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NORFOLK/COLEBROOK SCHOOL STUDY COMMITTEE  
BUDGET SUB-COMMITTEE  
8:30 AM NORFOLK TOWN HALL  
WEDNESDAY, NOVEMBER 6, 2013

AGENDA:

CHAIR/SECRETARY

BUDGET DISCUSSION

SET FUTURE MEETING DATES

Susan M. Dyer  
Budget Sub Committee

**Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee**

**Minutes to Meeting of November 6, 2013**

Members Present

S. Dyer, J. Chittum, G. Counter, M. Crone, J. Millar,

Members Absent

P. Vosburgh

Others Present

None

The meeting was convened at 8:30 a.m.

1. Jim Millar agreed to be chairman of the subcommittee. All concurred.
2. Discussed various aspects of the budget projections that the subcommittee is required to prepare. Agreed to adopt the format currently used by Norfolk. Will start by combining the 2013-14 budgets of the two towns into a single pro forma for the new school.
3. Discussed the inputs needed from the other subcommittees: a staffing plan, transportation plan, and any facilities changes. We will give the other subcommittees a "heads up" at the meeting on November 18.
4. The budget projections will need to address one-time transition costs and services now provided by the towns, such as snow removal.
5. Marc Crone suggested that an overall project plan would help to coordinate the efforts of the subcommittees. Jim will call Jeanne Jones about adding this to the agenda for November 18.
6. Scheduled the next meeting for Tuesday, December 3, at 8:30 a.m.

Meeting adjourned at 9:50 a.m.

Respectfully submitted,

James Millar

**Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee**

**Regular Meeting**

Date: Tuesday, December 3, 2013

Time: 8:30 a.m.

Location: Norfolk Town Hall

Agenda:

1. Review 2013-14 pro forma budget for the combined schools.
2. Discuss areas of potential savings.
3. Discuss methodology to forecast principal line items.
4. Determine input requirements from other subcommittees.
5. Agree on next steps and meeting dates.
6. Approve minutes of the meeting on November 6, 2013.
7. Other business legal and proper to come before the Committee.

Respectfully submitted,

James Millar

Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee

Minutes to Meeting of December 3, 2013

Members Present

J. Chittum, G. Counter, M. Crone, S. Dyer, J. Millar, P. Vosburgh

Members Absent

None

Others Present

P. Bernard

The meeting was convened at 8:25 a.m.

1. Discussed the process and Excel spreadsheet to use for the budget projections. Historical trends will provide a basis for some line items. Staffing projections will key off of current FTE levels and employment contracts.
2. Identified expenses not covered in the current budgets: for example, debt service, rent/mortgage payments, ECS revenues, capital expenditures, insurance, and town-provided services such as plowing. Also identified potential transition expenses, such as facilities modifications and contract negotiations.
3. Inputs to the forecast will be requested from other subcommittees. Key needs are transportation costs, facility modifications, capital expenditures, and transition expenses. There was also a question of whether or not the projected teacher requirements have been finalized, i.e. page 19 of the preliminary study.
4. Messrs. Millar, Chittum, and Counter will complete the historical data (including capital expenditures) and the 2013-14 staffing for the next meeting. They will also will work on a discussion draft of the 2013-14 pro forma.
5. G. Counter moved to approve the minutes of November 6, 2013; second S. Dyer. All approved.
6. Scheduled the next meeting for Tuesday, January 14, at 8:30 a.m.
7. M. Crone moved to adjourn; second G. Counter. All approved.

Meeting adjourned at 9:50 a.m.

Respectfully submitted,

James Millar

Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee  
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**Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee**

**Regular Meeting**

Date: Tuesday January 14, 2014

Time: 8:30 a.m.

Location: Norfolk Town Hall

Agenda:

1. Review initial draft of 2013-14 pro forma budget.
2. Review staffing schedules; determine pro-forma FTE for aides; identify future FTE changes.
3. Discuss line item consolidations and forecasting assumptions.
4. Agree on next steps and meeting dates.
5. Approve minutes of the meeting on December 3, 2013.
6. Other business legal and proper to come before the Committee.

Respectfully submitted,

James Millar



**Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee**

**Minutes to Meeting of January 14, 2014**

Members Present

J. Chittum, G. Counter, M. Crone, S. Dyer, J. Millar, P. Vosburgh

Others Present

None

The meeting was convened at 8:30 a.m.

1. Discussed staffing requirements for the 2013-14 pro forma, using estimates provided by J. Chittum. Made several minor changes: (i) split music into a 0.6 FTE for general music and strings and a 0.4 FTE for instrumental music; (ii) change pre-school to 0.6 FTE for both the teacher and the paraprofessional; and (iii) increased world languages and physical education from 0.6 FTE to 0.7 FTE.
2. Discussed a first draft of the 2013-14 pro forma itself. The draft identifies 15 changes to the component budgets for a net savings of 6.1%. This compares to savings of 10.3% identified by Education Connection in the preliminary study. Transportation costs should produce additional savings, pending input from All-Star.
3. Did not have time to discuss forecasting assumptions. Will add them to the agenda for the next meeting.
4. Agreed to several follow ups before the next meeting. J. Millar will schedule a meeting with Jonathan Costa to vet the 2013-14 pro forma and discuss forecasting assumptions. He will also schedule a meeting S. Dyer to discuss town- provided services (i.e., insurance, landscaping, waste disposal, audit, pension, debt service, capital expenditures, and debt service). Jay Chittum will contact Shared Services to ask what effect a combination of the two schools might have on special education.
5. S. Dyer moved to approve the minutes of December 3, 2013; second P. Vosburgh. Approved unanimously.
6. Scheduled the next meeting for Tuesday, February 4, 8:30 a.m., at the Norfolk Town Hall.
7. G. Counter moved to adjourn; second S. Dyer. Approved unanimously.

Meeting adjourned at 9:50 a.m.

Respectfully submitted,

James Millar

**Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee**

**Regular Meeting**

Date: Tuesday February 4, 2014

Time: 8:30 a.m.

Location: Norfolk Town Hall

Agenda:

1. Review updated 2013-14 pro forma budget and variations suggested at the meeting on January 29.
2. Review cost of town-provided services.
3. Discuss forecasting assumptions.
4. Agree on next steps and meeting dates.
5. Approve minutes to the meeting on January 14, 2014.
6. Other business legal and proper to come before the Committee.

Respectfully submitted,

James Millar



**Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee**

**Minutes to Meeting of February 4, 2014**

Members Present

J. Chittum, G. Counter, M. Crone, S. Dyer, J. Millar, P. Vosburgh

Others Present

None

The meeting was convened at 8:30 a.m.

1. Discussed pro forma staffing: agreed to (i) use Norfolk's hourly rate to pay paraprofessionals, (ii) assume a new hire for physical education because the incumbents may be unable to increase their hours, and (iii) add back 0.5 FTE to custodial staff, anticipating greater use of the building.
2. Discussed the 2013-14 pro forma budget and made one change to town-provided services: insurance savings should apply only to liability, not workman's compensation. Overall, the pro form saves 9.8% over the combined budgets, before town-provided services and new programs. This is roughly equivalent to the 10.3% achieved by Education Connection in the preliminary study, which did not adjust for pay scale and seniority differences.
3. Jay Chittum raised the question of transition costs. Five items were identified in the discussion: moving expense, attorneys' fees, transition planning, building renovations, and severance packages. Rough cost estimates were made for the first three of \$20,000, \$25,000, and \$10,000, respectively. We will rely on the Facilities Subcommittee for renovation estimates.
4. Jay Chittum also raised the question of capital expenditures that are not included in the regular school budgets. There was agreement to include these in the projections. Jim Millar and Sue Dyer will get historical data for guidance.
5. Discussed forecast assumptions. Agreed to add a 1% inflation factor to the assumptions for substitute teachers and special education support. The assumption for non-certified retirement will be reduced to 5% of non-certified salaries, because the plan has changed from defined benefit to defined contribution. Jim Millar will e-mail the historical data for benefits as a percentage of salaries.
6. Scheduled the next meeting for Wednesday, March 5, 8:30 a.m., at the Norfolk Town Hall.

Meeting adjourned at 10:20 a.m.

Respectfully submitted,

James Millar

**Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee**

**Regular Meeting**

Date: Wednesday, March 5, 2014

Time: 8:30 a.m.

Location: Norfolk Town Hall

Agenda:

1. Review initial draft of budget projections.
2. Agree on timetable to finalize projections and present them to the committee.
3. Agree on transition expenses to be e-mailed to the committee.
4. Agree on next steps and meeting dates.
5. Approve minutes of the meeting on January 14, 2014.
6. Other business legal and proper to come before the Committee.

Respectfully submitted,

James Millar

**Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee**

**Minutes to Meeting of March 5, 2014**

Members Present

J. Chittum, G. Counter, M. Crone, S. Dyer, J. Millar, P. Vosburgh

Members Absent

None

Others Present

None

The meeting was convened at 8:30 a.m.

1. Discussed the draft financial projections for Norfolk, Colebrook, and the pro forma combination. Corrections to the enrollment numbers and town-provided services were noted, as were suggestions to improve the format of the summary page. An issue of whether or not to include pre-K in the projected enrollment needs to be resolved. Otherwise, the projections appeared reasonable. A meeting will be scheduled to review the projections with Jonathan Costa, and he will be invited to attend the subcommittee meeting on March 25.
2. Discussed transition costs, which came up at last week's meeting. Agreed to e-mail the costs from the minutes of our meeting on February 4 to the other committee members for their review and comment.
3. M. Crone moved to approve the minutes to January 14; second, J. Millar; approved unanimously. S. Dyer moved to approve the minutes to February 4; second, M. Crone; approved unanimously.
4. Scheduled the next meeting for Tuesday, March 25, 8:30 a.m., at the Norfolk Town Hall.

Meeting adjourned at 9:51 a.m.

Respectfully submitted,

James Millar

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**Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee**

**Regular Meeting**

Date: Tuesday, March 25, 2014

Time: 8:30 a.m.

Location: Norfolk Town Hall

Agenda:

1. Discuss budget projections with Jonathan Costa.
2. Discuss ways to split the projected cost savings so that both towns benefit.
3. Agree on presentation of projections to the full committee March 26 and handouts to be used.
4. Review feedback about the transition expenses that were e-mailed to the full committee on March 12.
5. Agree on next steps and meeting dates.
6. Approve minutes to the meeting on March 5, 2014.
7. Other business legal and proper to come before the Committee.

Respectfully submitted,

James Millar

**Norfolk/Colebrook  
School Study Committee  
Fiscal Subcommittee**

**Minutes to Meeting of March 25, 2014**

Members Present

J. Chittum, G. Counter, S. Dyer, J. Millar, P. Vosburgh

Members Absent

M. Crone

Others Present

None

The meeting was convened at 8:30 a.m.

1. Continued discussion of the draft financial projections. J. Costa suggested five options to present the forecast results: (i) "as is", (ii) one plus enhancements, (iii) two plus the science teacher, (iv) three plus debt service, and (v) one plus debt service only. The "as is" case will include town-provided services for insurance, plowing, etc. at the suggestion of S. Dyer. G. Counter mentioned that it might be possible to offer pre-K to everyone at no additional cost. There was also brief discussion of the forecast assumptions, in particular using 5.0% of salaries for the non-certified retirement plan. However, no changes were made to the assumptions or the projections.
2. The financial projections will be presented to the full committee on March 26, using the five options described above.
3. Didn't receive any comments to the transition expenses that were e-mailed to the full committee on March 12. G. Counter noted that additional security for the vestibule at Botelle had been considered by the Facilities Subcommittee and that it might cost in the \$100,000 range.
4. P. Vosburgh moved to approve the minutes to the meeting on March 5; second, S. Dyer; approved unanimously.
5. No further meetings scheduled at this time.

Meeting adjourned at 9:50 a.m.

Respectfully submitted,

James Millar