deficit	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 38,246,751	\$ 19,141,955	\$ 1,028,458	\$ 58,417,164
EXPENDITURES:				
Salaries, Certified	\$ -	\$ -	\$ -	\$ -
Salaries, Non-Certified	\$ -	\$ -	\$ 105,061	\$ 105,061
Employee Benefits	\$ -	\$ -	\$ 23,970	\$ 23,970
Professional Services	\$ 38,146,751	\$ -	\$ -	\$ 38,146,751
Administration/Management	\$ -	\$ -	\$ -	\$ -
Property Services	\$ -	\$ -	\$ -	\$ -
Maintenance	\$ -	\$ -	\$ 14,700	\$ 14,700
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -
Transportation/Travel	\$ -	\$ -	\$ 315	\$ 315
Advertising	\$ -	\$ -	\$ -	\$ -
Other Purchased Services	\$ -	\$ -	\$ 1,155	\$ 1,155
Insurance	\$ -	\$ -	\$ 4,200	\$ 4,200
Phone, Postage & Printing	\$ -	\$ -	\$ 210	\$ 210
Books & Supplies	\$ -	\$ -	\$ -	\$ -
Other Supplies	\$ -	\$ -	\$ 4,951	\$ 4,951
Utilities	\$ -	\$ -	\$ 110,000	\$ 110,000
Food for Programs	\$ -	\$ -	\$ 659,188	\$ 659,188
Software & Equipment	\$ -	\$ -	\$ -	\$ -
Capital Projects	\$ -	\$ 19,141,955	\$ 75,000	\$ 19,216,955
Organizational Dues	\$ -	\$ -	\$ -	\$ -
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -
Potential Surplus	\$ 100,000	\$ -	\$ 29,708	\$ 129,708
	\$ 38,246,751	\$ 19,141,955	\$ 1,028,458	\$ 58,417,164
EXCESS OF REVENUE OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -

NON-OPERATING ITEMS

EASTERN CT HEALTH AND MEDICAL COOPERATIVE (ECHMC)

Budget Narrative

- **Eastern CT Health and Medical Cooperative (ECHMC):** ECHMC is a health and medical consortium designed to mitigate health care costs. LEARN serves as the fiscal agent. For 2024-2025, the consortium includes Old Saybrook, North Stonington, Westbrook Town and Board, Region 17, Region 18, East Haddam Town and Board, Goodwin University, and LEARN.
- As of June 30, 2024, the consortium's net position was \$2,044,509.
- As of February 28, 2025, the consortium's net position was \$1,826,842.
- See the chart below for allocation rate changes:

Summary of Medical and Dental Allocation Rates

Fiscal Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
LEARN Medical % Change	9.00%	5.00%	-15.0%	-10.0%	5.0%	8.0%	10.0% Estimated
LEARN Dental % Change	0.0%	5.00%	-15.0%	0.0%	5.0%	8.0%	10.0% Estimated

EASTERN CT HEALTH & MEDICAL COOPERATIVE (ECHMC)

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
Cash Inflows (Premiums Paid)	\$ 13,317,480	\$ 27,901,786	\$ 30,189,881	\$ 34,769,774	\$ 38,246,751	\$ 8,056,870	26.7%
Cash Outlays (Expenses)	\$ 14,601,569	\$ 31,345,473	\$ 30,217,229	\$ 35,066,472	\$ 38,146,751	\$ 7,929,522	26.2%
Potential Surplus	\$ -	\$ -	\$ -	\$ -	\$ 100,000		
Potential Deficit	\$ -	\$ -	\$ 27,348	\$ 296,698	\$ -	\$ (27,348)	(100.%)
Net Addition/(Deduction)	\$ (1,284,089)	\$ (3,443,687)	\$ -	\$ -	\$ -		

* ECHMC's net position as of June, 30, 2024, is \$2,044,509

NON-OPERATING ITEMS

CAPITAL PROJECTS

2024-2025 Revenue Sources

- **Cash Inflows (Loans/Grants): \$17,952,107**
 - \$17,952,107 Estimated 95% State reimbursement of Early Childhood Center of Excellence
- **Transfers In: \$25,000**
 - \$25,000 Regional Multicultural Magnet School

Budget Narrative

- **Capital Projects:** As LEARN does not have taxing authority to fund major repairs and upgrades, the agency established a Capital Improvement line in the budget.
 - **2023-2024:** The renovation of the LEARN Transition Academy's new location in Niantic occurred, as well as student and staff technology replacement at all locations.
 - **2024-2025:** Technology replacements for students and staff at all locations are underway across all locations. In addition, renovations to the first and second floors of the LEARN central office-including new flooring, updated bathrooms, and reconfigured office spaces – have been completed.
 - **2025-2026:** Technology replacements for students and staff at all locations and IT infrastructure.
 - A detailed list of completed and future capital plan expenditures is included in Appendix C.
- **New Early Childhood School.** In 2025-2026, we are estimating \$18,896,955 in expenses for the Early Childhood Center of Excellence project, with a 95% state reimbursement rate.

CAPITAL PROJECTS

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
Cash Inflows (Loans/Grants)	\$ 4,592,312	\$ 594,734	\$ 5,180,734	\$ 3,713,388	\$ 17,952,107	\$ 12,771,373	246.5%
Transfers In - Schools & Programs	\$ 85,000	\$ -	\$ 57,605	\$ 46,182	\$ 25,000	\$ (32,605)	(56.6%)
Transfers In - Board Approved	\$ 610,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
						\$ -	-
Expenses*	\$ (7,551,515)	\$ (1,548,238)	\$ (6,908,830)	\$ (3,908,830)	\$ (19,141,955)	\$ (12,233,125)	177.1%
						\$ -	-
Use of Fund Balance	\$ 2,264,203	\$ 953,504	\$ 1,670,491	\$ 149,260	\$ 1,164,848	\$ (505,643)	(30.3%)
Net Addition/(Deduction)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

* Expenses detailed in Appendix C. Expenses include two multi-year projects: Project #2 and Early Childhood Center of Excellence

NON-OPERATING ITEMS

FOOD SERVICE

Budget Narrative

- **Food Service:** LEARN provides food services for LEARN's four magnet schools and outplacement programs. In 2023-2024, LEARN chose Whitsons Culinary Group as a food service management company through the RFP process.
- For 2021-2022, participation and revenue dramatically increased due to the Federal Government providing free meals for all students. In 2022-2023, LEARN received a SMART food grant in the amount of \$135,790.50 that provided free meals for all students through November 2022. Starting December 1, 2022, we collected lunch and breakfast payment by status until February 28, 2023. On March 1, 2023, through the end of the 2022-2023 school year, the Federal Government provided additional funds for free meals for all students. For 2023-2024, free breakfast continued, and students that were eligible for reduced lunch meals received free meals. For 2025-2026, our budget reflects students will be charged for all meals according to lunch status.
- For 2024-2025, LEARN requested approval to have all negative lunch balances be paid using the food service fund balance.
- Continued in 2025-2026, a portion of LEARN staff has been allocated through the food service budget to support food service operations.
- In 2025-2026, LEARN will continue to strengthen relationships with local farmers through our partnership with Healthy PlanEat.
- In 2023-2024, LEARN provided Food Service for 1,395 LEARN students and 1,214 Goodwin University Magnet School students.
- In 2024-2025, LEARN provided Food Service for 1,390 LEARN students.

Lunch Prices

2024-2025 Lunch Prices

	MSMHS	TRMC	OALA	RMMS	TFS
Breakfast	\$ 1.50	\$ 1.50	\$ 1.45	\$ 1.45	\$ 1.45
Lunch	\$ 3.00	\$ 3.00	\$ 2.85	\$ 2.85	\$ 2.85
Reduced - Breakfast *	\$ 0.30	\$ 0.30	\$ 0.30	\$ 0.30	\$ 0.30
Reduced – Lunch *	\$ 0.40	\$ 0.40	\$ 0.40	\$ 0.40	\$ 0.40
Milk Only	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50

* For 2024-2025, all students who qualify for reduced meal prices receive free meals.

FOOD SERVICE

	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 BUDGET	2024-2025 PROJECTED	2025-2026 PROPOSED	DOLLAR VARIANCE	% VARIANCE
REVENUES:							
Intergovernmental Revenues	\$ 1,586,270	\$ 1,427,901	\$ 775,000	\$ 815,825	\$ 848,458	\$ 73,458	9.5%
Breakfast/Lunch Fees Collected	\$ 72,755	\$ 176,800	\$ 175,000	\$ 175,000	\$ 180,000	\$ 5,000	2.9%
Service Fees	\$ -	\$ -	\$ -			\$ -	-
TOTAL REVENUES	\$ 1,659,025	\$ 1,604,701	\$ 950,000	\$ 990,825	\$ 1,028,458	\$ 78,458	8.3%
EXPENDITURES:							
Salaries, Certified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Salaries, Non-Certified	\$ 89,739	\$ 282,586	\$ 95,134	\$ 100,058	\$ 105,061	\$ 9,927	10.4%
Employee Benefits	\$ 21,233	\$ 20,452	\$ 17,390	\$ 22,829	\$ 23,970	\$ 6,580	37.8%
Professional Services	\$ 50,508	\$ 32,678	\$ 75,000	\$ -	\$ -	\$ (75,000)	(100.0%)
Administration/Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Property Services	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
Maintenance	\$ -	\$ -	\$ -	\$ 14,000	\$ 14,700	\$ 14,700	-
Rent/Internal Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transportation/Travel	\$ 769	\$ 1,119	\$ 1,000	\$ 300	\$ 315	\$ (685)	(68.5%)
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Purchased Services	\$ 565,192	\$ 6,793	\$ 285,153	\$ 1,100	\$ 1,155	\$ (283,998)	(99.6%)
Insurance	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,200	\$ 4,200	-
Phone, Postage & Printing	\$ 5,580	\$ 1,632	\$ 7,676	\$ 200	\$ 210	\$ (7,466)	(97.3%)
Books & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Other Supplies	\$ 2,658	\$ 9,973	\$ 5,000	\$ 4,715	\$ 4,951	\$ (49)	(1.0%)
Utilities	\$ -	\$ 421,093	\$ -	\$ 100,000	\$ 110,000	\$ 110,000	-
Food for Programs	\$ 589,318	\$ 1,352,027	\$ 383,600	\$ 627,798	\$ 659,188	\$ 275,588	71.8%
Software & Equipment	\$ -	\$ 91,660	\$ -	\$ -	\$ -	\$ -	-
Capital Set-Aside	\$ -	\$ 470,462	\$ 80,047	\$ 100,000	\$ 75,000	\$ (5,047)	(6.3%)
Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Interest & Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Potential Surplus	\$ -	\$ -	\$ -	\$ 15,825	\$ 29,708	\$ 29,708	-
TOTAL EXPENDITURES	\$ 1,334,999	\$ 2,690,475	\$ 950,000	\$ 990,825	\$ 1,028,458	\$ 78,458	8.3%
EXCESS OF REVENUE OVER EXPENDITURES	\$ 324,027	\$ (1,085,775)	\$ -	\$ -	\$ -	\$ -	

LEARN

Fiscal Year 2025-2026 Proposed Budget

Appendices

A: Fund Balance Information

B: Interest Rate Information

C: Capital Plan

D: Staffing Summaries Proposed 2025-2026

E: Staffing Summaries 2024-2025

F: Tuition Rates: Schools

G: Tuition Rates: Student Support Services

APPENDIX A: GOVERNMENTAL FUND BALANCES

	Fiscal Year Ending June 30,		Increase
	2024	2023	(Decrease)
General Fund	\$ 22,973,501	\$ 22,884,630	\$ 88,871
Special Revenue Fund	(497,142)	385,067	(882,209)
Capital Projects Fund	(4,372,532)	(3,048,729)	(1,323,803)
Nonmajor Governmental Funds:			
Special Revenue Funds	24,764	24,764	
Student Activities	147,142	125,742	21,400
School Lunch Fund	924,604	1,996,919	(1,072,315)
Total	<u>\$ 19,200,337</u>	<u>\$ 22,368,393</u>	<u>\$ (3,168,056)</u>

Fund Balance Detail

The General Fund increased the fund balance by \$88,871.

The Capital Projects Fund decreased \$1,323,803.

The School Lunch Fund decreased the fund balance by \$1,072,315.

APPENDIX A: GOVERNMENTAL FUND BALANCES

Governmental Fund Balances as of June 30, 2024

	General Fund	Special Revenue Fund	Capital Projects Fund	Nonmajor Governmental Funds	Total Government Funds
Nonspendable for:					
Prepaid Items	\$ 28,259	\$ 3,730	-	-	\$ 31,989
Restricted for:					
Learn Projects	-	-	-	\$ 24,764	\$ 24,764
Student Activities	-	-	-	\$ 147,142	\$ 147,142
Committed for					
Salaries, Certified Personnel	-	-	-	-	\$ -
School Cafeteria	-	-	-	\$ 924,604	\$ 924,604
Assigned for:					
Compensated Absences	\$ 535,086	-	-	-	\$ 535,086
Unassigned	\$ 22,410,156	(500,872)	\$ (4,372,532)	-	\$ 17,536,752
Total Fund Balances	\$ 22,973,501	\$ (497,142)	\$ (4,372,532)	\$ 1,096,510	\$ 19,200,337

Nonspendable

This category presents amounts that cannot be spent either because they are in nonspendable form or because they are legally or contractually required to be maintained intact.

Restricted

This category presents amounts that can be spent only for specific purposes because of enabling legislation or because of constraints that are externally imposed by creditors, grantors, contributors, or the laws or regulations of other governments.

Committed

This category presents amounts that can be used only for specific purposes determined by a formal action of the highest level of decision-making authority for LEARN. Commitments may be established, modified or rescinded only through resolutions approved by the Board of Directors.

Assigned

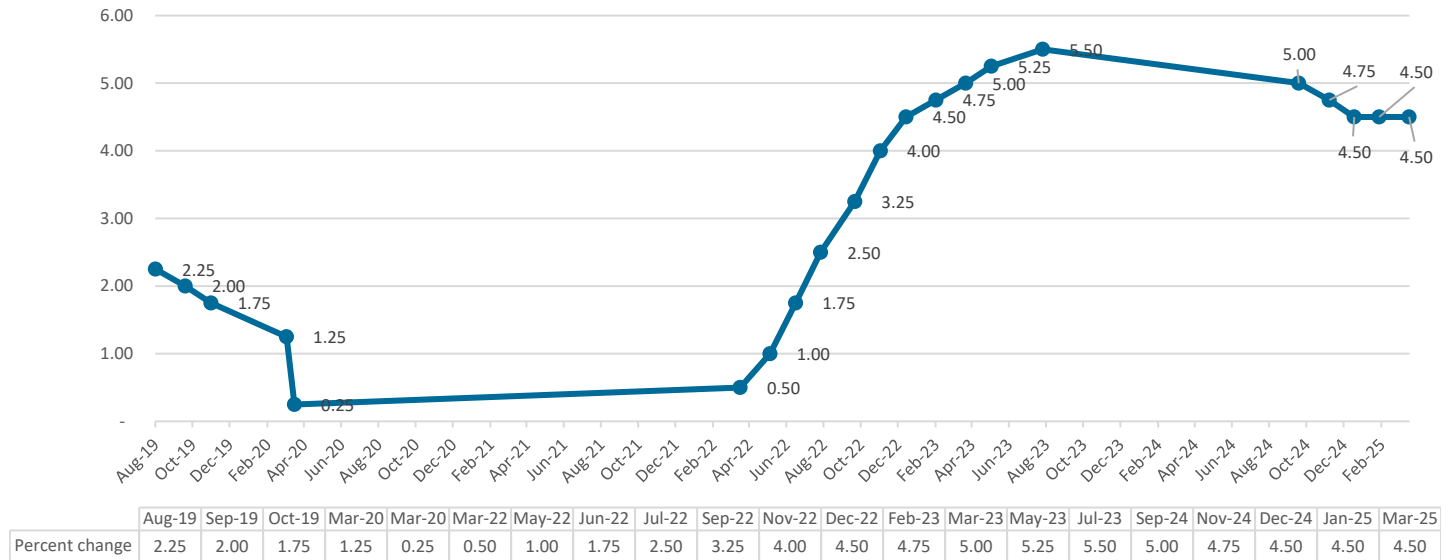
This category presents amounts that do not meet the criteria to be classified as restricted or committed but that are intended to be used for specific purposes. Intent can be expressed by the Board of Directors.

Unassigned

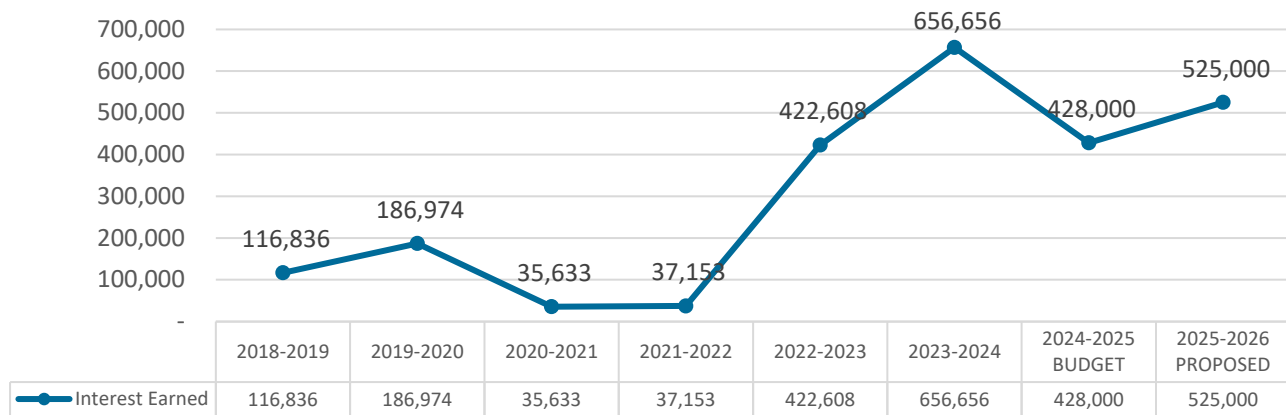
This category presents amounts that do not meet the criteria above and are available for any purpose. This category is only reported in the general fund for positive amounts and in any other fund that has a fund balance deficit.

APPENDIX B: INTEREST

Federal Interest Rate (High Range)



Interest Earned



APPENDIX C: CAPITAL PROJECTS COMPLETED**Location Key**

HH	Central Office: 44 Hatchetts Hill, Old Lyme, CT
IT	Information Technology: 44 Hatchetts Hill Rd, Old Lyme, CT
MSMHS	Marine Science Magnet High School: 130 Shennecossett Rd, Groton, CT
RMMS	Regional Multicultural Magnet School: 1 Bulkeley Pl, New London, CT
SSS	LEARNing Academy: 660 Ocean Ave, New London, CT
TA	LEARN Transition Academy: 58 Pennsylvania Avenue, Niantic, CT
TFS	The Friendship School: 24 Rope Ferry Rd, Waterford, CT
TRMC	Three Rivers Middle College Magnet High School: 574 New London Turnpike, Norwich, CT

2021-2022		
Location	Description	Total
HH	Roof project	106,448
HH	HH Desktop/Laptop replacement	31,630
HH	Garden level flooring	26,925
HH	Garden level lounge furniture	20,739
HH	Shed design and build	18,282
HH	Hot water tank replacement	11,451
IT	IT Department furniture	78,738
IT	Technical Equipment Work	24,692
IT	New phone system	17,290
IT	Wireless Controller and Aps	17,055
IT	Fortinet Firewall Renewal	15,374
IT	IT Desktop/Laptop replacement	12,072
RMMS	Boiler/chamber replacement	12,990
RMMS	Electrical replacement	10,208
TFS	Playground shade panels	10,144
Subtotal 2021-2022		414,038
Project #2 Expenditures		3,125,870
Total Expenditures 2021-2022		3,539,908

2022-2023		
Location	Description	Total
HH	Roof project, continued	520,300
HH	Technology replacement for Central Office	18,282
HH	Dumpster Installation	3,076
HH	Asphalt patching and ramp	25,406
HH	Furniture	7,972
IT	Server Replacement	32,226
IT	IT Technology Replacement	17,259
MSMHS	Student and teacher laptop replacements	113,247
RMMS	Cisco Switches	60,902
RMMS	Boiler replacement	30,311
RMMS	Teacher computers replacement	26,534
RMMS	iPad replacement	25,977
RMMS	Smart Boards replacement	22,227
RMMS	Roll Coat Rubber Surface	5,100
SSS	Playground updates	388,257
TFS	Teacher laptop replacements	53,448
TFS	Chiller/Compressor	42,530
TFS	Hot water heater	14,223
TFS	Playground post pads	6,460
TFS	Portable speed bumps	3,403
TRMC	Teacher laptop replacements	10,108
Subtotal 2022-2023		1,427,245
Project #2 Expenditures		6,124,270
Early Childhood Center of Excellence Project		97,056
Total Expenditures 2022-2023		7,551,515

2023-2024		
Location	Description	Total
HH	Hatchetts Hill renovation	17,859
HH	Staff technology replacements	16,201
HH	Uninterruptible Power Supply (UPS)	1,822
HH	Servers	13,416
IT	Technology replacement	2,097
MSMHS	Staff technology replacements	28,144
MSMHS	Phone System	15,896
MSMHS	Asphalt patching and repairs	14,455
MSMHS	Annunciator replacement	39,996
MSMHS	Student technology replacements	53,635
RMMS	SMART Interactive Display*	133,834
RMMS	CISCO Switches*	71,394
RMMS	Phone System*	40,863
RMMS	Painting	24,780
RMMS	Stair and flooring repairs	15,649
RMMS	Upgrades to camera system	28,411
RMMS	Staff technology replacements	23,937
RMMS	Student technology replacements	78,802
SSS	Cloud based technology updates	29,795
TA	Renovation and move to Niantic	263,686
TA	Network improvements	19,918
TA	SMART Interactive Display	7,213
TA	Furniture for new location	63,399
TA	Camera and security system for new location	8,550
TFS	Speed Bumps	1,973
TFS	Boiler replacement	31,809

Subtotal 2023-2024	1,047,533
Project #2 Expenditures	443,029
Early Childhood Center of Excellence Project	57,676
Total Expenditures 2022-2023	1,548,238

Multi-Year Projects	
LEARNing Academy, Project #2*	
2020-2021	121,818
2021-2022	3,125,870
2022-2023	6,124,270
2023-2024	443,029
Total Cost	
State Reimbursement (80%)	7,851,990
Total Cost to LEARN	1,962,998

Early Childhood Center of Excellence Project	
2022-2023	39,380
2023-2024 Land survey	57,676

Total Cost	97,056
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*Indicates expenses that were partially or fully grant funded

APPENDIX C: 5 YEAR CAPITAL PLAN

5 YEAR CAPITAL PLAN

Description	24-25 PROJECTED	25-26 PROPOSED	26-27	27-28	28-29
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HATCHETTS HILL CAMPUS (HH)

1st and 2nd floor renovations	836,170				
Agency-wide HVAC Maintenance	25,000		25,000	25,000	25,000
Boiler #2			65,000		
HH Desktop / Laptop replacement program	18,000	18,000	18,000	18,000	18,000
Inside Security Camera Upgrades		5,000			
Parking Lot - Asphalt crack seal, sealcoat, restripe -			25,405		
TOTAL	879,170	23,000	133,405	43,000	43,000

INFORMATION TECHNOLOGY (IT)

Cisco Switches	30,000	-			
Fortinet Firewall Renewal	32,000				
Fortinet Firewall Replacement					15,000
IT Department and Laptop Replacement Program	5,000		5,000		
Loaner Laptop Replacement	3,000	3,000	3,000	3,000	3,000
Rapid Recovery Backup Software	2,600	2,600	2,600	2,600	2,600
Server Replacements	16,000		16,000		
UPS Battery Backups 2/year	2,000	2,000	2,000	2,000	2,000
Wireless Controller and access points			18,000		
TOTAL	90,600	7,600	46,600	7,600	22,600

REGIONAL MULTICULTURAL MAGNET SCHOOL (RMMS)

Accessible lift repair	60,000				
AirWatch MDM Subscription (for iPads and MacBook management)	4,800	4,800	4,800	4,800	4,800
Asphalt crack seal, sealcoat, restripe				15,000	
Battery Backup (UPS) Replacement	2,000				
Chromebook Replacements	42,000	29,050	29,050	29,050	29,050
Commercial Dish Washer	35,000				
Fortinet Firewall Renewal	5,800				
Ice maker	4,000				
iPad Replacements			24,480	24,480	
Rapid Recovery Backup Software	2,600				
Rollcoat of playground surface (every 5 years)	6,000				6,000
Server Replacements	5,000				
SMART Learning Suite	1,600	1,600	1,600	1,600	1,600
Teacher computer replacements	30,000	21,550	28,500	28,500	28,500
Teacher desks - replacement program (\$1,000 per desk)	5,000				
Walkies for staff	11,800				
TOTAL	231,600	57,000	88,430	103,430	69,950

THE FRIENDSHIP SCHOOL (TFS)

Firewall Renewal		5,800			
I-Pads - 1:1			43,000		
Pavers/Cement front building	40,000				
Phone System Replacement					
Rapid Recovery Backup Software	2,600				
Staff Laptop Replacements		2,500			
TOTAL	42,600	8,300	43,000	-	

5 YEAR CAPITAL PLAN (CONTINUED)

Description	24-25	25-26	26-27	27-28	28-29
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MARINE SCIENCE HIGH SCHOOL (MSMHS)

Asphalt crack seal, sealcoat, restripe; every three years					22,469
Basketball Hoop (permanent installation)	3,000				
Firewall Renewal		5,800			
HVAC Heat Pump	40,000		40,000	40,000	40,000
IP Cameras	13,840				
Rapid Recovery Backup Software	2,600				
School remodel needs	83,000			32,875	
Server Replacements	5,000	5,000			
Staff Laptop replacements				59,500	
Student Laptop replacements	42,000	42,000	42,000	42,000	42,000
TV Displays		8,000	8,000		
UPS Backup Battery Replacements	1,000	1,000			
Wireless Controller		5,500			
TOTAL	190,440	67,300	90,000	174,375	104,469

THREE RIVERS MIDDLE COLLEGE MAGNET HIGH SCHOOL (TRMC)

1: 1 Student Laptops - maintenance Program	30,000	30,000	30,000	30,000	30,000
TOTAL	30,000	30,000	30,000	30,000	30,000

OCEAN AVENUE LEARNING ACADEMY (OALA)

Firewall Renewal					5,800
iPads - replacement program		15,000			
New Van	40,000				
Phone system replacement	1,000	1,000		1,000	
Rapid Recovery Backup Software	2,600	2,600			
Roof updates	59,000				
Server Replacements		5,000	5,000	5,000	
SMART Panel Replacement	5,000	5,000			
Staff Laptop Replacement program	18,000	18,000	18,000	18,000	18,000
Student Laptop Replacements	4,200	4,200	4,200	4,200	4,200
UPS Backup Battery Replacements	1,000	1,000			2,000
TOTAL	130,800	51,800	27,200	28,200	30,000

LEARN TRANSITION ACADEMY

Renovation of building - Niantic, CT					
Upgrades to outside camera system					
TOTAL	-	-	-	-	-

TOTAL ALL LOCATIONS	1,595,210	245,000	458,635	386,605	300,019
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APPENDIX D: STAFFING SUMMARY - PROPOSED 2025-2026**LEARN MAGNET SCHOOLS**

	RMMS	TFS	MSMHS	TRMC	TOTAL
Principal	Mariana Reyes	Jessica Silvestro	Tara Amatrudo	Brad Columbus	4
Assistant Principal	1.2	1.2	1.0		3.40
Certified Teachers	30.5	29	23.9	4.75	88.15
Coaches (incl Magnet Theme)	3	2	1.45		6.45
Instructional Staff	11	31	2.5	1	45.50
Nurse & Health Aide	2	2	0.85		4.85
School Counselor			2.0	1	3.00
School Psychologist/Social Worker	0.7	1	0.4	0.5	2.60
SRBI/Special Education Coordinator					0.00
Speech & Language Pathologists/Occup Therapist	0.5	0.4			0.90
Secretary/Receptionist					0.00
Managers (includes Office, Budget and Enrichment Managers)	3.5	3.5	2.0	1	10.00
Before/After School Program Staff	1.4				1.40
Playground/Cafeteria Assistants		3.6			3.60
5.00	54.80	74.70	35.10	9.25	178.85

PROGRAMS & SERVICES**Teaching & Learning: Program & Services (8.5)**

- 1 Curriculum Director: Linda Darcy
- 7 Educational Consultants
- 0.5 Office/Budget Manager

Transportation (1)

- 1 Van Drivers

Student Support Services (224.95)

- 0.6 Deputy Director: Bridgette Gordon-Hickey
- 2.95 Directors
- 6.6 Assistant Directors/Supervisors
- 3.6 SSS Coordinators
- 35.35 Teachers
- 4.4 Psychologist/Social Worker
- 6.35 Social Workers
- 13.2 Speech Language Pathologists
- 11.7 Occupational Therapists
- 1.8 Physical Therapists
- 12.5 Board Certified Behavioral Analysts
- 6.0 Nurses
- 83.9 Intervention Specialists
- 6.0 Medical Assistant Specialist
- 6.0 Job Coach
- 12.0 Registered Behavior Technician
- 2.0 Transition Specialist
- 7.0 Office Staff
- 2.0 School Counselor
- 1.0 Tutor

Early Childhood Education (5.45)

- 0.05 Director: Sarah Moon
- 1.0 Assistant Director
- 4.3 Early Care & Education Coordinators
- 0.1 Office/Budget Manager

APPENDIX D: STAFFING SUMMARY - PROPOSED 2025-2026

MSAP: SOARS & LEAP Grants

The SOARS & LEAP grants include several positions for each participating school. For TFS, MSMHS and Organizational Support, the positions are listed with those respective areas. Positions generally include Magnet Theme Coaches/Coordinators; specialized Teacher positions; and some support roles.

ORGANIZATIONAL SUPPORT

Communications/Marketing and Special Projects (7.6)

- 2.0 Office Manager (supports all of Executive Services)
- 0.6 Special Project Coordinator
- 2.0 Communications Coordinator
- 1.0 Digital Marketing Manager
- 1.0 Regional Magnet Coordinator (MSAP)
- 1.0 LEAP/SOARS Assistant Project Director (MSAP)

Information Technology (13)

- 1.0 Director: Lance Hagen
- 1.0 Assistant Director
- 5.0 IT Coordinators
- 6.0 IT Technicians

Executive Services (23.7)

- 1.0 Executive Director: Kate Ericson
- 0.4 Deputy Director: Bridgette Gordon-Hickey
- 1.0 Associate Director: Ryan Donlon
- 1.0 Director of Human Resources: Elizabeth (Beth) McCaffery
- 0.85 Chief Financial Officer: Michael Belden
- 1.0 Assistant Director of Accounting and Projects
- 0.2 Magnet Office Coordinator
- 6.0 Business Office Accounting/Budgeting
- 7.0 Human Resources/Personnel/Payroll Staff/Payroll
- 0.4 Hatchetts Hill Office Manager
- 1.0 Executive Office Coordinator
- 3.8 Business Office Clerical Staff (A/P, A/R, Office Support)

APPENDIX D: STAFFING SUMMARY - AS PLANNED FOR 2024-2025**LEARN MAGNET SCHOOLS**

	RMMS	TFS	MSMHS	TRMC	TOTAL
Principal	Mariana Reyes	Jessica Silvestro	Tara Amatrudo	Brad Columbus	4
Assistant Principal	1	1.2	1		3.20
Certified Teachers	28	28	23.9	4.75	84.65
Coaches (incl Magnet Theme)	3	2	1.45		6.45
Instructional Staff	9	29		1	39.00
Nurse & Health Aide	2	2	0.85		4.85
School Counselor			2	1	3.00
School Psychologist/Social Worker	0.5	1.5	0.4	0.5	2.90
SRBI/Special Education Coordinator					0.00
Speech & Language Pathologists/Occup Therapist	0.4	0.7			1.10
Secretary/Receptionist		1			1.00
Managers (includes Office, Budget and Enrichment Managers)	3.5	2.5	2	1	9.00
Before/After School Program Staff	1.4				1.40
Playground/Cafeteria Assistants		4			4.00
	49.80	72.90	32.60	9.25	169.55

PROGRAMS & SERVICES**Teaching & Learning: Program & Services (9.5)**

- 1 Curriculum Director: Linda Darcy
- 8 Educational Consultants
- 0.5 Office/Budget Manager

Transportation (1)

- 1 Van Drivers

Student Support Services (217.4)

- 0.6 Deputy Director: Bridgette Gordon-Hickey
- 4.15 Directors
- 5.55 Assistant Directors/Supervisors
- 4 SSS Coordinators
- 34.35 Teachers
- 4.6 Psychologist/Social Worker
- 6.1 Social Workers
- 10.3 Speech Language Pathologists
- 11.7 Occupational Therapists
- 0.6 Physical Therapists
- 10.8 Board Certified Behavioral Analysts
- 5.0 Nurses
- 87.6 Intervention Specialists
- 6.0 Medical Assistant Specialist
- 6.0 Job Coach
- 8.0 Registered Behavior Technician
- 2.0 Transition Specialist
- 7.0 Office Staff
- 1.0 School Counselor
- 2.0 Tutor

Early Childhood Education (5.45)

- 0.05 Director: Sarah Moon
- 1.0 Assistant Director
- 4.3 Early Care & Education Coordinators
- 0.1 Office/Budget Manager

APPENDIX D: STAFFING SUMMARY - AS PLANNED FOR 2024-2025

MSAP: SOARS & LEAP Grants

The SOARS & LEAP grants include several positions for each participating school. For TFS, MSMHS and Organizational Support, the positions are listed with those respective areas. Positions generally include Magnet Theme Coaches/Coordinators; specialized Teacher positions; and some support roles.

ORGANIZATIONAL SUPPORT

Communications/Marketing and Special Projects (6.6)

- 1.0 Director of Special Projects: Terrance Cunningham
- 2.0 Office Manager (supports all of Executive Services)
- 1.0 Special Project Coordinator
- 2.0 Communications Coordinator
- 1.0 Digital Marketing Manager
- 1.0 EXPECT/LEAP Grant Project Lead (MSAP)

Information Technology (13)

- 1.0 Director: Lance Hagen
- 1.0 Assistant Director
- 5.0 IT Coordinators
- 6.0 IT Technicians

Executive Services (24.4)

- 1.0 Executive Director: Kate Ericson
- 0.4 Deputy Director: Bridgette Gordon-Hickey
- 1.0 Associate Director: Ryan Donlon
- 1.0 Director of Human Resources: Elizabeth (Beth) McCaffery
- 0.8 Chief Financial Officer: Michael Belden
- 1.0 Assistant Director of Accounting and Projects
- 0.2 Magnet Office Coordinator
- 8.0 Business Office Accounting/Budgeting
- 6.0 Human Resources/Personnel/Payroll Staff/Payroll
- 0.4 Hatchetts Hill Office Manager
- 1.0 Executive Office Coordinator
- 2.7 Business Office Clerical Staff (A/P, A/R, Office Support)
- 1.0 Fingerprinting Specialists

NON - OPERATING

Food Service (1.3)

- 0.2 Chief Financial Officer: Michael Belden
- 0.8 Magnet Office Coordinators
- 0.3 Business Office Clerical Staff (A/P, A/R, Office Support)

APPENDIX E: HISTORICAL TUITION RATES & STUDENT POPULATION

LEARN Magnet Tuitions	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Regional Multicultural Magnet School	\$ 3,074	\$ 3,120 1.5% increase	\$ 3,167 1.51% increase	\$ 3,230 1.99% increase	\$ 3,319 Additional 2.76%	\$ 1,925 42% decrease	\$ 1,925 No change
Marine Science Magnet High School	\$ 5,980	\$ 6,070 1.5% increase	\$ 6,131 1.0% increase	\$ 6,253 2.0% increase	\$ 6,409 Additional 2.49%	\$ 3,717 42% decrease	\$ 3,717 No change
Three Rivers Middle College Magnet High School	\$ 5,980	\$ 6,070 1.5% increase	\$ 6,131 1.0% increase	\$ 6,253 2.0% increase	\$ 6,378 Additional 2.00%	\$ 3,699 42% decrease	\$ 3,699 No change
The Friendship School	\$ 3,960	\$ 4,053 2.3% increase	\$ 4,053	\$ 4,053	\$ 4,053	\$ 2,351 42% decrease	\$2,351 (PreK) \$1,925 (K)
State contribution to each school	\$ 8,058 2.0% increase	\$ 8,058	\$ 8,058	\$ 8,058	\$ 8,058	\$ 10,631 Average	\$ 10,631 Average

Total Per-Pupil Tuitions	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Regional Multicultural Magnet School	\$ 11,132	\$ 11,178	\$ 11,225	\$ 11,288	\$ 11,377	\$ 12,028	\$ 12,028
Marine Science Magnet High School	\$ 14,038	\$ 14,128	\$ 14,189	\$ 14,311	\$ 14,467	\$ 10,999	\$ 10,999
Three Rivers Middle College Magnet High School	\$ 14,038	\$ 14,128	\$ 14,189	\$ 14,311	\$ 14,436	\$ 10,959	\$ 10,959
The Friendship School	\$ 12,018	\$ 12,111	\$ 12,111	\$ 12,111	\$ 12,111	\$ 12,811	\$12,811 (PreK) \$12,385 (K)

STUDENT COUNT @ 10/1	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Regional Multicultural Magnet School	464 of 505 reduc in class	463 of 488	500 of 502	495 of 501	494 of 495	469	485
<i>* shows number of tuition paying students vs full student count (difference due to tuition caps)</i>							
Marine Science Magnet High School	272	271	271	271	271	274	275
Three Rivers Middle College Magnet High School	67	67	67	79	81	92	92
The Friendship School	503	451 plus 2 1076-E	503	484	459	460	470
Magnet Student Total	1,495	1,277	1,343	1,335	1,306	1,295	1,322



2025-2026 PROPOSED BUDGET
Student Support Services
SY 2025-2026 Tuition Rates

5dc

SERVICE/PROGRAM	2025-2026
Emotional/Behavioral Disability (ED) Programming	
Emotional/Behavioral Disability (SAILS) (includes 1:1 supports) - Elementary @ OALA	\$ 100,961
Emotional/Behavioral Disability (SAILS) (<i>without 1:1 supports</i>) - Elementary @ OALA	\$ 77,666
Emotional/Behavioral Disability (SAILS) (includes 1:1 supports) - Secondary @ OALA	\$ 98,992
Emotional/Behavioral Disability (SAILS) (<i>without 1:1 supports</i>) - Secondary - @ OALA	\$ 75,698
Emotional/Behavioral Disability (SAILS) (includes 1:1 supports) - Secondary @ LTA	\$ 98,992
Emotional/Behavioral Disability (SAILS) (<i>without 1:1 supports</i>) - Secondary - @ LTA	\$ 75,698
Autism/Developmental Delay Programming	
Autism/Developmental Delay (includes 1:1 supports) - Elementary - @ OALA	\$ 101,003
Autism/Developmental Delay (<i>without 1:1 supports</i>) - Elementary - @ OALA	\$ 77,708
Autism/Developmental Delay (includes 1:1 supports) - Secondary - @ OALA	\$ 102,801
Autism/Developmental Delay (<i>without 1:1 supports</i>) - Secondary - @ OALA	\$ 79,507
Autism/Developmental Delay (includes 1:1 supports) - Secondary - @ LTA	\$ 102,801
Autism/Developmental Delay (<i>without 1:1 supports</i>) - Secondary - @ LTA	\$ 79,507
Medically Fragile Programming	
Medically Fragile (includes 1:1 supports) - @ OALA	\$ 120,528
Medically Fragile (<i>without 1:1 supports</i>) - @ OALA	\$ 97,234
Transition Programming	
Transition Program (includes 1:1 supports) - EBD - @ OALA	\$ 106,705
Transition Program (<i>without 1:1 supports</i>) - EBD - @ OALA	\$ 83,411
Transition Program (includes 1:1 supports) - ASD/DD - @ OALA	\$ 107,927
Transition Program (<i>without 1:1 supports</i>) - ASD/DD - @ OALA	\$ 84,633
Transition Program (includes 1:1 supports) - EBD - @ LTA	\$ 106,705
Transition Program (<i>without 1:1 supports</i>) - EBD - @ LTA	\$ 83,411
Transition Program (includes 1:1 supports) - ASD/DD - @ LTA	\$ 107,927
Transition Program (<i>without 1:1 supports</i>) - ASD/DD - @ LTA	\$ 84,633
Diagnostic Programming	
Diagnostic 45 day placements (additional services will be billed separately) @ OALA	\$ 32,509
Diagnostic 45 day placements (additional services will be billed separately) @ LTA	\$ 32,509
Extended School Year (ESY) Programming - 5 week program/5 hours per day	
(ESY) Emotional/Behavioral Disability (SAILS) (includes 1:1 supports) - Elementary @ OALA	\$ 10,355
(ESY) Emotional/Behavioral Disability (SAILS) (<i>without 1:1 supports</i>) - Elementary @ OALA	\$ 7,966
(ESY) Emotional/Behavioral Disability (SAILS) (includes 1:1 supports) - Secondary @ OALA	\$ 10,153
(ESY) Emotional/Behavioral Disability (SAILS) (<i>without 1:1 supports</i>) - Secondary - @ OALA	\$ 7,764
(ESY) Emotional/Behavioral Disability (SAILS) (includes 1:1 supports) - Secondary @ LTA	\$ 10,153
(ESY) Emotional/Behavioral Disability (SAILS) (<i>without 1:1 supports</i>) - Secondary - @ LTA	\$ 7,764
(ESY) Autism/Developmental Delay (includes 1:1 supports) - Elementary - @ OALA	\$ 10,359
(ESY) Autism/Developmental Delay (<i>without 1:1 supports</i>) - Elementary - @ OALA	\$ 7,970
(ESY) Autism/Developmental Delay (includes 1:1 supports) - Secondary - @ OALA	\$ 10,544
(ESY) Autism/Developmental Delay (<i>without 1:1 supports</i>) - Secondary - @ OALA	\$ 8,155
(ESY) Autism/Developmental Delay (includes 1:1 supports) - Secondary - @ LTA	\$ 10,544
(ESY) Autism/Developmental Delay (<i>without 1:1 supports</i>) - Secondary - @ LTA	\$ 8,155
(ESY) Medically Fragile (includes 1:1 supports) - @ OALA	\$ 12,362
(ESY) Medically Fragile (<i>without 1:1 supports</i>) - @ OALA	\$ 9,973
(ESY) Transition Program (includes 1:1 supports) - EBD - @ OALA	\$ 10,944
(ESY) Transition Program (<i>without 1:1 supports</i>) - EBD - @ OALA	\$ 8,555
(ESY) Transition Program (includes 1:1 supports) - ASD/DD - @ OALA	\$ 11,069
(ESY) Transition Program (<i>without 1:1 supports</i>) - ASD/DD - @ OALA	\$ 8,680
(ESY) Transition Program (includes 1:1 supports) - EBD - @ LTA	\$ 10,944
(ESY) Transition Program (<i>without 1:1 supports</i>) - EBD - @ LTA	\$ 8,555
(ESY) Transition Program (includes 1:1 supports) - ASD/DD - @ LTA	\$ 11,069
(ESY) Transition Program (<i>without 1:1 supports</i>) - ASD/DD - @ LTA	\$ 8,680
Extended School Year (ESY) - 1:1 additional support (not included in tuition)	\$ 3,280



2025-2026 PROPOSED BUDGET
**LEARN
 Student Support Services**
SY 2025-2026 Tuition Rates

5dd

SERVICE/PROGRAM	2025-2026
<u>1:1 Supports</u>	
1:1 Para Full Time (if not included in tuition)	\$ 46,589
1:1 Para Full Time (Daily rate)	\$ 258.83
<u>Hourly Rates</u>	
BCBA/Professional Staff Services per hour	\$ 168
Related Services (SLP, COUNS, OT, PT) per hour (group rate of 2 or more = \$78.50/hour)	\$ 157
Learning & Behavior Team (up to 2 consultants) per hour	\$ 236
Tutoring Hourly Rate	\$ 50.65
RN Hourly Rate	\$ 95.99
LPN Hourly Rate	\$ 68.56
<u>Professional Development Rates</u>	
Professional Development (Half Day)	\$ 775
Professional Development (Full Day)	\$ 1,250
<u>MAGNET-SpecEd TUITION - based on academic hours per week:</u>	
<i>TFS, RMMS, MSMHS, TRMC</i>	
up to 0.5 hrs/wk	\$ 2,594
0.51 to 2 hrs/wk	\$ 5,187
2.01-3.99	\$ 8,430
4-6.99	\$ 11,673
7-9.99	\$ 14,910
10-13.99	\$ 18,154
14-16.99	\$ 21,397
17-19.99	\$ 24,640
20 and over	\$ 29,827

PLEASE NOTE

Related Services will be separately billed based on monthly service logs.

For 2025-2026, the related services rate is \$157/hour (\$168 for BCBA and professional staff).

**Exhibit "A"****LEARN – Student Support Services****2025-2026****Autism/Developmental Delay Programs****Program Components**

- Certified Special Education Teacher
- Board Certified Behavior Analyst
- Specialized Instruction
- Content area Instruction
- Discreet Trial Instruction
- ABA Methodology
- Essentials, Enrichment and Extension Learning Experiences
- Education Program Oversight, Training, Supervision and Coordination of staff
- IEP Development and Case Management
- PPT Meeting Attendance
- School Nurse
- Physical Education delivered by a certified APE teacher
- Transdisciplinary teaming for program and curriculum development and enriched classroom-based services (SLP, OT, SW, School Counselors, RBT, Job Coach)
- Classroom Consumables
- Access to technology for learning and leisure as appropriate
- Safety-Care Trained Staff

Per IEP (included in Tuition)

- Transition Services (as appropriate per student age)
- Transition Specialist (as appropriate per student age)
- Instructional Supplies
- Comprehensive Educational Evaluations (Psycho-Ed, SLP, OT, PT, Transition, Functional Behavioral Assessment, Functional Assessment)
- Paraprofessional support (one to one)

Per IEP (Billed separately based on services delivered)

- BCBA Services Direct and Indirect
- Related Services Direct and Indirect
- Psychiatric Evaluation and Consultation
- Psychiatric Medication Management
- Assistive Technology Evaluations
- Augmentative and Alternative Communication Evaluation
- ADOS
- Additional 1:1 Support staff, beyond the first assigned
- Comprehensive Person-Centered Planning
- Comprehensive Feeding Evaluations



Exhibit "A"
LEARN – Student Support Services
2025-2026

Emotional/Behavioral Programs include the following:

Program Components

- Certified Special Education Teacher
- Licensed Social Worker
- Specialized Instruction
- Content Area Instruction
- Classroom or Program Based SEL Instruction
- Essentials, Enrichment and Extension Learning Experiences
- Education Program Oversight, Training, Supervision and Coordination of staff
- IEP Development and Case Management
- PPT Meeting Attendance
- School Nurse
- Physical Education delivered by a certified APE teacher
- Transdisciplinary teaming for program and curriculum development and enriched classroom-based services (SLP, OT, BCBA, School Counselors, RBT, Job Coach)
- Classroom Consumables
- Safety-Care Trained Staff
- Access to technology for learning and leisure as appropriate

Per IEP (included in Tuition)

- Transition Services (as appropriate per student age)
- Transition Specialist (as appropriate per student age)
- Instructional Supplies
- Comprehensive Educational Evaluations (Psycho-Ed, SLP, OT, PT, Transition, Functional Behavioral Assessment, Functional Assessment)
- Paraprofessional support (one to one)

Per IEP (Billed separately based on services delivered)

- BCBA Services Direct and Indirect
- Related Services Direct and Indirect
- Psychiatric Evaluation and Consultation
- Psychiatric Medication Management
- Assistive Technology Evaluations
- Augmentative and Alternative Communication Evaluation
- ADOS
- Additional 1:1 Support staff, beyond the first assigned
- Comprehensive Person-Centered Planning



Exhibit "A"
LEARN – Student Support Services
2025-2026

Medically Fragile Programs include the following:

Program Components

- Certified Special Education Teacher
- Specialized Instruction
- Content Area Instruction
- Classroom or Program Based SEL Instruction
- Essentials, Enrichment and Extension Learning Experiences
- Education Program Oversight, Training, Supervision and Coordination of staff
- IEP Development and Case Management
- PPT Meeting Attendance
- School and Classroom Nurse (Includes up to 8 hours of nursing per student)
- Physical Education delivered by a certified APE teacher
- Transdisciplinary teaming for program and curriculum development and enriched classroom-based services (SLP, OT, SW, RBT, SW, School Counselor)
- Classroom Consumables
- Access to technology for learning and leisure as appropriate

Per IEP (included in Tuition)

- Individualized Nurse supports (Includes up to 8 hours)
- Transition Services (as appropriate per student age)
- Transition Specialist (as appropriate per student age)
- Comprehensive Educational Evaluations (Psycho-Ed, SLP, OT, PT, Transition, Functional Behavioral Assessment, Functional Assessment)
- Paraprofessional support (one to one)

Per IEP (Billed separately based on services delivered)

- BCBA Services Direct and Indirect
- Related Services Direct and Indirect
- Psychiatric Evaluation and Consultation
- Psychiatric Medication Management
- Assistive Technology Evaluations
- Augmentative and Alternative Communication Evaluation
- ADOS
- Additional 1:1 Support staff, beyond the first assigned
- Comprehensive Person-Centered Planning
- Comprehensive Feeding Evaluations



Exhibit "A"
LEARN – Student Support Services
2025-2026

Transition Programs:

Program Components

- Certified Special Education Teacher
- Board Certified Behavior Analyst
- Transition Specialist
- Specialized Instruction
- Content area instruction
- Vocational instruction and training
- Community based learning experiences
- ABA methodology
- Education Program Oversight, Training, Supervision and Coordination of staff
- IEP Development and Case Management
- PPT Meeting Attendance
- School Nurse
- Physical Education delivered by a certified APE teacher
- Transdisciplinary teaming for program and curriculum development and enriched classroom-based services (SLP, OT, SW, RBT)
- Classroom Consumables
- Access to technology for learning and leisure as appropriate
- Paid work experiences
- Transportation
- Safety-Care Trained Staff

Per IEP (included in Tuition)

- Transition Services
- Job coaching and vocational supports
- Education program oversight, training, supervision and coordination of staff
- Comprehensive Educational Evaluations (Psycho-Ed, SLP, OT, PT, Transition, Functional Behavioral Assessment, Functional Assessment)

Per IEP (Billed separately based on services delivered)

- BCBA Services Direct and Indirect
- Related Services Direct and Indirect
- Psychiatric Evaluation and Consultation
- Psychiatric Medication Management
- Assistive Technology Evaluations
- Augmentative and Alternative Communication Evaluation
- ADOS
- Additional 1:1 Support staff, beyond the first assigned
- Comprehensive Person-Centered Planning
- Comprehensive Feeding Evaluations

LEARN
Student Support Services
School Year 2025-2026
Magnet Evaluation Fees

<u>Type of Evaluation</u>	<u>Included in Evaluation</u>	<u>Fee @ LEARN</u> <u>Magnet</u> <u>Programs</u>
PT Evaluation	Comprehensive Evaluation	\$800
OT Evaluation	Comprehensive Evaluation	\$1,000
OT Evaluation	Area Specific Evaluation	\$600
SLP Evaluation	Comprehensive Evaluation	\$1,500
SLP Evaluation	Articulation/Intelligibility Evaluation	\$700
PSYCH Evaluation	Comprehensive Evaluation	\$1,500
PSYCH Evaluation	Area Specific	\$900
FBA		\$2,100
ADOS		\$1,375
AT/AAC Evaluation	Provided by Assistive Tech Specialist for 10-14 hours based on Professional Services hourly rate	\$1,680-\$2,352
Bilingual SLP Evaluation	10-14 hours based on hourly rate	\$1,570-\$2,198



Department Service Rates

2025-2026

Department	Service Rates	Fee
Business Office	Supervisor/Support Oversight	\$525-\$825
	Accountant	\$375-\$450
	Business Office Support	\$275-\$375
	Accounts Payable/Accounts Receivable	\$300-\$375
	Payroll	\$300-\$375
	Potential (expanded) A la Carte Services	\$400-\$480
Technology/PowerSchool Regional Services	Technology Coordinator	\$475
	Technician	\$325
	SIS (PowerSchool)	\$425
Office of Teaching & Learning (LEARN Region)	Professional Development (Half Day)	\$650
	Professional Development (Full Day)	\$1,000
	Professional Development (Virtual)	\$250/hour
Office of Teaching & Learning (Beyond LEARN Region)	Professional Development (Half Day)	\$800
	Professional Development (Full Day)	\$1,250
	Professional Development (Virtual)	\$250/hour
SSS/Early Childhood Office	Early Childhood Consultation	\$800/annual
	Professional Development (Half Day)	\$750
	Professional Development (Full Day)	\$1,200

Board of Directors Regular Business

DRAFT MINUTES



Meeting Date: April 10, 2025

Draft Posted: April 15, 2025

Present: Dale Bernardoni, Chester/Grades K-6; Eric Bauman, East Lyme; W. Scott Brown, Lyme & Old Lyme/Region 18; Mary Ann Connelly, Madison (Zoom); Katherine Ericson, LEARN; Jennifer Favalora, Killingworth/Region 17; Elizabeth Fernandes, Westbrook; Mary Harris, Ledyard (Zoom); Nancy Johnston, Essex/Grades K-6; Cindy Luty, Preston; Robert Mitchell, Montville; Beverly Washington, Groton; and Laurie Wolfley, Waterford

Not Attending and Not Represented: Alisha Blake, New London; A. Terri Garrity, East Haddam; Katie Gauthier, Stonington; Gregory Perry, Norwich; Sean Reith, Salem; Chet Stefanowicz, North Stonington; Jane Wisialowski, Old Saybrook; Vacant, Chester, Deep River, Essex Region #4; Vacant, Clinton; Vacant, Deep River/Grades K-6; Vacant, East Hampton; and Vacant, Guilford

Guests: Michael Belden, LEARN Chief Financial Officer; Joanne Lund, LEARN Assistant Director of Business; Elizabeth McCaffery, LEARN Director of Human Resources; Sarah Moon, LEARN Director of Special Services; and Adrenna Paolillo, LEARN Assistant Director of Early Childhood Education

Meeting began at 9:03 a.m.

- 1. Call to Order:** Pledge of Allegiance
- 2. Audience and Guests:** Introductions
- 3. Public Comment:**

*Request Motion to move agenda item 10 Educational Perspective to precede regular business meeting agenda items.

Motion to move agenda item 10 Educational Perspective to precede agenda item 4

- **Presented by Beverly Washington**
- **Second W. Scott Brown**
- **Motion passed with 12 votes in favor and 0 votes against**

- 4. Reading and/or Review of Correspondence:** None
- 5. Superintendents' Perspective:** None
- 6. Consent Agenda:**

- 6.1 Approval of the DRAFT Minutes, Regular Business Meeting—March 13, 2025
- 6.2 Approval of Budget Summary as of March 31, 2025
- 6.3 Approval of Grant Applications—Worker's Compensation Trust 2025 Safety Grant funds projects or initiatives that improve employee safety or reduce risk for workplace injuries.
LEARN will install protective buffers on 32 identified classroom cabinets at the Friendship

School (TFS), in the amount of \$5,600.70; and the Title III (\$14,363.00) and the Bilingual (\$9,495.00) sub-grant funds help ensure that English learners (ELs) attain English language proficiency and meet state academic standards.

Motion to accept the Consent Agenda as presented.

- **Presented by Beverly Washington**
- **Second Dale Bernardoni**
- **Motion passed with 12 votes in favor and 0 votes against**

7. Information from the Executive Director:

- 7.1 Hiring—Resignations and new hires, including trend reports: The Executive Director shared that LEARN has a strong pool of TESOL candidates ready for immediate hire and has made several key hires for the upcoming school year, including an Occupational Therapist, Math teachers, and bilingual teachers. Hiring efforts continue, with 43.5 vacancies remaining.
- 7.2 Distributions — None
- 7.3 Executive Committee Meeting Minutes, Regular Business Meeting—March 28, 2025
- 7.4 LEARN Building Committee Meeting Minutes—March 28, 2025
- 7.5 Legislative Updates
- 7.6 LEARN Agency Updates – The Executive Director provided updates on several key agency initiatives and developments: Renovations at RMMS and MSMHS are progressing steadily, with RMMS transitioning to a 3–8 model and undergoing major facility upgrades. In addition, LEARN is pursuing a \$5 million Capital Improvement Grant, and local and state planning efforts are moving forward; LEARN is to be awarded a \$1.3 million Regional Performance Incentive Program (RPIP) grant to expand shared back-office services in areas such as IT, business, and HR, with a focus on efficiency, cybersecurity, and leadership support for districts; A new cybersecurity tool is being implemented to enhance system protection; In recognition of its work, The Friendship School (TFS) is in Nashville to accept an award from Magnet Schools of America (MSA); The lottery process for LEARN’s magnet schools is underway, with new student placements reported across multiple campuses; RMMS recently hosted a well-attended Parent Academy in partnership with the Child and Family Agency; LEARN also secured a Public, Educational and Governmental Programming and Educational Technology Investment Account (PEGPETIA) technology grant to support regional infrastructure upgrades; Additionally, a \$10,000 Immigrant Grant was awarded to Waterford based on data analysis by LEARN’s MLL Supervisor; and lastly, Executive Director Ericson and the Board Officers shared highlights from the recent NSBA conference, where discussions centered on educational innovation, student wellness, AI, and governance best practices from across the country.

8. Old Business:

8.1 New Policy #4158.2, Personnel (Certified), Series 4000; “Code of Ethics”

Motion to approve New Policy 4158.2, Code of Ethics, as presented.

- **Presented by Cindy Luty**
- **Second Beverly Washington**
- **Motion passed with 12 votes in favor and 0 votes against**

9. New Business:

9.1 Revised Policy #6118, Instruction, Series 6000; “Student Nutrition and Physical Activity: Student Wellness”

Motion to approve Revised Policy 6118, Student Nutrition and Physical Activity: Student Wellness, as presented.

- **Presented by Beverly Washington**
- **Second Jennifer Favalora**
- **Motion passed with 12 votes in favor and 0 votes against**

9.2 Establish Nominating Committee for the 2025-2026 Slate of Officers

Motion to approve the following members of the Nominating Committee for the 2025-2026 Slate of Officers: Robert Mitchell, Jennifer Favalora, and Beverly Washington

- **Presented by W. Scott Brown**
- **Second Laurie Wolfley**
- **Motion passed with 12 votes in favor and 0 votes against**

- 10. Educational Perspective:** Adrenna Paolillo, LEARN ECE Assistant Director, and Sarah Moon, LEARN Director of Special Services, provided an exciting update on the upcoming launch of the Creating Connections Early LEARNing Center, a new early childhood program designed to serve infants and toddlers. This initiative addresses a growing need for quality childcare in the region, where many families face long wait times or limited access to childcare. The center will emphasize a warm, community-centered environment that supports early development through nurturing relationships, hands-on learning, and family engagement. Curriculum and activities will be aligned with Connecticut’s Early Learning and Development Standards and tailored to meet the unique needs of each child. The program will open in phases, with a soft launch planned for mid-May and expansion to a second classroom in September. Located at The Friendship School (TFS), the center will initially serve children from 8 weeks to 3 years old, with small group sizes and qualified staff. LEARN is working through licensing and hiring, with a focus on maintaining high-quality care and financial accessibility. The program is supported through a mix of tuition, grants, and partnerships, with priority given to families in need. As it grows, LEARN plans to expand the program based on community needs and feedback, ensuring it remains a responsive and sustainable resource for staff and local families.

11. Roundtable Discussion: District Budget Process, Special Education Discussions, and LEARN Schools' Tours.

12. Future Roundtable Topics:

13. Adjournment:

Motion to adjourn at 11:02 a.m.

- **Presented by W. Scott Brown**
- **Second Dale Bernardoni**
- **Motion passed unanimously with 12 votes in favor and 0 votes against**

Respectfully submitted by:
Jamella A. A. Etienne

JOIN ZOOM MEETING

<https://us02web.zoom.us/j/88179290855?pwd=L8ZTZ1TTOmeH7Xj47dwTVfgnSADbGa.1>

Meeting ID: 881 7929 0855
Passcode: 940741

• +1 929 205 6099 US (New York)
Meeting ID: 881 7929 0855
Passcode: 940741

LEARN.k12.ct.us



One-Page Summary

For Submitted Grant Applications

Please complete this form after your grant application has been signed by the Executive Director and submitted. The information in this form will be used to update the Board of Directors about the overall focus and purpose of your grant.

Title of Grant: LEARN Magnet School Capital Improvement 2025-2027

Funding Source: Connecticut State Department of Education

Funding Agency: Connecticut State Department of Education

Grant Period: July 1, 2025 to June 11, 2027

Amount Requested: \$5,308,888.00

Description of Activities:

LEARN is seeking capital improvement funding to support critical renovations and infrastructure upgrades across Regional Multicultural Magnet School (RMMS), Marine Science Magnet High School (MSMHS), and the Hatchetts Hill Central Office. These projects are essential to expanding programmatic offerings, supporting evolving instructional models, and strengthening the technology infrastructure that underpins LEARN's Family of Magnet Schools.

Staffing Requirements:

Given the scope of the tech upgrades (new smartboards, firewall, paging systems, surveillance systems), ongoing IT support will be required.

Costs Covered by the Grant: \$5,308,888.00

Costs Covered by LEARN: \$0.00

What are the key benefits of this Grant for LEARN?

The proposed capital improvements across RMMS, MSMHS, and Hatchetts Hill will provide significant benefits to LEARN by strengthening its PreK–12 educational magnet pathway, enhancing program quality, and modernizing essential infrastructure. At RMMS, the transition to a Grades 3–8 model will create a more cohesive and continuous learning experience, while supporting efforts to attract and retain a diverse student population. Both RMMS and MSMHS will benefit from enhanced facilities and cutting-edge technology that support project-based learning and student engagement. These updates will create more dynamic, inclusive, and flexible learning environments that respond to the needs of 21st-century learners. At Hatchetts Hill, critical network and infrastructure upgrades will improve the scalability, security, and efficiency of district operations, allowing LEARN to better support its family of magnet schools. Together, these improvements will increase organizational capacity, address enrollment goals, and position LEARN to adapt to evolving educational demands, ensuring that students and staff are equipped for long-term success.

Board Approval: ☐ Required

☒ Not Required

Department or School: Executive Office

Submitted By: Katherine Ericson

Date: 04/21/2025





Executive Committee

MEETING SUMMARY

Date: April 25, 2025
Time: 8:30 – 10:00 a.m.
Location: LEARN, Room 216/ 44 Hatchetts Hill Road, Old Lyme, CT 06371

A remote meeting option is provided for those unable to attend in person. The login information can be found at the end of the agenda.

Present: Robert Mitchell, Chair; Dale Bernardoni, Vice Chair; Jen Favalora, Fiscal Officer; Dr. Cynthia Ritchie, Superintendent of Schools New London; Maryann O'Donnell, Superintendent of Schools Clinton; and Katherine Ericson, LEARN Executive Director

Not Attending: Beverly Washington, Secretary

Meeting began at 8:39 a.m.

1. Nominating Committee to provide the 2025-2026 Slate of Board Officers

The committee discussed the slate of officers who will be brought to the LEARN Board of Directors at the May 9th board meeting: Robert Mitchell, Chair; Dale Bernardoni, Vice Chair; Jen Favalora, Fiscal Officer; and Beverly Washington, Secretary.

2. Preliminary Review of the LEARN 2025-2026 Proposed Budget

Michael Belden, LEARN Chief Financial & Operations Officer, and Maria Cuadros, LEARN Business Office Associate, presented to the committee, LEARN's 2025-2026 high-level budget overview.

3. Review May 2025 Board of Directors' Agenda

4. Special Education Legislation Update

Executive Director Ericson provided an overview of the two, complex legislative bills on Special Education. The bills include language regarding the State setting rates for Special Education. This practice is in direct conflict with the role and responsibilities of RESC Board of Directors. Overall, the 120 pages of legislation was not well received by outplacement programs, or families and their advocates.

5. Executive Director's Year End Reflection/Evaluation

Not discussed at this meeting.

6. Adjournment

Meeting adjourned at 9:53 a.m.

Join Meeting via Zoom

<https://us02web.zoom.us/j/82071624323?pwd=RVxeElub9bcwpDVVPE7WM0U4LGDGQC.1>

Meeting ID: 820 7162 4323

Passcode: 521615

• +1 929 205 6099 US (New York)

Date: April 25, 2025

Time: 10:03 a.m. – 10:56 a.m.

Location: LEARN, 44 Hatchetts Hill Road, Old Lyme

Meeting Minutes

Building Committee Members: Kate Ericson, LEARN Executive Director; Robert Mitchell, Chair LEARN Board of Directors; Craig Esposito, Immediate Past President LEARN Board of Directors; Dale Bernardoni, Vice-Chair LEARN Board of Directors; Jennifer Favalora, Fiscal Officer LEARN Board of Directors

Meeting Attendees: Ryan Donlon, LEARN Associate Director; Molly Haas, RDG; Katelyn Chapman, Newman Architects; John Holden, Newman Architects; Nick Conti, Gilbane, Inc.; Charles Warrington, Colliers Engineering and Design; Gary Cymbala, SSC

Building Committee Staff: Julie Pendleton, LEARN Coordinator of Special Projects; Lisa Cooney, LEARN Coordinator of Communication

Agenda

- 1.0 Approval of Minutes
- 2.0 Updates & Reports
- 3.0 Other Reports
- 4.0 Financial Update
- 5.0 Old Business
- 6.0 New Business
- 7.0 Next Meeting
- 8.0 Adjournment

Discussion and Decisions:

1.0 Approval of Minutes

- March 28, 2025, Building Committee: Early Childhood School, 51 Daniels Avenue, Meeting Minutes
 - Motion to approve
 - Presented by: Craig Esposito
 - Second by: Robert Mitchell
 - Motion carried unanimously

2.0 Updates & Reports

- Newman Architects, PC/RDG Architects
 - We are nearing the end of the design process.
 - Design documents should be delivered to Gilbane, Inc. in May.
 - Newman Architects and RDG Architects continue to work with the Town of Waterford.
 - Discussions have taken place with the Town of Waterford's building official, as well as the fire marshal.



- A discussion will take place with the Town of Waterford's police chief during the week of April 28, 2025.
 - Dr. Ryan Donlon, LEARN's Associate Executive Director, will join that discussion.
 - The Town of Waterford's conservation meeting will be held May 8, 2025, 6:30 p.m.
 - A representative from LEARN should be present.
 - Newman Architects is submitting the 51 Daniels Avenue project proposal to the Town of Waterford's Planning and Zoning Commission.
 - Two projects will be submitted.
 - The school
 - The pickleball courts
 - Which contains considerations for wetlands
 - We received approval from the State of Connecticut Office of Grants Administration (OGA) to go out to bid for the demolition and abatement package.
 - Gilbane, Inc. is waiting for the prevailing wage information from the State of Connecticut Department of Labor.
 - Once the prevailing wage information is received, Gilbane Inc. will release the demolition and abatement bid package.
- Gilbane, Inc.
 - Demolition and abatement bid package
 - See information under Newman Architects, PC/RDG Architects (above).
 - Gilbane, Inc. presented and reviewed the detailed project estimate for the design phase.
- Colliers Engineering & Design
 - In collaboration with Gilbane, Inc., Colliers reviewed the detailed project estimate for the design phase.

3.0 Other Reports

- Town of Waterford
 - Conversations continue regarding the cell towers and easements on the property.
 - LEARN opened a conversation (through attorneys) regarding the Town of Waterford permit fees.
- Space Waiver Letter
 - The space waiver was submitted for approval to the State of Connecticut.

4.0 Financial Update

- Discussion and possible action on Payment Application/Invoice #24222 to Newman/RDG Architects for Project # 245-0090MAG/N/PF (previously 245-0090MAG/A/PF) in the amount of \$271,700.00 for professional services.



- Motion to approve
 - Presented by: Robert Mitchell
 - Second by: Kate Ericson
 - Motion carried unanimously
- Discussion and possible action on Payment Application/Invoice #661667 from Shipman & Goodwin LLP for Project #245-0090MAG/N/PF (previously 245-0090MAG/A/PF) in the amount of \$14,176.70. This payment pertains to legal fees for the purchase of 51 Daniels Avenue.
 - Motion to approve
 - Presented by: Dale Bernardoni
 - Second by: Craig Esposito
 - Motion carried unanimously
- Discussion and possible action on Payment Application/Invoice #21096088 to The Day for Project # 245-0090MAG/N/PF (previously 245-0090MAG/A/PF) in the amount of \$102.96.
 - Motion to approve
 - Presented by: Kate Ericson
 - Second by: Craig Esposito
 - Motion carried unanimously

5.0 Old Business

- Furniture, Fixtures, & Equipment (FF&E)
 - No new report.

6.0 New Business

- Three proposals were received in response to the Building Systems Commissioning Services Request for Proposals.
 - A proposal review and reference checks are underway.

7.0 Next Meeting

- Date: May 23, 2025
- Time: 10:00 a.m.
- Location: LEARN, 44 Hatchetts Hill Road, Old Lyme, CT
- Items for the Next Meeting Agenda
 - Approval of Minutes
 - Updates & Reports
 - Newman Architects, PC/RDG Architects
 - Gilbane, Inc.
 - Colliers
 - Other Reports
 - Financial Update
 - Old Business
 - New Business



8.0 Adjournment

- Motion to adjourn at 10:56 a.m.
 - Presented by: Robert Mitchell
 - Second by: Dale Bernardoni
 - Motion carried unanimously



ELECTION OF OFFICERS

A nominating committee of three Board members shall be established in April to submit a slate of officers for the following year. The officers as established in the Constitution are: Chairperson, Vice-Chairperson, Secretary, and Fiscal Officer. The slate shall be presented to the Board of Directors in May at the regularly scheduled Board meeting. Nominations may also be accepted from the floor.

The officers shall be elected at the June meeting to take office at the first regular meeting in September.

Cross Reference: Filling a vacancy of an officer of the Board – Policy #9315 – Bylaws of the Board.

Policy adopted: January 11, 1990
Revised: October 8, 1992
Revised: April 10, 2003
LEARN

EVALUATION OF ADMINISTRATORS AND ADMINISTRATION

It is the responsibility of the Board of Directors to maintain and improve the quality of the administration. As one means toward meeting this responsibility, an evaluation committee consisting of the Executive Committee and up to five additional Board members shall formally evaluate the performance of the Executive Director annually in accordance with guidelines and criteria mutually determined and agreed to by the Board and Executive Director. Input shall be obtained from the Board of Directors as well as the Superintendents who serve on the Executive Committee. Any Board member who is not involved in the formal evaluation process shall be afforded an opportunity to present information to the evaluation committee. Prior to the establishment of the Director's annual salary, the Executive Committee shall review its findings with the Board of Directors.

Legal Reference:

Connecticut General Statutes 10-157 Superintendents: Relationship to local or regional board of education; written contract for employment; evaluation of superintendent by board of education.

Policy Adopted: April 12, 1990

Policy modified: January 10, 2019

LEARN



May 5, 2025

To: LEARN Board of Directors
From: Kate Ericson, Executive Director
Re: End of Year Reflection

As the 2024-2025 school year concludes, my pride is rooted not in a checklist of accomplishments, but in the intentional culture of shared ownership we've nurtured across our programs. Our collective progress this year was not accidental—it was the result of deliberate leadership, strategic alignment with our core beliefs, and a commitment to working in partnership at every level of the organization. I lead best alongside others—whether I am guiding teams or collaborating with peers. This year, my own growth as a leader has been linked to the strength of partnerships that we have cultivated, partnerships that are aligned to LEARN's vision/mission framework.

In education, there is an abundance of research on the power of districts building collective efficacy of the adults who serve our students, and stakeholders. In the book, **Coherence, The Right Drivers in Action for Schools, Districts, and Systems**, Michael Fullan and Joanne Quinn emphasize the importance of cultivating collaborative cultures as a key component in building coherence. Creating a place where everyone's expertise is focused on a collective purpose has been my emphasis this year. Recognizing the need for shared leadership, I prioritized the implementation of Balanced Leadership training across our leadership team—reinforcing our collective ability to think systemically, coach effectively, and lead with clarity.

LEARN Schools have made strategic strides toward realizing our vision of a comprehensive magnet PreK-Grade 8 pathway. To support this effort, the district has established multiple workgroups to map operational connections between the two schools, ensuring staffing stability and program alignment. Additionally, a dedicated district committee is leading the

charge in envisioning the new middle school program. Listening sessions with families, staff, and students have provided valuable insights, giving us a clear picture of their hopes and dreams for the new school. I am confident that the leadership training was foundational to having key structures in place to ensure this work unfolded in a logical and inspired manner.

The optimal “Power of We” was evident in the designing and writing of the Office of Policy and Management Regional Performance Incentive Program application. LEARN’s Instructional Technology, Business Office, and Human Resource team listened intently to five superintendents who articulated the pain points in their districts. From this dialogue came the framework for the application. With the clear purpose to **reward** districts who currently use LEARN back-office services, as well as to **attract** districts to consider us as either a more cost effective or efficient option.

As the year has transpired, there have been numerous unexpected challenges from the state and federal level. In the face of fiscal uncertainty, my leadership priority is to strengthen LEARN’s strategic positioning through proactive planning, coalition-building, and resourceful adaptation—ensuring our mission thrives in any environment.

GOALS

For ease of discussion, my reflections are organized around three overarching goals.

Goal One: 1.0 Educational Leadership

1.0

To engage in visionary leadership and cultivate high quality relationships that support the vision of the agency to innovate, collaborate, and serve the educational community.

Goal Two: 2.0 Operational Management

2.0

To facilitate effective day-to-day operations of LEARN to ensure the health, safety, and well-being of all staff and those we serve.

Goal Three: 3.0 Community and Board Relationships

3.0

To promote positive relationships that enable us to contextualize LEARN’s mission and vision, and to communicate and operationalize that vision in action.



GOAL AREA ONE: 1.0 Educational Leadership

To engage in visionary leadership and cultivate high quality relationships that support the vision of the agency to innovate, collaborate, and serve the educational community.

1.1 LEARN Vision and Mission

Establishes a vision for LEARN and engages in visionary leadership practices that promote continuous growth and improvement of the organization as a whole.

1.2 LEARN Strategic Plan

Creates a strategic plan for LEARN that focuses on continuous organizational improvement that guides and informs decision making and holds staff accountable for results.

1.3 Board Policies and Procedures

Ensures the establishment and implementation of contemporary policies and procedures that support the agency's mission, vision, and goals.

At LEARN, our commitment to continuous improvement is anchored in the development plans tailored for each school and department. These plans serve as blueprints, guiding our leaders in setting goals aimed at fostering equitable practices and enhancing outcomes for all students. With a focus on boosting academic achievement and nurturing a profound sense of belonging, our schools strive to create environments where each student can thrive.

In addition to development plans, our leaders utilize coherence plans to ensure seamless execution of their objectives throughout the school year. By mapping out the timing and sequencing of tasks, these plans promote alignment and synergy across initiatives.

In May, LEARN elementary schools will complete their second year partnering with HILL for Literacy, Inc. This collaboration was established to fully implement LEARN's new reading program. Through this partnership, teachers received training and coaching on using new resources to deliver literacy instruction aligned with the Science of Reading. Additionally, HILL provided extensive training for grade-level data teams, equipping teachers to use real-time data to guide instructional decisions.

The ultimate goal of this partnership was to establish district, school, and grade-level structures that support effective instruction and ensure the successful implementation of the reading program. With enhanced expertise and dedicated time for collaboration, teachers can maximize their efforts to help all students achieve grade-level reading proficiency.

The Friendship School (TFS) and Marine Science Magnet High School (MSMHS) are concluding their third year of work under the Magnet Schools Assistance Program (MSAP) grant. This year, TFS teachers continued strengthening their early literacy instruction while embarking on an exciting journey into purposeful play. They are now intentionally shaping how and when prekindergarten students engage in play throughout the school day, yielding visible results—students are developing executive functioning skills thanks to the structures and routines teachers have implemented.

A major highlight for TFS was receiving the prestigious **School of Excellence Award** from Magnet Schools of America, recognizing its progress in supporting all learners. We are incredibly proud of this achievement!

Meanwhile, Marine Science Magnet High School remains focused on project-based learning, where teachers design interdisciplinary units that empower students with voice and choice in demonstrating mastery. The school continues to open pathways for students to shape their own learning journeys.

Driving this continuous improvement, both schools have been training leadership teams—teachers and administrators—using the **Balanced Leadership** approach. This strategy is visibly shaping how improvement efforts are communicated and shared throughout the schools.

Looking ahead to the final two years of the grant, the learning and infrastructure established will endure beyond its funding. Both schools have developed the expertise and foundation to sustain their progress for many years to come.

One of LEARN's most significant achievements this year was receiving a second Magnet Schools Assistance Program Award. This \$9.8 million, five-year grant is shared between



The Regional Multicultural Magnet School (RMMS) and C.B. Jennings International Elementary Magnet, a New London public school. The funding will drive innovation and foster collaboration between the two schools.

For LEARN, RMMS has already begun leveraging the grant to develop a clear vision of what an RMMS eighth grader embodies, as well as to establish multicultural magnet theme standards. The award comes at a pivotal moment, supporting RMMS as it transitions into a grades 3-8 middle school.

Three Rivers Middle College Magnet High School (TRMC) has had yet another successful year, seamlessly managing its population increase from 67 to 91 students. Teachers are working collaboratively to ensure clear expectations for what students should know and be able to do. As a result, students can confidently explain not just what they are learning, but also why the content matters.

This deeper understanding is empowering them to communicate their needs more effectively, enabling adults to better support their success. These skills are translating beautifully as students transition into college-level courses.

The Student Support Services team continues to expand its impact across the region. In July, we proudly celebrated the opening of the newly relocated **LEARN Transition Academy (LTA)**, now thriving in downtown Niantic, where students actively engage with the neighborhood's occupational and recreational resources.

Meanwhile, the **Ocean Avenue LEARNing Academy (OALA)** is making strategic program adjustments to better meet student needs. Teachers are thoughtfully integrating play into daily schedules, recognizing its value in learning and development. At the leadership level, the team is identifying **high-leverage instructional shifts** to ensure high-quality teaching aligned with Individualized Education Plans.

Beyond the classroom, the Student Support Services team is strengthening partnerships with higher education to enhance collective efficacy. LEARN's **Director of Behavior Programs** is collaborating on a new assessment tool aimed at improving staff's ability to

support behavior modifications—already showing promising results, particularly for students in our autism program.

Additionally, LEARN is exploring a partnership with the University of St. Joseph, which seeks to place Board-Certified Behavior Analysts in training at the Ocean Avenue LEARNing Academy. Recognizing our staff's expertise, the university wants its students to benefit from the team's experience. LEARN is also contributing to a research project with the University of Wyoming, where the Director of Special Education and her team worked with researchers to pilot a communication assessment tool on 400 pre-kindergarten students. The findings were later presented at the National Conference for the American Speech-Language-Hearing Association.

Overall, our team serves more than 100 students across Connecticut, each with a unique profile, an individualized learning plan, and a distinct personality. To ensure every student reaches their full potential, we continuously research and apply **evidence-based practices** that support their individualized learning journeys.

The Early Childhood and Education (ECE) team has been instrumental in supporting private and public early childhood programs statewide by providing training on national standards of excellence, as established by the state of Connecticut and the National Association for the Education of Young Children (NAEYC). Their dedication to quality and continuous improvement has been outstanding. This year, our coaches have worked with 26 programs across the state of Connecticut. LEARN was especially proud to see Preston Public Schools achieve NAEYC accreditation this year with the support from one of LEARN's ECE coaches. This year has also been a year of development for the Early Childhood in Education department. With the LEARN Board's authorization to phase in a new Infant Toddler Program, LEARN has done extensive financial, staffing, and site planning to be able to open two rooms for infants and toddlers, located at The Friendship School. This soft launch will ensure that we have in place all the key systems to grow over the next few years. I am thrilled that LEARN's Creating Connections will be a part of the solution to the regional childcare desert that exists in Southeastern Connecticut.

The Office of Teaching and Learning (OTL) continues to support educators across the state in key areas such as building systems for multilingual learners (ML), curriculum development, reading consultation, and executive coaching. This year, the OTL team has significantly increased the number of contracts that directly support school leaders. Specifically, LEARN's support for Language Learners has expanded beyond the districts in the LEARN region. The model for ML support that we have developed in Waterford has become a centerpiece for districts across the state who are looking for innovative ways to build their ML services in their districts. Moreover, this year, LEARN was able to apply and receive a \$10,000 immigrant grant for one of our districts. Coupled with ongoing district support around equity leadership and our partnership with the Coast Guard Museum, I am energized by the depth and impact of OTL's work.

Another important aspect of my leadership is the on-going updating of policies and regulations that guide this agency. Below are the policies that the LEARN Board approved this year.

- **New Policy 3314 Travel Reimbursement (Business and Non-Instructional Operations)**
- **New Policy 3516 Safety (Business and Non-Instructional Operations)**
- **New Policy 3520.13 Student Data Protection and Privacy (Business and Non-Instructional Operations)**
- **Revised Policy 4118.2/4218.2 Prohibition of Sex Discrimination, Including Sex-Based Harassment (Personnel, Certified/Non-Certified)**
- **New Policy 4118.51/4218.51 Social Media (Personnel, Certified/Non-Certified)**
- **Revised Policy 4132 Staff Development (Personnel, Certified)**
- **New Policy 4158.2 Code of Ethics (Personnel, Certified)**
- **Revised Policy 4159 Occupational Exposure To Bloodborne Pathogens (Personnel, Certified/Non-Certified)**
- **Revised Policy 5005 Student Prohibition of Sex Discrimination, Including Sex-Based Harassment (Students)**
- **Revised Policy 5115 Exclusion From School For Disciplinary Purposes (Students)**
- **Revised Policy 5141.10 Administering Medicine To Students (Students)**
- **Revised Policy 5141.11 Child Abuse, Neglect, And Sexual Assault (Students)**
- **Revised Policy 5155 Students With Special Health Care Needs (Students)**
- **Revised Policy 6118 Student Nutrition And Physical Activity: Student Wellness (Instruction)**
- **New Policy 6190 Early Learning Centers (Instruction)**

GOAL AREA TWO: 2.0 Operational Management

To facilitate effective day-to-day operations of LEARN to ensure the health, safety, and well-being of all staff and those we serve.

2.1 Staff Recruitment, Selection, Retention, and Evaluation:

Establishes and implements processes to recruit, select, develop, and retain effective staff needed to implement LEARN's mission, vision, and development and performance plan.

2.2 Safety and Security:

Develops, implements, and regularly evaluates a comprehensive safety and security plan that is agency wide.

2.3 Budget and Financial Management:

Provides overall fiscal management of LEARN, aligned with the agency mission, vision, and goals.

2.4 Operations and Facilities Management:

Ensures all LEARN programs are located in appropriate facilities for the adequate delivery of services.

Strengthening Operational Management & Leadership

LEARN's operational management continues to evolve, driving efficiency and innovation across key internal systems. The leadership team is working collaboratively to enhance internal management processes, ensuring streamlined workflows and future-ready solutions. A major focus has been supporting the Business Office and Human Resource Office as they strategically plan an upgrade to the latest version of MUNIS, the Financial and Human Resource Information System.

A custom-built leadership app has been developed to house LEARN's entire evaluation system, providing staff with a streamlined process for submitting goals, observations, feedback, mid-year reviews, and end-of-year evaluations—all in one secure location. This tool enhances efficiency, allowing leaders to dedicate more time to classrooms and instructional feedback rather than paperwork. Future plans include sharing this tool with districts looking to optimize their administrative systems.



Last summer, the Business Office underwent a strategic reorganization, ensuring the team has the talent and capacity to support both internal and external operations. This restructuring focused not only on efficiency but also on talent development and the formalization of LEARN's standard operating procedures to ensure institutional knowledge is widely accessible rather than siloed amongst individual team members.

Expanding Regional Collaboration & Securing Funding

A major accomplishment was securing the Regional Performance Incentive Program grant, reflecting a commitment to cross-district collaboration. This initiative was developed through strategic facilitation sessions with five southeastern Connecticut superintendents—Dr. Jack Zamarly (Bozrah Public Schools), Mr. Troy Hopkins (North Stonington Public Schools), Mr. Jeff Wihbey (Regional District #17), Dr. Roy Seitsinger (Preston Public Schools), and Mr. Brian Hendrickson (Salem Public Schools)—to shape a grant proposal rooted in superintendent priorities. The grant rewards districts utilizing LEARN's back-office services, including IT, Business Operations, and Human Resources, while attracting new regional partnerships through a phased cost-reduction model.

Beyond benefiting partner districts, the grant secures long-term sustainability by providing an administrative fee to support staffing amid contract fluctuations. This initiative successfully transformed regional challenges into scalable, service-oriented solutions. Additionally, LEARN's capital improvement strategy has made significant strides, particularly with the Early Childhood School project. Stakeholders have collaborated extensively to ensure this vision moves from concept to reality, guiding key aspects such as schematic design, planning approvals, and finalizing the property sale. By year's end, the property sale will be completed, and a formal timeline for demolition and redevelopment established.

Efforts also led to LEARN's Magnet School Capital Improvement Funding initiative, with the submission of a \$5.3 million grant application aimed at upgrading the Regional Multicultural Magnet School and Marine Science Magnet High School. This funding aligns with LEARN's broader shift toward the Family of Schools pathway, reinforcing a commitment to sustainable growth.



Innovating Early Childhood & Expanding Statewide Influence

Another key initiative is the Tri-Share Program, a state-level partnership designed to reduce childcare costs for families by involving businesses in the funding process. Under this model, costs are divided equally between the state, employers, and families, making high-quality childcare more accessible. As Connecticut's first implementation of this model, LEARN has led efforts to build the framework while onboarding the first business partner, set to participate next month. This initiative strengthens LEARN's role as a key collaborator for state departments, ensuring efficient and effective execution of innovative solutions.

Ensuring School Safety & Strengthening Emergency Preparedness

LEARN continues to exceed annual school safety and security requirements, ensuring proactive emergency response planning. A district committee developed and implemented a LEARN-wide All-Hazards Crisis and Emergency Plan, establishing protocols for both agency-wide operations and individual school sites.

To further enhance partnerships with local first responders, schools and programs have hosted Breakfast with First Responders events, strengthening relationships that will be crucial in ensuring rapid, coordinated responses during emergencies.

A Vision for Sustainable Excellence

Across operational management, regional collaboration, funding strategy, early childhood innovation, and school safety, LEARN continues to build scalable, future-ready solutions. Through strategic decision-making, the organization ensures that internal and external operations remain highly effective, adaptable, and responsive to the evolving needs of students, staff, and partner districts. By fostering a culture of innovation, collaboration, and long-term sustainability, LEARN is solidifying its role as a leader in education and regional services.

GOAL AREA THREE: 3.0 Community and Board Relationships

To promote positive relationships that enable us to contextualize LEARN's mission and vision and to communicate and operationalize that vision in action.

3.1 LEARN Community Engagement:

Actively engages school leaders, staff, Board, families, community partners, and other stakeholders to promote the LEARN mission.

3.2 LEARN Culture and Climate:

Builds a culture of continuous improvement by promoting the mission, vision, and core values of LEARN and monitors clear expectations of the values in daily practice.

3.3 Board member relations:

Works in partnership with the Board to keep Board members informed and to support their professional learning.

Strengthening LEARN's Engagement, Culture, and Board Relations

Fostering relationships across the agency and with the Connecticut State Department of Education remains a priority, ensuring LEARN remains at the forefront of educational leadership. Serving as a member of the Commissioner of Education's Advisory Board, participation in four key meetings this year has provided valuable opportunities to offer feedback on critical education topics. This engagement has extended beyond advisory discussions, with direct collaboration alongside Governor Ned Lamont and Beth Bye, Commissioner of the Office of Early Childhood, to address pressing educational initiatives at the state level.

Beyond the education sector, leadership efforts extend into healthcare and municipal partnerships, ensuring LEARN remains a key stakeholder in regional innovation. In the role of Chairperson for the Eastern Connecticut Health and Medical Cooperative (ECHMC), efforts have been focused on strengthening fiscal stability while expanding access to high-quality benefits for participating districts and towns. Welcoming three new board members has been a vital step toward stabilizing costs for members and reinforcing the cooperative's ability to serve a growing network. This leadership has helped position

ECHMC as a model for sustainable, collaborative healthcare solutions benefiting multiple municipalities.

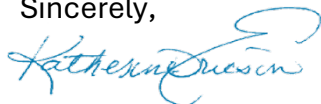
Expanding LEARN's influence in policy and legislative affairs has been central to leadership efforts this year. Relationships with local and state representatives continue to strengthen as LEARN advances its magnet pathway strategy. Engagements with Waterford's newly elected selectman and the incoming House of Representatives Chair of the Education Committee have been pivotal in shaping regional education initiatives. Through advocacy efforts led by LEARN's RESC Alliance, ongoing dialogue with the Office of Policy and Management has reinforced key priorities. The RESC Alliance's 90-minute presentation to the Education Committee further solidified LEARN's position as an educational thought leader, ensuring a clear vision for regional innovation.

The unwavering commitment of the LEARN Board, Executive Committee, and Building Committee have been instrumental in sustaining momentum across key initiatives. Their presence at special events such as The Friendship School's Museum Nights, Igniting Change, the disABILITY Summit, and LEARN's Convocation exemplifies the collective dedication to strengthening LEARN's mission and impact.

The LEARN Board of Directors plays an invaluable role in shaping the direction and the impact of this agency. Your dedication, leadership, and commitment to advancing the mission, vision, and regional initiatives ensure that LEARN continues to thrive as a pillar of innovation and collaboration. I am truly grateful for your continued support, your belief in LEARN's mission, and the time and effort you devote to ensuring this agency thrives.

It is an honor to lead alongside you.

Sincerely,



Katherine Ericson
LEARN Executive Director