

**Report of the Ad Hoc Committee on Interdistrict Educational Cost
Sharing**

Towns of Hampton and Scotland

September 14, 2022

Executive Summary

The Ad Hoc Committee for Interdistrict Educational Cost Sharing (AHC) met for the first time in November 2020. Its primary task was to address ongoing concerns in Hampton and Scotland about the sustainability of its elementary schools. The AHC focused on the possibility of using a Cooperative Agreement (CA) that would allow the Boards of Education (BOE) in both towns to jointly operate a single elementary school. The result is the report that follows.

The AHC created models for the agreement, for staffing a cooperative school, and for the costs of operating the school. The report details each of these models, and contains appendices that show the data and calculations by which the committee arrived at its conclusions. It also incorporates advice provided by Frederick Dorsey, an education attorney, and from staff at the State Department of Education. It represents hundreds of hours of mostly volunteer labor by officials and residents of both towns.

The AHC concluded that a CA could be used to create a Hampton/Scotland Cooperative Schools (HSCS) in which each town would have an equal stake and equal power. The model CA calls for the operation of HSCS to be overseen by a six-member CC, comprising three members of each town's BOE. Its expenditures would be assessed to the BOEs based on the number of students each BOE sends to the school. Each BOE would continue to be the Legal Educational Authority for its town's students, and would be responsible for transporting students to HSCS as well as for funding out-of-district placement for both regular and special education students. The BOEs would have the ability to modify or terminate the CA. (See Proposed Cooperative Agreement in the Appendices)

Using the 2021-22 student enrollment of both schools (175) as its guide, the AHC determined that HSCS would have 39.2 full-time-equivalent staff and faculty positions, including 15.2 FTE teachers, 14 paraprofessionals, a full-time principal, a .6 special education director, .5FTE superintendent, and a full-time counselor. This represents a loss of just under 16 FTE positions from the 2021-2022 combined staffing of the two schools, including 6.3 FTE teachers, 4 paraprofessionals, and a principal, or approximately 30% of current staff. Each grade would have its own classroom and teacher, except for Pre-Kindergarten, which would have two. The student-teacher ratio, which was 8.8 in Scotland and 8.2 in Hampton in 2021-2022, would be 11.5, equal to the state average ratio.¹

According to the model budget, HSCS would have operating expenses of \$2,980,776. Using student counts from 2021-22 (Scotland: 103, Hampton: 72) Scotland BOE's share would be \$1,754,399 and Hampton BOE's share would be \$1,226,376. With the local costs (transportation, out-of-district tuition), Scotland BOE's total expenditures would be \$1,956,105 and Hampton BOE's total expenditures would be \$1,360,582, for a total of \$3,316,687. Per-pupil expenditures for HSCS would be \$17,783 (Scotland) and \$17,443 (Hampton). In 2021-22, overall expenditures were \$2,583,076 (Scotland) and \$2,103,881 (Hampton), for a total of \$4,686,957. Per-pupil expenditures were \$23,483 (Scotland) and \$26,973 (Hampton).² The

¹ These comparisons are to 2021-2022 staffing. For 2022-2023, Scotland eliminated 3 paraprofessional positions, and Hampton eliminated 1 paraprofessional position, so compared to the current year, the proposed HSCS staff reduction would be 10 FTE, or a 23% reduction.

² The State average per-pupil cost in 2020-21 was approximately \$17,500. **But please note: This average is derived from SDE calculations that are based on a complicated formula that has changed over the years. For purposes of simplicity, and to keep comparisons constant, except where noted, per pupil calculations in this report were derived from a simple formula: overall expenditures divided by number of students.**

overall cost savings of HSCS compared to SES and HES combined would be \$1,370,270, of which \$626,971 would be realized by the Scotland BOE and \$743,299 would be realized by the Hampton BOE.

In order to assure the validity of these comparisons, the AHC, with a few exceptions noted below, based its calculations on curriculum and programming equivalent to that which is currently on offer at HES and SES. It did not explore the possible use of the cost savings to implement enrichment programs such as foreign language instruction, but only noted that such enhancements would be possible while still providing substantial cost savings to the BOEs. The AHC also did not investigate the psychosocial consequences of such a major change to current students, but noted that transition planning would be necessary and recommended that if the BOEs choose to create a cooperative school, they should start that planning for the transition as soon as possible and draw upon the experience of other school districts that have recently combined schools. Finally, the AHC did not research the advantages and disadvantages of a larger student body and higher student-teacher ratios, but noted that research on this subject at the scale proposed here is scarce and inconclusive.

The Ad Hoc Committee is confident that a cooperative school would provide an education at least equal to the existing schools, and at a significantly lower cost to both towns. It is pleased to turn this report over to the Boards of Education of Hampton and Scotland and hope that they will give it due consideration.

History of the Committee

Membership: The Hampton/Scotland Ad Hoc Committee for Interdistrict Cost Sharing (AHC) was formed in November 2020 by the Boards of Selectmen in each town. Initially, its members were: Rose Bisson, Hampton BOE Chair; Brynn Lipstreu, Scotland BOE Chair; Allan Cahill, Hampton First Selectman; Gary Greenberg, Scotland First Selectman; Clare D’Appollonio, Scotland resident; Kathy Donahue, Hampton Board of Finance Chair. The AHC met for the first time in October 2020. They were joined by Frank Olah and Frank Baran, superintendents of HES and SES respectively. In September 2021, four new members were appointed: Thomas McAvoy, Scotland resident; Scotland Selectman Wendy Sears, Scotland resident Angela Maschka, and Juan Arriola, Hampton BOE member. In November 2021, Ms. Lipstreu was replaced as Scotland Board Chair by Cassidy Martin, who was then placed on the AHC. In the same month, D’Appollonio resigned for medical reasons and in January 2022, Ms. Maschka resigned for personal reasons. Neither was replaced. The AHC appointed Gary Greenberg as its Chair.

Focus of Concern: The Committee’s major focus was the sustained decline in student population over the last fifteen years. The combined student population in the 2000-01 school year was 331 (180 Hampton, 151 Scotland). It peaked in 2007-08 at 357 (167 Hampton, 190 Scotland), but by 2021-2022 had declined to 175 (72 Hampton, 103 Scotland). During that same period, the overall populations of the towns increased and then decreased, and by 2020 had returned to their 2000 levels. At the 2000 Census, the towns’ combined population was 3334 (Hampton: 1758 Scotland: 1576); in 2020 it was 3311 (Hampton: 1726, Scotland: 1585). The committee did not investigate the reasons for the decreased proportions of students to overall population, but it noted that this is a widespread trend in Connecticut and the Northeastern

United States, and that there is no reason to think it will reverse itself in the near or medium term.

No matter how many students attend a school, there are certain fixed costs, such as building maintenance and utilities. Checks have to be written, books balanced, supplies ordered, teachers supervised, and programs administered. In addition, the state and federal requirements for schools have increased in size and complexity. Despite the best efforts of the BOEs and school administration to contain costs, these factors have led to soaring per-pupil costs—from \$15,484 in Hampton in 2007-8 to \$25,265 in 2019-20 and in Scotland during the same period from \$12,435 to \$23,189.³

Another concern was the decreasing amount of State aid to local school districts. Of particular note is the Educational Cost Sharing grant, which is slated to be reduced by approximately 24% in Scotland and 39% in Hampton by the end of the decade, a combined loss to the two towns of over \$700,000.⁴

The AHC was also concerned that while the small student population allowed for a lower student-teacher ratio, it also limited both educational and social opportunities, as the BOEs were forced to pare down programming in order to meet their fixed costs, and as a result, students had a smaller and less diverse group of peers with whom to learn and live.

Finally, the AHC was aware of the disparity between the towns' needs and their resources, a gap illustrated by their ranking on two state lists: district-by-district per-pupil costs and town-by-town Adjusted Equalized Net Grand List per Capita (AENGL), a statistic used to calculate the relative wealth of Connecticut towns. According to this data, on a per-pupil basis, Hampton Elementary School is the 14th most expensive school in the state, and Scotland Elementary School is the 20th. On the AENGL, Hampton ranks as the 124th and Scotland the 144th wealthiest towns. In other words, the towns are among the least wealthy in the state and yet have some of the highest education costs.

In the view of the committee, these factors—the declining student population, the increased costs, the decreasing social and educational opportunities, and the disparity between needs and resources—raise serious questions about the ongoing viability of our schools. While the towns are holding their own for now, barring changes in these conditions, the situation is unsustainable.

Early Steps: The AHC asked the superintendents to look into the possibility of sharing educational or support services, and they reported back that only a few minor functions could be combined, and that so long as each school operated separately, it would not be possible to achieve significant cost savings without detracting from the academic program. The AHC then decided to look into the possibility of combining the schools.

The AHC identified three methods for consolidating the schools: regionalization, a tuition agreement, and a cooperative agreement.

The committee noted the long history of contention about membership in Regional School District 11, which has resulted in multiple attempts to dissolve it, as well as in a failed attempt to incorporate the elementary schools into the region. The AHC determined that some of this community discontent occurred because of the extent to which member towns give

³ These are the earliest and latest audited numbers, using the state formula for per-pupil expenditure, available from the State Department of Education (SDE).

⁴ ECS is calculated according to student counts and other variables. These reductions assume these variables don't change. Declines in these variables would reduce ECS even more.

up local control of the school to the regional districts, which limits the accountability and responsiveness of the districts to the member towns. In addition, the AHC noted that the compacts that create regional districts are difficult to modify or terminate. The committee also noted that an attempt in 2017 to bring the elementary students into RD11 had failed at referendum. For these reasons among others, the AHC concluded that attempts at regionalization were likely to encounter stiff local resistance, and that any agreement to create a consolidated school would have to provide for local control, equal power between the towns, and ease of modification and termination.

The AHC considered and rejected an arrangement by which one town would charge the other town tuition for hosting its students. It is not clear whether state law allows tuition-based outplacement for elementary schools, as it does for secondary schools. More important, the AHC determined that such an arrangement would result in inequality between the two BOEs, as one would effectively become the client of the other.

The AHC concluded that the best, and possibly the only, way to achieve consolidation *and* provide for each town to have an equal stake in the operation of the school would be for the two BOEs to enter into a Cooperative Agreement to operate a single school. While the school building would, by necessity, be in one town or the other, everything else about a Hampton/Scotland Cooperative School—staff, curriculum, budget, etc.—would be governed by the two towns equally. The committee did not designate a building to house the school, but rather created an agreement that could be instituted in either town’s existing school building.

The AHC noted that no Connecticut school districts have yet used a CA to combine two schools. In consultation with attorneys and with the State Department of Education, the Committee determined that it was within the scope of the statutes governing Cooperative Agreements to do so, and it set out to create a model agreement.

Creation of Subcommittees: In July 2021, the AHC established two subcommittees—a Governance Subcommittee to draft a Cooperative Agreement that could be considered by the Boards of Education and a Programming Subcommittee to develop a staffing plan and a budget for a Cooperative School. Governance Subcommittee members were Gary Greenberg (Chair), Thomas McAvoy, Allan Cahill, Kathy Donahue, Clare D’Appollonio, and Rose Bisson. Programming Subcommittee members were Rose Bisson (Chair), Juan Arriola, Kathy Donahue, Brynn Lipstreu, and Angela Maschka. In September 2021, Wendy Sears joined the Programming Subcommittee, and in November 2021, Ms. Lipstreu was replaced on the Scotland BOE by Cassidy Martin, who replaced her on the subcommittee. For health reasons, Ms. D’Appollonio could not continue her service after November 2021, and in January 2022, Ms. Maschka resigned. She was not replaced. In May 2022, Ms. Bisson was replaced as Chair of the Programming Subcommittee, and Wendy Sears was appointed in her place.

The Governance Subcommittee retained an attorney, Frederick Dorsey of Kainen, Escalera & McHale, P.C., to advise in the drafting of the agreement, and the Programming Committee worked with the Superintendents and other staff at both schools to develop its report. The resulting documents can be found in the Appendices to this report.

Replacement of Programming Subcommittee Chair: In March 2022, a group of Hampton residents circulated information to Hampton residents alleging that a “small committee” was working to close the Hampton Elementary School, and inviting concerned residents to contact Rose Bisson. The group also distributed lawn signs saying “Keep Hampton School Open.” At a

special meeting of the AHC in April 2022, members reminded Ms. Bisson and the public that the AHC was not convened to close a school, but to create one, and that the proposed cooperative school would belong equally to both towns. While noting Ms. Bisson’s hard work over the past year, they stated their concerns about her continued role as Chair of the Programming Subcommittee. The AHC Chair removed her from that post and replaced her with Wendy Sears. Ms. Bisson continued to serve on the AHC.

Residents of both towns have expressed concerns publicly and privately to AHC members about the impact of closing of a school on the communities. The committee did not set out to close a school, but rather to create a new school. Still, the new school has to be housed somewhere, and it is not practical to build a new building. So it is inevitable that a building currently used as a school will be closed (and possibly repurposed) if this proposal is adopted. This change, like all change, would have its costs. Some of these are financial—for instance, the costs of converting a building to another use—but many of them are less tangible, such as the displacement of students from familiar surroundings, the increased distance of school from some homes, and the loss of a school identified solely with the town. These losses are not trivial, and we acknowledge that there are citizens who may feel that they outweigh the potential benefits, which include not only cost savings and program enhancements but also the availability to the towns of a building that can be used for purposes other than education.

Authority and Adoption: The Committee and its reports are purely advisory. Only the Boards of Education can enter into a Cooperative Agreement. These reports have now been turned over for their consideration. In addition, the towns will be holding an advisory vote to allow all citizens to express their opinion as to whether the Boards should enter into such an agreement. Finally, because the proposed agreement necessitates changes in the use of town-owned real estate (the school buildings), the Town Meeting would also have to approve it.

Findings: The results are detailed in the narrative below and in the appendices. They are summarized here.

The Governance Subcommittee proposed an Agreement with the following conditions:

- **Shared Governance:** HSCS would be operated by a Cooperative Committee (CC) comprising three members from each BOE. The CC would hold most of the same powers and responsibilities as a BOE, including hiring administrators, negotiating contracts, and making a budget.
- **Assessments:** the CC would assess each BOE for a portion of its budget based on its percentage of students as of October 1 of the previous year.
- **Special Education:** The HSCS budget would include the costs of in-school special education, but responsibility for out-of-district special education will be maintained by the local BOE.
- **Other local costs:** The local BOEs would pay for transportation of their towns’ students to HSCS and other schools, tuition for out-of-district regular education such as the STEM Academy, and costs for administering those programs.

- Capital costs: Any capital improvement necessary to accommodate HSCS prior to its inception would be paid for by both towns. Future capital improvements would be the sole responsibility of the town that owns the school building.
- Authority retained by BOEs: each local BOE will remain the Legal Education Authority for the students in its town.
- Modification and Termination: The Agreement can be modified at any time and terminated by either party with one year's notice.

The Programming Subcommittee used the 2021-2022 student body of 175 students (103 Scotland, 72 Hampton) as a guide. It proposed the following staffing:

- Staffing levels: The Cooperative School would have 15.2 full-time equivalent (FTE) certified teachers, a full-time counselor, 14 FTE paraprofessionals, a single principal (full-time), a .5 FTE superintendent, a .6 special education director, and office and building staff roughly equivalent to the staff now operating each school.
- Student-teacher ratios: The Cooperative School would have 12 students for each teacher, and 6 for each teacher and paraprofessional combined.
- Class size: Classes would range in size from 16 to 25. Each grade would have a single classroom, except for Pre-K, which would have two.
- Curriculum: The Cooperative School would offer all the programs currently provided at both schools. Additions such as foreign language instruction are possible, but that would be at the Cooperative Committee's discretion.

The Subcommittee proposed a budget based on the staffing levels above, using current average salaries at both schools. For other expenses, it used current budgets of both schools to determine the costs at HSCS. It includes:

- Estimated cost for the Cooperative School, not including the expenditures retained by the local BOEs: \$2,980,776
- Estimated costs retained by the local BOEs (transportation, out-of-district placements, administrative costs): \$335,912 (Hampton: \$134,206, Scotland: \$201,706)⁵
- Total costs: \$3,316,688.
- Per-town costs, based on 2021-2022 student census: \$1,956,105 (Scotland) \$1,360,582 (Hampton)
- Current costs: \$4,686,957 (Hampton \$2,103,881; Scotland \$2,583,076)
- Estimated net savings: \$1,370,270 (Hampton: \$743,299; Scotland: \$626,971)

Limitations

Cooperative Agreements have never been used in Connecticut to operate entire schools, so these are uncharted waters. The Committee has taken extra care to guard against the resulting hazards. It employed an attorney familiar with State education law, consulted with the State Department

⁵ Hampton and Scotland account for transportation expenses differently. In Scotland, transportation to RD11 is in the town budget, while in Hampton it is in the BOE budget. To keep comparisons equivalent, we have used the transportation costs to elementary schools only when figuring net local costs.

of Education, and drew on resources from other cooperative districts. The SDE has assured the AHC repeatedly that the local BOEs have the authority to do this. We are confident that the draft agreement meets legal requirement.

The budget and staffing plan are the fruit of many hours of labor by Committee members, and reflect a careful consideration of all known factors. However, they remain predictive, and thus subject to unforeseen circumstances. They also do not reflect potential expenses such as legal costs for union negotiations, unemployment payments to laid-off staff, litigation by citizens, and costs to change the use of the school building that will not be used. Some of those costs are likely to arise, but because they are not directly related to the ongoing costs of HSCS, they were not factored into the Committee's estimates. Such costs should be amortized over a period of years rather than considered as part of a model single-year budget.

Finally, the AHC did not attempt to determine which building should house HSCS. That decision is left to the Cooperative Committee. By remaining neutral on this question, the committee hoped to establish that it was not working to close one school or the other, but only to determine whether or not it was possible to jointly operate an elementary school, how such a school would be staffed, and what its costs would be. To reinforce its neutrality, the committee met in both towns and established its own website, and each town contributed equally to the expenses.⁶ The Programming Subcommittee did gather data on the capacities, facilities, and ages of the school buildings, which it will provide to the Cooperative Committee, should the Boards of Education vote to form one.

Governance Subcommittee

Membership and Process: The Governance Subcommittee members were Gary Greenberg (Chair), Rose Bisson, Allan Cahill, Clare D'Appollonio, Kathy Donahue, and Thomas McAvoy. Due to illness, Ms. D'Appollonio was unable to participate after October 2021.

The Subcommittee met nine times between October 2021 and April 2022. At its first meeting, it decided to hire Atty. Dorsey, an expert in education law who has worked on numerous Cooperative Agreements. It also consulted with Lon Seidman, a member of the Boards of Education in Region 4, and of a committee that operates an extensive cooperative agreement among the local boards in the Region 4 towns (Chester, Deep River, Essex). In June 2021, Mr. Seidman attended a meeting of the full committee, detailed his knowledge and experience, and answered questions from the committee and the public.

The Subcommittee met primarily online, and in executive session. Under Freedom of Information law, both attorney-client discussion and the drafting of contracts can be conducted in executive session. The use of executive sessions created conflict with members of the communities, especially among Hampton residents, who objected to the "secrecy" of the meetings and expressed fear that we were sending a "runaway train" down the tracks. Those objections were noted, but the Subcommittee felt that privacy was the best guarantee that its discussion could be wide ranging. The Cooperative Agreement was sure to generate controversy; the Subcommittee wanted to ensure that the controversy was over the proposal and not ideas that were discarded along the way.

⁶ At the request of Senator Mae Flexer, the General Assembly provided \$25,000 to the towns for expenses related to this study.

Discussion and Decisions: Among the ideas discussed but rejected was a proposal to fund the Cooperative School on a per-capita rather than a per-student basis. While this approach might make for more stable costs year-to-year, it would also not account for the large difference in student population that already exists between Hampton and Scotland. The Subcommittee also discussed proposals to use a tuition agreement to fund the school, whereby one town would be a host and the other a client. Because it went against the overall goal of ensuring equity between the two towns, this idea was rejected in favor of a shared school funded via assessment based on student count.

The Subcommittee considered funding special education entirely through the HSCS budget or entirely within the local BOE budgets. The first was rejected because it would take the decisions about the most unpredictable expenditure out of local hands. The second was rejected because it would involve complex calculations and require each town to have its own special education director. The Subcommittee settled on funding in-school special education through the HSCS budget—meaning that each town would pay a share of the expense based on its assessment regardless of how many special education students it sent to the school—and out-of-district placements through the local BOE budget.

The Subcommittee discussed various approaches to membership on and chairpersonship of the CC. It considered voting weighted by population, as it is in regional districts. Attorney Dorsey determined that the law requiring weighted voting is specific to the regional districts, and the Subcommittee decided to have all votes count equally. It considered a membership of seven people, with the majority and chair rotating between the towns annually or biannually. This alternative was rejected on the grounds that it could be divisive. Instead, the Subcommittee decided to recommend a six-person Cooperative Committee, made up of local BOE members appointed by their Boards. While an even number of members could lead to stalemate, it also provides an incentive to find consensus and maintains the desired inter-town equality.

Another subject of discussion was the length of the term for the Cooperative Agreement and the frequency and mechanism for modification. The Subcommittee discussed the possibility of requiring a three-year initial commitment to the Agreement, but state law requires cooperative agreements to allow parties to terminate them with one year's notice. It considered various lengths for which the proposed Agreement would be in effect, and settled on seven years, although the Agreement can simply be extended at the end of that year. The time period was based on how long it would take for the first cohort to go through all the grades in the school, which would give the Cooperative Committee a good idea of the Agreement's strengths and weaknesses. The Subcommittee also considered various means by which the Agreement can be modified, and determined that either BOE would be able to propose modifications at any time. This seemed prudent, given the novelty of the Agreement. It also addresses concerns that residents of both town have expressed over the difficulty of modifying the agreements governing the Regional School District.

The Subcommittee had to address various state laws regarding the relationship between the towns and the Boards of Education, especially about ownership and control of the school building. Attorney Dorsey advised that the building would have to be placed in trust for the benefit of the CC and that the Town Meeting of both towns would have to approve the change in the use of their real estate—in the town where HSCS would be located, to turn it over to the trust, and in the other town to use the building for another purpose.

The Subcommittee agreed from the beginning that the CC would function as much like a BOE as possible, and spelled this out by giving it the power to hire a superintendent and delegate

administrative authority to him or her, to negotiate contracts, and to make a budget. State law gives budget-making authority only to local or regional BOEs, so the HSCS budget will be presented to the local Boards, which will add to their assessment costs for individual town expenses (see Appendix B, Chart A), and then submit the total budget to the Board of Finance (Hampton) and the Board of Selectmen (Scotland) for consideration, and then to the Town Meeting for approval as part of its annual budget meeting. The two towns have a different process for passing a budget; Hampton holds a referendum, while Scotland votes at Town Meeting. There was discussion of harmonizing the processes, but the Subcommittee decided not to address this in the Agreement.

Remaining Questions: While the Subcommittee is confident that the Agreement provides a legal and practical mechanism for the joint operation of a single school, it is aware that some issues remain unresolved, and will have to be worked out by the local BOEs and the CC.

- A six-member Cooperative Committee may not be able to make decisions because tie votes are possible. We are hopeful that the Committee will use the even numbers in the way they are intended: to maintain equity and encourage consensus. But that may prove to be impractical, at which point another scheme balancing practicality and equity will have to be designed.
- The one-year notice requirement also creates uncertainty. Given the significance and complexity of the move contemplated here, it would be highly destabilizing for both towns should this agreement be terminated within a year or two of its inception. Especially at risk are the students who might have to get used to a Cooperative School and then return to the previous arrangement. We are hopeful that the interests of the students will prevail, and that HSCS will be given sufficient time to be fairly tested.
- The Subcommittee did not address the question of how a transition from two schools to one would be accomplished. While Scotland and Hampton are similar towns demographically, the two schools have evolved separately and there are bound to be cultural and pedagogical differences that will need to be identified and addressed. While no other schools have been merged across districts, many Boards of Education have combined schools within districts, and we recommend that the CC consult with those Boards about their experiences.

Programming Subcommittee

Membership and Process: The members of the Programming Subcommittee were: Rose Bisson (Chair), Juan Arriola, Kathy Donahue, Brynn Lipstreu, Angela Maschka, and Wendy Sears. Ms. Lipstreu did not run for re-election in November of 2021 and was replaced by the current Chair, Cassidy Martin. Ms. Maschka resigned in January 2022. She was not replaced. In April 2022, Ms. Bisson was replaced as Chair by Ms. Sears.

The Subcommittee met fifteen times between October 2021 and July 2022, always in open session. It gathered data from prior BOE budgets in both towns, from the Superintendents, and from databases collected in EdSight, a State Department of Education website, and by CT School Finance, a private nonprofit organization. It also drew on the extensive experience of its members who are also Board of Education members, especially Ms. Bisson, who in addition to serving on the Hampton Board has been a school principal. The Subcommittee used spreadsheets to represent its findings, which were placed online as the work progressed.

Methods: The Subcommittee was faced with a highly complex task: taking the existing staffing plans and budgets from the two schools and using them to determine how HSCS would be staffed and what it would cost. This task was complicated by the fact that the two BOEs' budgets listed similar expenses on different lines in their respective budgets, by differences in approaches to staffing (contract vs. salary), and by different uses of grant money. The Subcommittee spent considerable time harmonizing the budgets so its estimates and comparisons could be valid.

In general, the Subcommittee based its work on the 2021-2022 budgets, student counts, and staffing from both schools. Budgets and student counts are public records. The Subcommittee requested and received information about staffing levels from the administrations of the two schools.

The Subcommittee made its calculations according to the category of the data. For instance, the Subcommittee estimated how many classroom teachers would be needed by establishing the desired class size and dividing it into the current enrollment; it estimated the cost of teacher salaries by determining the average salary across both schools and multiplying it by the expected number of teachers; it determined the costs for instructional materials by combining the costs from both schools; it estimated the cost for a finance coordinator by determining the average FTE salary of the current finance coordinators and multiplying it by the expected FTE requirements for a HSCS finance coordinator.

The Subcommittee took a conservative approach to estimating cost savings. This meant making efforts not to underestimate expenditures or overestimate revenue. Grant funding posed a particular challenge to this approach. Grant revenues and expenditures are generally accounted for separately from the BOE operating budget. Their availability fluctuates from year to year, as does the amount of money they provide. But the programs they fund, such as preschool and speech and language services, are often essential. So the Subcommittee placed many of the programs they funded into the model operating budget, rather than assuming that the grants would continue.

Findings: The Subcommittee's general findings about staffing and costs are outlined in the Executive Summary above, and detailed in the Appendices. Some subjects bear further explanation.

- **Principal Salary:** The State Department of Education categorizes school districts by demographics. The schools in the same category as Scotland and Hampton pay their principals an average of \$125,000 per year. The average salary for the Scotland and Hampton principals is \$100,500. The Subcommittee determined that in order to attract and retain candidates, the HSCS principal salary should be closer to the group average, and used \$115,000 in its model budget. This is the only staff position not based on the current average cost.
- **Out-of-district Special Education:** Costs for transporting and educating students whose needs cannot be met by the local school district are impossible to predict, and can be very high. In recent years, for example, annual costs for out-of-district special education placements (including transportation) have ranged from \$0 to \$157,500. Over the past six years, the average cost was approximately \$25,000. As discussed above, these costs are not part of the HSCS budget; they will continue to be borne by the local BOEs. In

keeping with its conservative approach to cost savings, the Subcommittee has doubled that average for its calculation of estimated local costs, but would like to emphasize that these costs can and do vary widely, and until the SDE finds another way to fund these programs, this will continue to be a problem for the local BOEs whether or not they operate a cooperative school.

- **Grant Funding:** In keeping with its conservative approach described above, the subcommittee treated grant-funded expenditures as operating costs, and included more than \$350,000 in salary and other expenses in its model. But the SDE, through its attorney and grant administrators, has assured the AHC that because the BOE in each town remains the Legal Educational Authority for its town, a cooperative agreement to operate a school should not affect grant funding; funding will still be based on each town's demographics and other criteria, and the SDE has already established a mechanism by which a local BOE can turn its grant funding over to a program operating under a Cooperative Agreement. Lon Seidman, who consulted with the committee and who oversees cooperative agreements in Region 4, corroborated this information and reports that Region 4 has implemented the procedure successfully.
- **Program Enhancements:** The estimated cost savings to the towns are considerable and it can be expected that the Board of Finance in Hampton and the Board of Selectmen in Scotland would want to use them to reduce taxes and/or provide non-educational services to the towns. But there is no reason that some of the savings cannot be used to enhance programming. Certainly, HSCS could offer an enriched educational program and still provide significant cost savings to the towns.

The Subcommittee did include some enhancements in its model:

- Lines for field trips and other enrichment programs have been increased from the combined budgeted amounts.
- Librarian and Media/Technology Specialist functions have been converted into two separate positions.
- The psychological services line has been increased from the currently budgeted amounts.

Otherwise, however, the model does not include other enhancements that might be possible, if provided with additional funding. Among the options discussed were

- Foreign language instruction
- Multidistrict student events such as spelling bees and science fairs
- Intramural after-school sports
- Integration of 5th- and 6th-grade athletes with middle-school sports programs

The AHC hopes that if the BOEs adopt some version of this proposal, they will consider these and other enhancements to the existing programming.

Conclusions

Education is the most important service that a town provides. Recent demographic shifts have created serious challenges to Hampton and Scotland's ability to provide this service in the near future. A cooperative school has the potential to increase educational and social opportunities and lower costs without diminishing local control, and thus to uphold and sustain the towns' commitment to its students. While the costs of creating a cooperative school, financial and otherwise, are substantial, we feel they are outweighed by the potential benefits. But that decision is not ours to make. We therefore recommend that the Boards of Education consider adopting these recommendations in time to begin planning for the 2023-24 school year.

APPENDIX A
PROPOSED HAMPTON/SCOTLAND COOPERATIVE SCHOOL BUDGET

	H	I	J	M	N	O	P
1	REVISED WITH BOE COMMENTS 9-01-22	Ad-Hoc Committee for Interdistrict Educational Cost Sharing					
2	FINAL ESTIMATED BUDGET Rev 8-01-22	Programming Subcommittee Estimated Budget					
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4				SCOTLAND	HAMPTON		
5		FTE	#S BASED ON 2021-2022 BUDGET & ACTUALS			ESTIMATED SAVINGS	
6	REGULAR INSTRUCTION						
7	CERTIFIED TEACHERS	9.7	702,697	704,446	472,919	Note: Hampton carries SRBI Instruction under "Certified Teachers"	
8	INSTRUCTIONAL AIDES	7	164,696	11,327	0		
9	OTHER CERTIFIED				7,723		
10	SUBSTITUTES- TEACHERS + I/As		15,483	7,000	13,483		
11	OTHER SALARIES			0			
12	STAFFING COST TOTAL:		882,876	722,773	494,125		\$334,022
13	OTHER PROFESSIONAL SERVICES			0	100		
14	SERVICES COST TOTAL:			0	100		\$100
15	FICA TAXES		23,975	14,280	6,066		
16	TUITION REIMB. FOR TEACHERS		5,000	2,500			
17	TRAVEL REIMBURSEMENT		800	500	300		
18	UNEMPLOYMENT COMP.		33,080	16,540	0		
19	WORKER'S COMPENSATION		26,021	12,319	13,702		
20	EMPLOYEE BENEFITS- OTHER				375		
21	PROFESSIONAL DEVELOPMENT		11,100		5,550		
22	EMPLOYEE RELATED EXPENSE TOTAL:		99,976	46,139	25,993	-\$27,844	
23	CONTRACTED ENRICHMENT		2,650		1,325		
24	PUPIL TRANSPORTATION (FIELD TRIPS)		6,000	1,640	4,207		
25	TESTING/SCORING		9,100	9,100			
26	TUITION/PUBLIC IN STATE		0	50,470	19,196		
27	STUDENT RELATED EXPENSES TOTAL:		17,750	61,210	24,728	\$68,188	
28	COMMUNICATION-ONLINE LICENSES		11,281		11,281		
29	SUPPLIES		3,284		3,284		
30	EQUIPMENT MAINTENANCE		400		400		
31	RENTALS		6,000	5,856	4,096		
32	INSTRUCTIONAL SUPPLIES		20,780	7,076	13,704		
33	TEXTBOOKS		12,500	3,000	9,500		
34	SUPPLIES (OTHER) EXPENSES TOTAL:		54,245	15,932	42,265	\$3,952	
35	DEPARTMENT TOTAL:		1,054,847	846,054	587,211	\$378,418	
36	Highlighted #s exclude Pre-K teachers & includes specials teachers						
37	Certified Teachers includes General Instruction, Art, Music, PE/Health, Library/Media & Technology						
38	HIGHLIGHTED LINE ITEMS ARE EXPENSES BORN BY TOWN BOEs IN MODEL & SO FIGURES NOT INCLUDED. SEE CHART A BELOW						

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4				SCOTLAND	HAMPTON		
5		FTE	#S BASED ON 2021-2022 BUDGET & ACTUALS			ESTIMATED SAVINGS	
39	PREKINDERGARTEN						
40	PREKINDERGARTEN						
41	CERTIFIED TEACHERS	2	144,886	58,122	90,127		
42	INSTRUCTIONAL AIDES	2	47,056	50,984	20,055		
43	OTHER SALARIES		4,715	4,715			
44	SUBSTITUTES		7,784	1,500	3,892		
45	STAFFING COST TOTAL:		204,441	115,321	114,074	\$24,954	
46	OTHER PURCHASED SERVICES		5,500	5,500			
47	OTHER PROFESSIONAL SERVICES		13,000	12,769	6,242		
48	SERVICES COST TOTAL:		18,500	18,269	6,242	\$6,011	
49	FICA TAXES		6,658	5,940	3,136		
50	PROFESSIONAL DEVELOPMENT		1,000	900	250		
51	TRAVEL REIMBURSEMENT		100		50		
52	EMPLOYEE RELATED EXPENSE TOTAL:		7,758	6,840	3,436	\$2,518	
53	PUPIL TRANSPORTATION (FIELD TRIPS)		360		360		
54	STUDENT RELATED EXPENSES TOTAL:		360	0	360	\$0	
55	INSTRUCTIONAL SUPPLIES		6,000	5,581	700		
56	EXPENDABLE EQUIPMENT (SUPPLIES)				0		
57	TEXTBOOKS/WORKBOOKS		500		200		
58	SUPPLIES (OTHER) EXPENSES TOTAL:		6,500	5,581	900	-\$19	
59	DEPARTMENT TOTAL:		237,559	146,011	125,012	\$33,464	
60	SPECIAL EDUCATION						
61	SPECIAL EDUCATION						
62	CERTIFIED TEACHERS	2.5	181,108	172,642	90,239		
63	SRBI INSTRUCTION	1	72,443	44,470			Line Added per 8/25/22 Meeting
64	INSTRUCTIONAL AIDES	5	117,640	186,849	139,859		
65	SUBSTITUTES		20,000	13,000	17,375		
66	ADMINISTRATION	0.6	63,098	41,494	21,318		
67	STAFFING COST TOTAL:		454,289	458,455	268,791	\$272,957	
68	LEGAL SERVICES		10,000	5,000	0		
69	SERVICES COST TOTAL:		10,000	5,000	0	-\$5,000	
70	FICA TAXES		15,121	18,531	17,265		
71	IN SERVICE/PROFESSIONAL DEVEL.		1,000	650	350		
72	TRAVEL		500		200		
73	EMPLOYEE RELATED EXPENSE TOTAL:		16,621	19,181	17,815	\$20,375	

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74	74 TUITION/PUBLIC IN STATE		0	16,530	0		
75	75 TUITION/PRIVATE		0		76,500		
76	76 TESTING/SCORING		2,000	1,000			
77	77 TRANSPORTATION SPECIAL ED		0		10,000		
78	78 STUDENT RELATED EXPENSES TOTAL:		2,000	17,530	86,500		\$102,030
79	79 COMMUNICATION-ONLINE LICENSES		5,600		5,563		
80	80 SOFTWARE RENEWAL			5,274			
81	81 POSTAGE		1,000	500			
82	82 DUES		275	150	125		
83	83 INSTRUCTIONAL SUPPLIES		1,500	1,000	500		
84	84 TEXTBOOKS		1,000	700	200		
85	85 SUPPLIES		1,500		1,500		
86	86 EQUIPMENT		500	500			
87	87 SUPPLIES (OTHER) EXPENSES TOTAL:		11,375	8,124	7,888		\$4,637
88	88 DEPARTMENT TOTAL:		494,285	508,290	380,994		\$394,999
89	89 HIGHLIGHTED LINE ITEMS ARE EXPENSES BORN BY TOWN BOEs IN MODEL & SO FIGURES NOT INCLUDED. SEE CHART A BELOW						
90							
91	ADULT EDUCATION						
92	92 ADULT EDUCATION		0	2,000	2,135		
93	93 DEPARTMENT TOTAL:		0	2,000	2,135		\$4,135
94	94 ADULT EDUCATION IS AN EXPENSE BORN BY TOWNS & SO FIGURE NOT INCLUDED. SEE CHART A BELOW						
95							
96	SUMMER SCHOOL						
97	97 CERTIFIED TEACHERS		3,100	1,700	1,400		
98	98 INSTRUCTIONAL AIDES		674	674	0		
99	99 STAFFING COST TOTAL:		3,774	2,374	1,400		\$0
100	100 OTHER PROFESSIONAL SERVICES		3,600	3,600	0		
101	101 SERVICES COST TOTAL:		3,600	3,600	0		\$0
102	102 FICA TAXES		97	182	20		
103	103 EMPLOYEE RELATED EXPENSE TOTAL:		97	182	20		\$105
104	104 TRANSPORTATION SPECIAL ED		2,646	0	\$2,646		
105	105 STUDENT RELATED EXPENSES TOTAL:		2,646	0	2,646		\$0
106	106 INSTRUCTIONAL SUPPLIES		150	150	0		
107	107 SUPPLIES (OTHER) EXPENSES TOTAL:		150	150	0		\$0
108	108 DEPARTMENT TOTAL:		10,267	6,306	4,066		\$105
109							

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5			FTE	#S BASED ON 2021-2022 BUDGET & ACTUALS		ESTIMATED SAVINGS	
110	<u>SCHOOL COUNSELOR</u>						
111	CERTIFIED STAFF	1.0	72,443	50,167	52,111		
112	STAFFING COST TOTAL:		72,443	50,167	52,111		\$29,835
113	FICA TAXES		1,051		730		
114	PROFESSIONAL DEVELOPMENT		300		150		
115	EMPLOYEE RELATED EXPENSE TOTAL:		1,351	0	880		-\$471
116	INSTRUCTIONAL SUPPLIES		300	0	150		
117	TEXTBOOKS/WORKBOOKS		200	0	100		
118	SUPPLIES (OTHER) EXPENSES TOTAL:		500	0	250		-\$250
119	DEPARTMENT TOTAL:		74,294	50,167	53,241		\$29,114
120							
121	<u>HEALTH OFFICE</u>						
122	SUBSTITUTES		1,200	1,000	1,201		
123	NURSE	1	52,067	52,067	42,895		
124	STAFFING COST TOTAL:		53,267	53,067	44,096		\$43,896
125	OTHER PROFESSIONAL SERVICES		100	0	100		
126	PHYSICIAN		1,000	1,000	700		
127	SERVICES COST TOTAL:		1,100	1,000	800		\$700
128	FICA TAXES		4,075	4,060	3,622		
129	IN SERVICE		370	370	150		
130	EMPLOYEE RELATED EXPENSE TOTAL:		4,445	4,430	3,772		\$3,757
131	REPAIRS & MAINTENANCE		500	500	400		
132	INSURANCE (LIABILITY)		230	230	0		
133	GENERAL SUPPLIES		3,725	1,000	3,725		
134	SUPPLIES (OTHER) EXPENSES TOTAL:		4,455	1,730	4,125		\$1,400
135	DEPARTMENT TOTAL:		63,267	60,227	52,793		\$49,753
136							
137	<u>PSYCHOLOGICAL SERVICES</u>						
138	TEACHERS		0	0	0		
139	STAFFING COST TOTAL:		0	0	0		\$0
140	PSYCHOLOGICAL SERVICES		17,000		8,535		
141	SERVICES COST TOTAL:		17,000	0	8,535		-\$8,465
142	FICA TAXES		0	0	0		
143	IN SERVICE		0	0	0		
144	EMPLOYEE RELATED EXPENSE TOTAL:		0	0	0		\$0
145	TESTING/SCORING		0	0	0		
146	INSTRUCTIONAL SUPPLIES		600	0	300		
147	SUPPLIES (OTHER) EXPENSES TOTAL:		600	0	300		-\$300
148	DEPARTMENT TOTAL:		17,600	0	8,835		-\$8,765

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149							
150	<u>SPEECH PATHOLOGY</u>						
151	TEACHERS	0.5	67,036	0	52,194		
152	STAFFING COST TOTAL:		67,036	0	52,194		-\$14,842
153	OTHER PROFESSIONAL SERVICES		0	67,036	0		
154	SERVICES COST TOTAL:		0	67,036	0		\$67,036
155	FICA TAXES		972	0	630		
156	EMPLOYEE RELATED EXPENSE TOTAL:		972	0	630		-\$342
157	INSTRUCTIONAL SUPPLIES		500	0	0		
158	SUPPLIES (OTHER) EXPENSES TOTAL:		500	0	0		-\$500
159	DEPARTMENT TOTAL:		68,508	67,036	52,824		\$51,352
160							
161	<u>PPT SERVICES</u>						
162	PHYSICAL THERAPY		0	0	27,438		
163	OCCUPATIONAL THERAPY		0	0	0		
164	STAFFING COST TOTAL:		0	0	27,438		\$27,438
165	PHYSICAL THERAPY		27,438	0	0		
166	OTHER PROF. SVCS/OCCUP. THERAPY		31,471	31,471	3,780		
167	SERVICES COST TOTAL:		58,909	31,471	3,780		-\$23,658
168	FICA TAXES		0	0	2,102		
169	EMPLOYEE RELATED EXPENSE TOTAL:		0	0	2,102		\$2,102
170	INSTRUCTIONAL SUPPLIES		1,000	0	0		
171	SUPPLIES (OTHER) EXPENSES TOTAL:		1,000	0	0		-\$1,000
172	DEPARTMENT TOTAL:		59,909	31,471	33,320		\$4,882
173							
174	<u>LIBRARY/MEDIA SERVICES</u>						
175	SOFTWARE RENEWAL		580	580	0		
176	GENERAL SUPPLIES		500	420	100		
177	BOOKS & PERIODICALS		2,000	1,200	1,798		
178	SUPPLIES (OTHER) EXPENSES TOTAL:		3,080	2,200	1,898		\$1,018
179	DEPARTMENT TOTAL:		3,080	2,200	1,898		\$1,018

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180							
181	TECHNOLOGY						
182	OTHER PROFESSIONAL SERVICES		54,000	54,000	16,232		
183	SERVICES COST TOTAL:		54,000	54,000	16,232	\$16,232	
184	COMMUNICATION		1,515	0	1,515		
185	EQUIPMENT		4,000	4,000	0		
186	REPAIRS & MAINTENANCE		1,765	1,765	0		
187	SUPPLIES (OTHER) EXPENSES TOTAL:		7,280	5,765	1,515	\$0	
188	DEPARTMENT TOTAL:		61,280	59,765	17,747	\$16,232	
189							
190	INSURANCE						
191	GROUP INSURANCE (HEALTH & LIFE)		177,301	158,825	177,301		
192	INSURANCE COST TOTAL:		177,301	158,825	177,301	\$158,825	
193	DEPARTMENT TOTAL:		177,301	158,825	177,301	\$158,825	
194							
195	BOARD OF EDUCATION						
196	OTHER SALARIES (RECORDING SECRETARY)		1,827	1,827	1,276		
197	STAFFING COST TOTAL:		1,827	1,827	1,276	\$1,276	
198	FICA TAXES		140	140	98		
199	IN SERVICE		1,200	1,200	0		
200	EMPLOYEE RELATED EXPENSE TOTAL:		1,340	1,340	98	\$98	
201	COMMUNICATION		475	0	475		
202	PRINTING		2,700	0	2,700		
203	GENERAL SUPPLIES		500	500	200		
204	DUES & FEES		1,697	1,000	1,697		
205	SUPPLIES (OTHER) EXPENSES TOTAL:		5,372	1,500	5,072	\$1,200	
206	DEPARTMENT TOTAL:		8,539	4,667	6,446	\$2,574	
207							
208	SUPERINTENDENT'S OFFICE						
209	OTHER SALARIES		15,000	12,331	0		
210	ADMINISTRATION (SUPERINTENDENT)	0.5	74,253	57,219	61,585		
211	STAFFING COST TOTAL:		89,253	69,550	61,585	\$41,883	
212	FICA TAXES		2,225	5,321	893		
213	TRAVEL REIMBURSEMENT		1,000	500	290		
214	EMPLOYEE RELATED EXPENSE TOTAL:		3,225	5,821	1,183	\$3,779	
215	COMMUNICATION		1,000	0	853		
216	GENERAL SUPPLIES		600	600	300		
217	DUES & FEES		2,800	2,800	250		
218	SUPPLIES (OTHER) EXPENSES TOTAL:		4,400	3,400	1,403	\$403	
219	DEPARTMENT TOTAL:		96,878	78,771	64,171	\$46,065	

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220							
221	<u>GENERAL ADMINISTRATION</u>						
222	LEGAL SERVICES		25,000	19,000	10,000		
223	AUDIT		15,000	11,000	4,250		
224	OTHER PROFESSIONAL SERVICES		2,850	2,850	1,500		
225	SERVICES COST TOTAL:		42,850	32,850	15,750	\$5,750	
226	INSURANCE		20,000	19,000	19,708		
227	SUPPLIES (OTHER) EXPENSES TOTAL:		20,000	19,000	19,708	\$18,708	
228	DEPARTMENT TOTAL:		62,850	51,850	35,458	\$24,458	
229							
230	<u>SCHOOL OFFICE</u>						
231	OTHER SALARIES	2.0	50,000	44,463	39,097		
232	ADMINISTRATION (PRINCIPAL)	1.0	115,000	96,962	103,049		
233	STAFFING COST TOTAL:		165,000	141,425	142,146	\$118,571	
234	TECHNICAL SERVICES		1,681		1,681		
235	SERVICES COST TOTAL:		1,681	0	1,681	\$0	
236	FICA TAXES		5,493	4,807	4,484		
237	IN SERVICE		1,000	1,000	350		
238	TRAVEL REIMBURSEMENT		400	400	25		
239	EMPLOYEE RELATED EXPENSE TOTAL:		6,893	6,207	4,859	\$4,173	
240	COMMUNICATIONS(Telephone)		8,000	8,000	0		
241	UTILITIES COST TOTAL:		8,000	8,000	0	\$0	
242	REPAIRS & MAINTENANCE		2,300	2,300	200		
243	EQUIPMENT RENTALS		4,096	0	4,096		
244	COMMUNICATION			0	4,295		
245	COMMUNICATION-ONLINE LICENSES		180	0	180		
246	POSTAGE		1,000	650	0		
247	ADVERTISING		1,750	1,750	0		
248	PRINTING		1,000	1,000	150		
249	GENERAL SUPPLIES		6,010	1,300	6,010		
250	DUES & FEES		846	200	846		
251	SUPPLIES (OTHER) EXPENSES TOTAL:		17,182	7,200	15,777	\$5,795	
252	DEPARTMENT TOTAL:		198,756	162,832	164,463	\$128,539	

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253							
254	BUSINESS OFFICE						
255	OTHER SALARIES		600	0	600		
256	BUSINESS COORDINATOR	1	51,685	30,212	41,020		
257	STAFFING COST TOTAL:		52,285	30,212	41,620		\$19,547
258	OTHER PROFESSIONAL SERVICES		10,468	10,468	0		
259	PAYROLL SERVICES		3,650		3,650		
260	SERVICES COST TOTAL:		14,118	10,468	3,650		\$0
261	FICA TAXES		4,000	2,311	3,184		
262	IN SERVICE		200	200	150		
263	TRAVEL REIMBURSEMENT		300	300	55		
264	EMPLOYEE RELATED EXPENSE TOTAL:		4,500	2,811	3,389		\$1,700
265	ONLINE LICENSES		560		560		
266	GENERAL SUPPLIES		450	450	350		
267	DUES & FEES		650	200	650		
268	SUPPLIES (OTHER) EXPENSES TOTAL:		1,660	650	1,560		\$550
269	DEPARTMENT TOTAL:		72,563	44,141	50,219		\$21,797
270							
271	BUILDING AND GROUNDS						
272	OTHER SALARIES	2.4	83,697	77,241	37,398		
273	STAFFING COST TOTAL:		83,697	77,241	37,398		\$30,942
274	HOUSEKEEPING SERVICES				53,689		
275	BLDG/GROUNDS MAINTENANCE				49,530		
276	REPAIRS & MAINTENANCE		21,801	21,801	0		
277	EQUIPMENT MAINTENANCE				2,000		
278	SERVICES COST TOTAL:		21,801	21,801	105,219		\$105,219
279	FICA TAXES		6,403	5,909	2,861		
280	TRAVEL REIMBURSEMENT		125	125	0		
281	EMPLOYEE RELATED EXPENSE TOTAL:		6,528	6,034	2,861		\$2,367
282	ELECTRICITY		28,000	28,000	19,383		
283	HEATING OIL/PROPANE		32,985	32,985	22,061		
284	UTILITIES COST TOTAL:		60,985	60,985	41,444		\$41,444
285	MAINT/REPAIR SUPPLIES		8,199	8,199	12,000		
286	GENERAL SUPPLIES (EXPENDABLE EQUIPMENT)		7,783	7,783	1,500		
287	SUPPLIES (OTHER) EXPENSES TOTAL:		15,982	15,982	13,500		\$13,500
288	DEPARTMENT TOTAL:		188,993	182,043	200,422		\$193,472

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	H	I	J	M	N	O	P
1	REVISED WITH BOE COMMENTS 9-01-22	Ad-Hoc Committee for Interdistrict Educational Cost Sharing					
2	FINAL ESTIMATED BUDGET Rev 8-01-22	Programming Subcommittee Estimated Budget					
3		ESTIMATED COMBINED SCHOOL BUDGET		ITEMS SPECIFIC TO TOWN			
4				SCOTLAND	HAMPTON		
5		FTE	#S BASED ON 2021-2022 BUDGET & ACTUALS			ESTIMATED SAVINGS	
289							
290	PUPIL TRANSPORTATION						
291	PUPIL TRANSPORTATION		0	94,420	55,350		
292	FUEL - OTHER		0	4,000	6,975		
293	TRANSPORTATION COST TOTAL:		0	98,420	62,325		\$160,745
294	DEPARTMENT TOTAL:		0	98,420	62,325		\$160,745
295	PUPIL TRANSPORTATION IS AN EXPENSE BORNE BY TOWN BOEs IN MODEL & SO FIGURE NOT INCLUDED. SEE CHART A BELOW						
296							
297	FOOD SERVICES						
298	OTHER PROFESSIONAL SERVICES		30,000	22,000	23,000		
299	FOOD SERVICE COST TOTAL:		30,000	22,000	23,000		\$15,000
300	DEPARTMENT TOTAL:		30,000	22,000	23,000		\$15,000
304							
305	SCHOOL ESTIMATED TOTALS:		2,980,776	2,583,076	2,103,881		\$1,706,182 ESTIMATED SAVINGS
306	Add Combined Individual Town Expenses (Chart A):		335,912				
307	FINAL SCHOOL ESTIMATED TOTALS:		3,316,688	2,583,076	2,103,881		\$1,370,270 FINAL ESTIMATED SAVINGS
308	Divide by TOTAL # students Combined or Per Town, including outplaced & tuitioned students		188	110	78		
309	Each school- current estimated per pupil costs		17,642	23,483	26,973		
310	<<It is important to note that the individual town budget numbers vary from the approved budgets for each town.						
311	This is due to the use of some actual figures, not reduced by grants, and staffing/salaries as adjusted after budget approval>>						
312							
313							

APPENDIX A
PROPOSED HAMPTON/SCOTLAND COOPERATIVE SCHOOL BUDGET

	H	I	J	M	N	O	P
1	REVISED WITH BOE COMMENTS 9-01-22		Ad-Hoc Committee for Interdistrict Educational Cost Sharing				
2	FINAL ESTIMATED BUDGET Rev 8-01-22		Programming Subcommittee Estimated Budget				
3			ESTIMATED COMBINED SCHOOL BUDGET		ITEMS SPECIFIC TO TOWN		
4					SCOTLAND		HAMPTON
5			FTE	#S BASED ON 2021-2022 BUDGET & ACTUALS			ESTIMATED SAVINGS
314							
315	CHART A						
316	Expenses moved from General Education Budget to individual Town/BOE Budgets:						
317			Scotland		Hampton		
318	REGULAR INSTRUCTION:						
319	TUITION/PUBLIC IN STATE		50,470		19,196		
320	SPECIAL EDUCATION:						
321	OUT OF DISTRICT SPECIAL EDUCATION, INCL TRANSPORTATION		50,000		50,000		
322	ADULT EDUCATION						
323	ADULT EDUCATION		2,000		2,135		
324	SUPERINTENDENT						
325	ENUMERATOR		816		550		
326	PUPIL TRANSPORTATION						
327	PUPIL TRANSPORTATION		94,420		110,700		
328	FUEL - OTHER		4,000		13,950		
329	Total expense from General Education Budget to Individual Town BOE Budget (Individual Town Expenses):		201,706		196,531		398,237 Total Combined Town BOE Expenses
330	Subtract RD 11 Transportation & Fuel Costs:		0		62,325		**See note below
331	Total expenses related to Elementary School budgets only:		201,706		134,206		335,912 Combined Individual Town Expenses (carry to school estimated totals above)
332	*Note: \$55,350 is the transportation expense & \$6,975 is the fuel for Hampton Elementary only (Total \$62,325). The entire Pupil Transportation & Fuel-Other expense (Total \$124,650) must be transferred to the HES overall BOE Budget because RD11 Transportation & Fuel is paid through the HES budget as well, as a combined figure. The RD11 costs must be subtracted from Hampton's total expense of \$196,531, so that the individual town expenses reflect only those costs related to the Elementary Schools, for comparison purposes.						
333	**Note: The RD11 Transportation and Fuel expenses for Scotland are carried in the Town of Scotland's Budget, not in the SES Education Budget, and therefore not represented here.						
334	<<Cooperative School Estimated Total Figure does not include highlighted line items in spreadsheet, which are transferred to the chart above>>						

APPENDIX A
PROPOSED HAMPTON/SCOTLAND COOPERATIVE SCHOOL BUDGET

	H	I	J	M	N	O	P
1	REVISED WITH BOE COMMENTS 9-01-22	Ad-Hoc Committee for Interdistrict Educational Cost Sharing					
2	FINAL ESTIMATED BUDGET Rev 8-01-22	Programming Subcommittee Estimated Budget					
3		ESTIMATED COMBINED SCHOOL BUDGET			ITEMS SPECIFIC TO TOWN		
4			SCOTLAND	HAMPTON			
5		FTE	#S BASED ON 2021-2022 BUDGET & ACTUALS		ESTIMATED SAVINGS		
335							
336	CHART B						
337	CALCULATION SHOWING COSTS/SAVINGS TO TOWNS, BASED ON CURRENT FY ASSESSMENT:						
338		Town Total Student Count:					
339	Student Count (including outplacements)	110	78				
340	COST TO TOWNS BASED ON ASSESSMENT:						
341			SCOTLAND	HAMPTON			
342	COOPERATIVE SCHOOL ESTIMATED SCHOOL BUDGET:	2,980,776	2,980,776				
343	DIVIDE BY COMBINED # STUDENTS IN BUILDING:	175	175				
344	BASE COST:	17,033	17,033				
345	MULTIPLIED BY CURRENT TOWN STUDENT COUNT (excluding outplacements):	103	72		Student count based on Oct. 1 enrollment		
346	COMBINED ESTIMATED SCHOOL BUDGET COST TO TOWN:	1,754,399	1,226,376				
347	INCREASE BY INDIVIDUAL TOWN EXPENSES:	201,706	134,206				
348	TOTAL ESTIMATED COMBINED SCHOOL BUDGET + ADD'L EXPENSES:	1,956,105	1,360,582				
349	DIVIDE BY TOWN TOTAL STUDENT COUNT (including outplacements):	110	78		Student count based on Oct. 1 enrollment		
350	ESTIMATED PER PUPIL COST PER TOWN:	17,783	17,443				
351	CURRENT ESTIMATED PER PUPIL COST:	23,483	26,973				
352	ESTIMATED PER PUPIL SAVINGS:	5,700	9,529				
353	MULTIPLIED BY CURRENT TOWN TOTAL STUDENT COUNT (including outplacements):	110	78		Student count based on Oct. 1 enrollment		
354	COOPERATIVE SCHOOL ESTIMATED SAVINGS TO EACH TOWN:	626,971	743,299				
355							
356							
357							
358							
359	COOPERATIVE SCHOOL ESTIMATED SAVINGS TO THE TOWN OF HAMPTON:	743,299					
360	HAMPTON TOTAL SAVINGS REDUCED BY RD11 TRANSPORTATION EXPENSES:	62,325		**See NOTE			
361	TOTAL ESTIMATED SAVINGS TO THE TOWN OF HAMPTON:	680,974					
362	**NOTE: Reduce estimated savings by the RD11 Transportation & Fuel expenses (\$62,325) to determine full cost vs. savings based on how Hampton budgets for these expenditures. These same expenses for Scotland are carried in the Town of Scotland's Budget, not in the SES Education Budget, and therefore not represented						
363							
364							
365							
366							

Appendix B
Current Staffing and Compensation

Number of Students:	Scotland	Hampton	Total
Outplaced/STEM:	7	6	13
Pre-K thru Grade 6- Total in Building:	103	72	175
Total In-District	110	78	188

Data used to calculate average:

All Reg. Ed. Certified Teacher Salaries Calculated at 1.0 FTE

Actual FTE	Actual Salary	Scotland (13 ppl total)		Hampton (10 ppl total)		Actual FTE	Actual Salary
0.6	\$29,994	Music	49,990	\$49,879	Grade level	1.0	\$49,879
1.0	\$55,963	Grade Level	55,963	\$59,038	Grade level	1.0	\$59,038
1.0	\$58,122	Pre-K	58,122	\$67,580	PE/Health	1.0	\$67,580
1.0	\$58,122	Grade Level	58,122	\$71,263	Grade level	1.0	\$71,263
1.0	\$64,524	Grade Level	64,524	\$86,248	music	0.4	\$34,499
0.4	\$29,647	Art	74,117	\$86,248	Pre-K	1.0	\$86,248
1.0	\$75,850	Grade Level	75,850	\$65,139	*Counselor	0.8	\$52,111
1.0	\$83,911	Grade Level	83,911	\$86,248	Grade level	1.0	\$86,248
1.0	\$83,911	Grade Level	83,911	\$89,989	Libr/Media	1.0	\$89,989
1.0	\$83,911	Grade Level	83,911	\$89,989	Art	0.4	\$35,996
0.8	\$67,129	PE/Health	83,911		TOTALS:	8.6	\$632,851
1.0	\$50,167	*Counselor	50,167				
0.4	\$33,565	Library/Techn.	83,911				
TOTALS:	11.2	\$774,816	TOTAL	906,410	\$751,621	Average Annual Wage	
			Average:	69,724	\$75,162	\$72,443	

Full FTE used for calculation purposes only. See
"Actual Salary" for actual annual pay

*Counselor position in current budget falls under Certified Teacher category

Recommended Number of Certified Teachers, with FTE, at Average Salary Range & Totals

Staff Description:	# Staff	Average Salary	FTE	Total
Certified Teacher-Regular Instruction	7	72,443	7.0	507,101
Certified Teacher-Special Education	3	72,443	2.5	181,108
Certified Teacher-SRBI Instruction	1	72,443	1.0	72,443
Pre-Kindergarten	2	72,443	2.0	144,886
Art	1	72,443	0.4	28,977
Music	1	72,443	0.6	43,466
PE/Health	1	72,443	1.0	72,443
Library/Media	1	72,443	0.4	28,977
Technology	1	72,443	0.3	21,733
TOTALS	18		15.2	1,101,134
<i>Minus Pre-K: represented in Pre-K Dept.</i>	2	72,443	2.0	\$144,886
REVISED TOTALS	16		13.2	\$956,248

SRBI line added 9/01/2022-totals revised

All Paraprofessional annual pay rates calculated at 1.0 FTE

Data used to calculate median & average:

Pay Rate:	Scotland (11 ppl total)		Hampton (7 ppl total)		Pay Rate:
	Annual Hours:	Annual Wages:	Annual Wages:	Annual Hours	
17.4	1242	21,611	20,654	1242	16.63
17.81	1242	22,120	20,977	1242	16.89
18.24	1242	22,654	20,977	1242	16.89
18.24	1242	22,654	26,219	1242	21.11
18.41	1242	22,865	26,877	1242	21.64
18.71	1242	23,238	26,877	1242	21.64
18.71	1242	23,238	26,877	1242	21.64
18.71	1242	23,238			
18.71	1242	23,238			
18.71	1242	23,238			
18.71	1242	23,238			
TOTAL		251,332	\$169,458	Average Combined	
Average:		22,848	\$24,208	\$23,528	

Use \$23,528 as annual wage

**Estimated combined budget proposes 14 total paraprofessionals

Superintendent current & recommended pay rate

	FTE	Annual Salary	1.0 FTE Salary rate
Scotland Superintendent	0.4	57,219	\$143,048
Hampton Superintendent	0.4	61,585	\$153,963
Salaries added together:			\$297,011
Salary divided by 2 for average:			\$148,506
Recommended FTE and salary for position	0.5		\$74,253

Special Ed Director current & recommended pay rate

	FTE	Annual Salary	1.0 FTE Salary rate
Scotland Special Ed Director	0.4	41,494	\$103,735
Hampton Special Ed Director	0.2	21,318	\$106,590
Salaries added together:			\$210,325
Salary divided by 2 for average:			\$105,163
Recommended FTE and salary for position	0.6		\$63,098

Principal current & recommended pay rate

	FTE	Annual Salary	1.0 FTE Salary rate
Scotland Principal	1.0	96,962	\$96,962
Hampton Principal	1.0	103,049	\$103,049
Salaries added together:			\$200,011
Salary divided by 2 for average:			\$100,006
Recommended FTE & salary for position	1.0		\$115,000

**See Note

**Note: Committee discussion indicated desire to increase Principal salary utilizing range of \$110K-\$120K, based on DRG comparisons (DRG-District Reference Groups classification system)

Insurance Costs for 21-22 FY	Types of Insurance:			
	Group	Health	Life	Other
Scotland	158,825			19,230
Hampton		175,889	1,412	19,708
Total Group Insurance Cost	158,825	177,301		
Group: 15% increase for 2022-23 FY	**23,824	**26,595		
Group: Total expected cost for 2022-23 FY (assuming all enrollments remain unchanged)	**182,649	**203,896		
Average cost for "Other" insurance:				\$19,469

**These #s are for illustrative purposes only

FICA TAXES FIGURED: MEDICARE 1.45% + SOCIAL SECURITY 6.2%= 7.65% FICA

APPENDIX C

2021-2022 FY Staffing Levels- Current and Estimated

Position	All Staff - Total FTE per position			
	Estimated Cooperative School	Scotland & Hampton Combined	Scotland	Hampton
Certified Teacher- Regular Instruction	11.7	18	10.2	7.8
Certified Teacher-Special Education	2.5	3	2	1
Certified Teacher-SRBI Instruction	1	0.6	0.6	carried in Reg Instr
Instructional Aides	14	18	11	7
Special Ed. Director	0.6	0.6	0.4	0.2
Guidance Counselor	1	1.8	1	0.8
Nurse	1	2	1	1
Speech Pathology	0.5	0.5	0	0.5
Superintendent	0.5	0.8	0.4	0.4
Exec Asst/Admin Asst/School Office	2	3	2	1
Principal	1	2	1	1
Business/Financial Coordinator	1	1.24	0.5	0.74
Building & Grounds	2.4	3.4	2.4	1
TOTAL STAFF FTE:	39.2	54.94	32.5	22.44

SRBI line added 9/01/22

Note: Physical Therapy and Occupational Therapy are contracted positions in SES & HES current budgets and remain contracted positions in the estimated Cooperative School budget

APPENDIX D

ENROLLMENT TRENDS-STATE AND LOCAL

State of CT Student Enrollment Trend 2016-2022

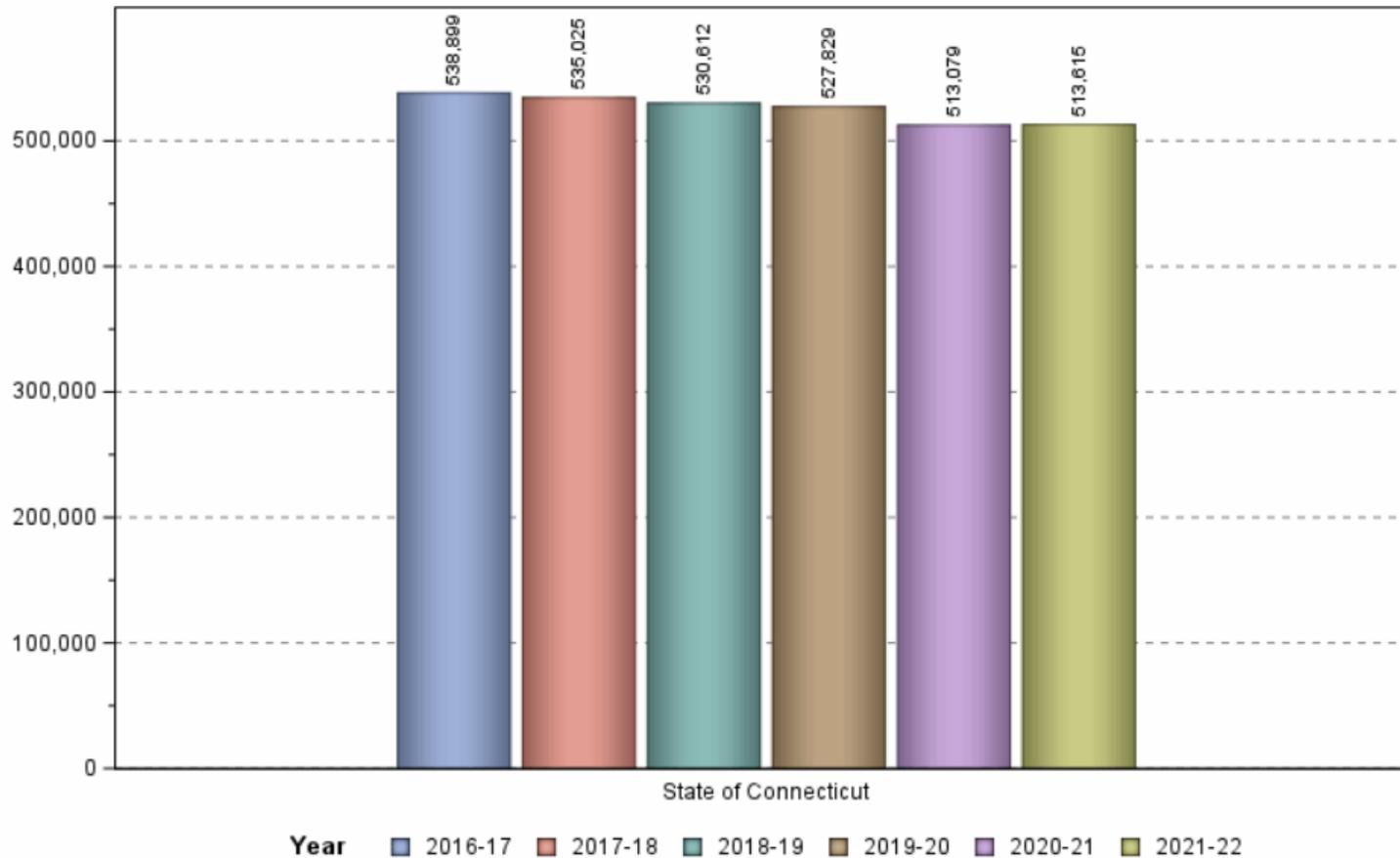
Student Counts by Total and Year

YEAR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
State of CT Total Enrollment by Year	538899	535025	530612	527829	513079	513615
Reduction from Previous Year		3874	4413	2783	14750	-536

Total Reduction in Student Enrollment from 2016-2022: 25284

Percent Decrease in Overall Statewide Enrollment: 4.69%

SOURCE: <https://edsight.ct.gov>

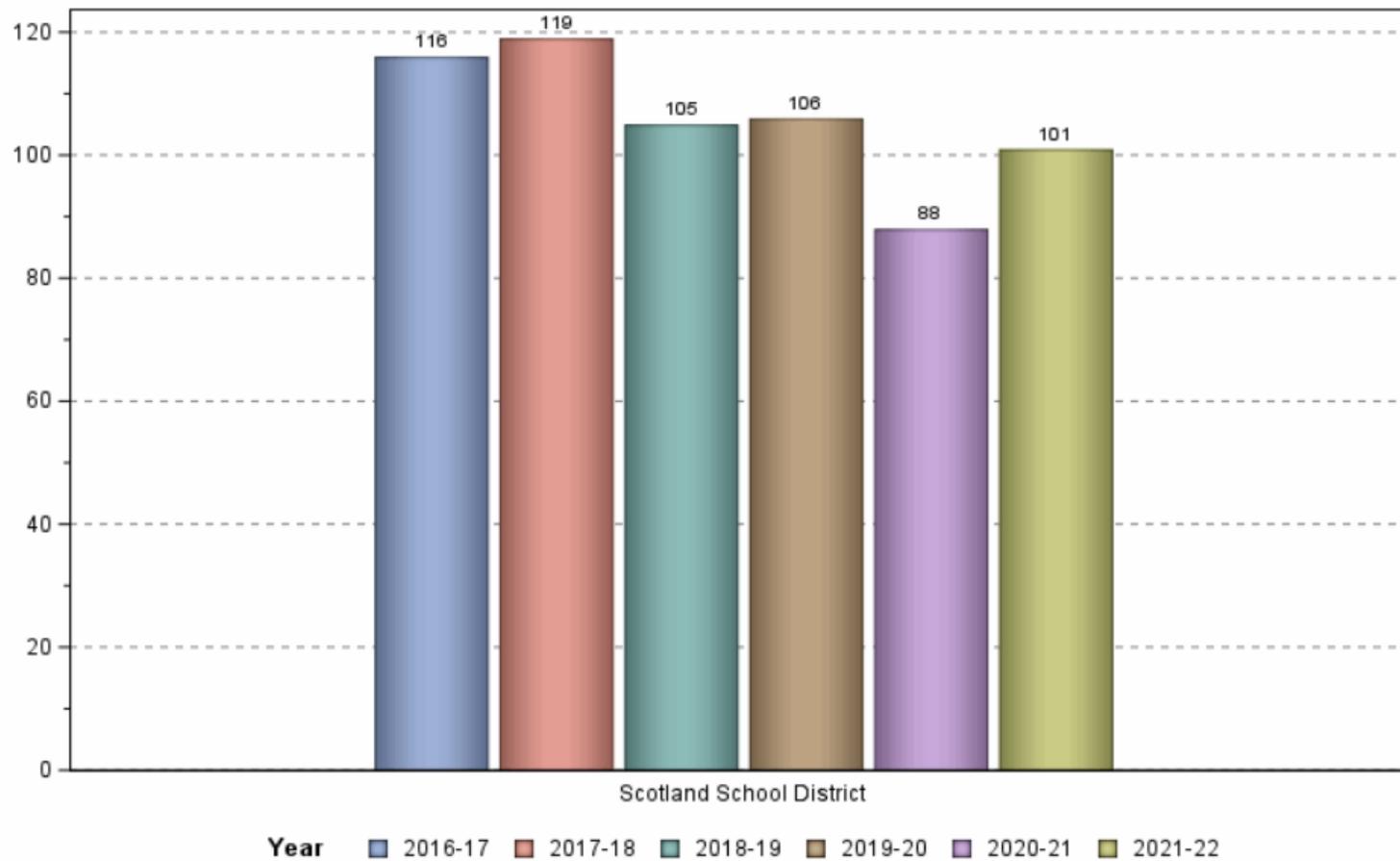


Scotland Student Enrollment Trend 2016-2022
Student Counts by Total and Year

YEAR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
State of CT Total Enrollment by Year	116	119	105	106	88	101
Reduction from Previous Year		-3	14	-1	18	-13

Total Reduction in Student Enrollment from 2016-2022: 15
Percent Decrease in Overall Statewide Enrollment: 12.90%

SOURCE: <https://edsight.ct.gov>

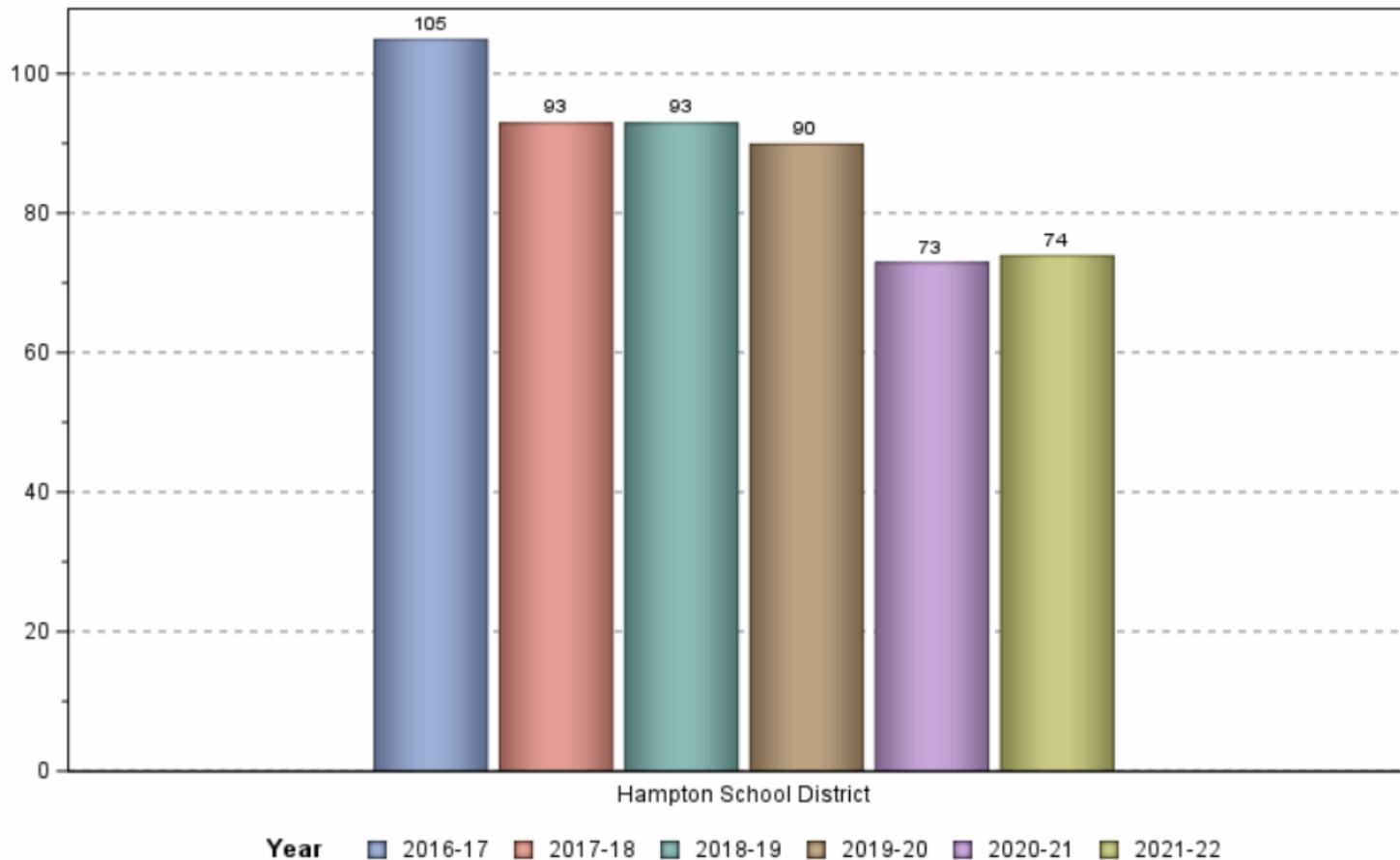


Hampton Student Enrollment Trend 2016-2022
Student Counts by Total and Year

YEAR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
State of CT Total Enrollment by Year	105	93	93	90	73	74
Reduction from Previous Year		12	0	3	17	-1

Total Reduction in Student Enrollment from 2016-2022: 31
Percent Decrease in Overall Statewide Enrollment: 29.50%

SOURCE: <https://edsight.ct.gov>



APPENDIX E

Recommended Class Size/Classroom Requirements

GRADE LEVEL	Hampton	Scotland	Total # students
Total Pre-K	8	17	25
Kindergarten	8	10	18
1st	7	14	21
2nd	13	11	24
3rd	10	14	24
4th	9	13	22
5th	7	9	16
6th	10	15	25
Outplaced/STEM	6	7	13
Total in Building	72	103	175
Total in District	78	110	188

Classrooms Based on Desired Student Level

GRADE LEVEL	Committee desired #	2021 current actual #	# classrooms based on 2021 model	2022 Projected student #**	# classrooms based on 2022 model**
Pre-K	36	25	2	TBD	TBD
Kindergarten	15-20	18	1	TBD	TBD
1st	20-25	21	1	18	1
2nd	20-25	24	1	21	1
3rd	20-25	24	1	24	1
4th	20-25	22	1	24	1
5th	No more than 25	16	1	22	1
6th	No more than 25	25	1	16	1

**assumes current student levels carry over to 2022 school year

TBD: Numbers not available for projected enrollment of PK & K grades, in order to determine enrollment #s

APPENDIX F

HES & SES Enrollment as of October 2021

	Hampton	Scotland
PreK	8	17
K	8	10
Grade 1	7	14
Grade 2	13	11
Grade 3	10	14
Grade 4	9	13
Grade 5	7	8
Grade 6	10	14
Outplaced/STEM	6	7
Total in Building	72	103
Total in District	78	110

APPENDIX G
Elementary Budgets by School & Year
Data Collected from School Websites or Personnel

	2014-15 actuals	2017-18 actuals	2018-19 actuals	2019-20 actuals	2020-21 actuals	2021-22 budget
Scotland Elementary	\$2,342,107.00	\$2,267,969.00	\$2,317,232.00	\$2,216,316.00	\$2,269,807.00	\$2,364,997.00
Hampton Elementary	\$2,187,089.00	\$2,157,868.00	\$2,100,929.00	\$2,104,318.00	\$2,021,300.00	\$2,018,230.00
Combined budgets total:	\$4,529,196.00	\$4,425,837.00	\$4,418,161.00	\$4,320,634.00	\$4,291,107.00	\$4,383,227.00

** budgeted / projected numbers appear in **blue**

APPENDIX H--SCHOOL CAPACITIES

Elementary School Capacities *Scotland*

(Revised 02/10/2022)

Location description	# of rooms this size	Capacity of space (# of students)	Total capacity by space
Classroom	2	41	82
Classroom	4	45	180
Classroom	8	42	336
Art Room	1	44	44
Science Room/Lab	1	47	47
Media Center	1	34	34
Resource Room	2	14	28
Resource Room	2	13	26
Resource Room	1	25	25
Computer Lab	1	42	42
Miscellaneous Offices	(X)	25	25
Cafeteria	1	242	242
Gymnasium - Double	1	668	668
Stage	1	39	39
TOTAL SCHOOL CAPACITY			1818

Text in Red relates to classroom spaces

Total classroom: 844

Text in Black relates to all other spaces

Total other: 974

**Scotland capacities cited from the original design drawing/blueprints from 2007 expansion project

Appendix I
Omitted
Intentionally

APPENDIX J
COMPARABLE ADMINISTRATOR SALARIES

Superintendent FTE & Salary for Other Small School Districts				
Town	FTE	Salary	# Students	DRG
Barkhamsted	0.4	\$68,000	197	C
Andover	0.6	\$72,000	198	C
Pomfret	0.4	\$66,000	382	C
Salem		\$85,000	416	C
Marlborough	0.4	\$90,000	448	C
Norfolk	0.4	\$61,000	73	E
Colebrook	0.4	\$70,000	74	E
Hampton	0.4	\$62,000	84	E
Scotland	0.4	\$57,500	105	E
Eastford	0.4	\$57,000	150	E
Hartland	0.4	\$70,000	157	E
Franklin	0.4	\$60,000	159	E
Bozrah	0.4	\$60,000	185	E
Ashford	0.6	\$82,000	390	E
Lisbon	0.4	\$89,000	419	E
Voluntown	0.4	\$70,000	261	F
Sprague		\$62,400	272	F
Sterling	0.4	\$60,000	360	F

Principal FTE & Salary for Other Small School Districts				
Town	FTE	Salary	# Students	DRG
Pomfret	1	\$130,024	382	C
Barkhamsted	1	\$132,536	197	C
Salem	1	\$136,812	416	C
Andover	1	\$139,000	198	C
Marlborough	1	\$150,521	448	C
Scotland	1	\$98,000	105	E
Hampton	1	\$103,000	84	E
Lisbon	1	\$117,641	419	E
Colebrook	1	\$118,033	74	E
Eastford	1	\$120,837	150	E
Franklin	1	\$122,570	159	E
Hartland	1	\$122,570	157	E
Norfolk	1	\$124,959	73	E
Bozrah	1	\$126,000	185	E
Ashford	1	\$142,438	390	E
Sprague	1	\$125,294	272	F
Voluntown	1	\$126,000	261	F
Sterling			360	F

FTE, Wage and Student Count gathered by Scotland Superintendent and provided to Subcommittee

"The District Reference Groups (DRGs) classification system, used by the CT State Department of Education (CSDE), groups local public school districts together based on the similar socioeconomic status of their students. DRGs are useful in making comparisons among districts and can provide both district leaders and policymakers with helpful context when making resource decisions."

~ctschoolfinance.org

APPENDIX K

Birth Rates from 01/01/2016-12/31/2021

Scotland Hampton** Mennonite Revised Hampton**
(excl. Mennonite births)

	Scotland	Hampton**	Mennonite	Revised Hampton** (excl. Mennonite births)
2016	7	11	2	9
2017	12	12	1	11
2018	4	15	3	12
2019	17	13	0	13
2020	7	13	4	9
2021	6	10	1	9
TOTALS:	53	74	11	63

**Hampton has a considerable Mennonite population which does not participate in public school. Births in this community have been shown separately

**Hampton numbers original: 5/24/2022

**Hampton numbers revised: 6/17/2022

**Mennonite numbers revised: 7/21/2022

APPENDIX L

Services & Programs Potentially Made Available Utilizing Cooperative School Cost Savings

Classroom Instruction:	# Staff	Salary (v)	Employee Benefits & Expenses	Stipend	Hourly Wage	Days per week	# Hours	Add'l Expenses	Potential Available Grant \$	Annual Cost
Foreign Language Instruction	0.6	\$43,466	Y			3		Y		
Foreign Language Instruction	1	\$72,443	Y			5		Y		
STEM Science Program (CT Science Center)	existing							add-on		2,500
Afterschool or Extracurricular Programming:										
Team Sports					\$30					
Recreational Sports					\$30					
Club Activities					\$30					
Drama Club				\$769						
Chorus				\$1,389						
Garden Club				\$556						
Online Programming:										
DUOLINGO-Foreign Language Courses										FREE
Transportation:										

Employee benefits & expenses column include health and life Insurance, medicare contribution, unemployment & worker comp contribution
 Add'l expenses column include instructional supplies, etc

Scotland received State Grant Revenue of \$27,325.00 in FY 2019-20 for the purpose of funding after school programming.

Recommend soliciting additional options via community input

APPENDIX M

Estimated Education Cost Sharing (ECS) Formula Phase-In/Out Schedule 5/10/2022

To view the ECS phase-in/out schedule and estimated grants for a specific town, please select the town from the dropdown menu in the blue cell below.

Cumulative Phase-In/Out percentage

Fiscal Year	Estimated ECS Grant*	Estimated Change from FY 2022 ECS	Grant Phase-In/Out Schedule**
2020	1,311,658		
2021	1,274,671		
2022	1,274,671		
2023	1,274,671	-	0%
2024	1,230,732	(43,939)	14%
2025	1,186,800	(87,871)	17%
2026	1,142,878	(131,793)	20%
2027	1,098,956	(175,715)	25%
2028	1,055,038	(219,633)	33%
2029	1,011,114	(263,557)	50%
2030	967,190	(307,481)	100%

* FYs 2022 and 2023, towns that are overfunded according to the ECS formula and would normally experience decreases in their ECS funding are "held harmless.". This means instead of having their funding reduced, these towns will receive the same funding for FYs 2022 and 2023 as they did in FY 2021. As a result, the phase-out schedule for these towns is extended by two years until FY 2030.

** Starting in FY 2023 for phase-in towns, and FY 2024 for phase-out towns, the phase-in/out formula is changed from taking a percent of the difference between fully-funded and the FY 2017 amount, to taking a percent of the difference between fully-funded and the prior year grant amount. This technical change ensures no district will ever receive more than their fully-funded phase-in amount, or less than their fully-funded phase-out

**Note: Estimated grants assume the ECS formula remains as specified under current Connecticut state statutes, and town values for the following variables remain constant:*

- Resident student count*
- Low-income students*
- English Learners*
- Equalized Net Grand List Per Capita (ENGLC)*
- Median Household Income (MHI)*
- Public Investment Community Index values and rankings*
- Students sent to regional school districts*
- Regional school district grade composition*
- Alliance District status*
- Priority District Status*

Sources:

Conn. Gen. Statutes ch. 172, §§ 10-262f, 262h.

Related to Revenue, School Construction and Other Items to Implement the State Budget and Authorizing and Adjusting Bonds of the State. Gen. Assembly. (Ct. 2022).

Estimated ECS Formula Phase Out for Scotland and Hampton

Estimated Education Cost Sharing (ECS) Formula Phase-In/Out Schedule 5/10/2022

To view the ECS phase-in/out schedule and estimated grants for a specific town, please select the town from the dropdown menu in the blue cell below.

Cumulative Phase-In/Out percentage

Fiscal Year	Estimated ECS Grant*	Estimated Change from FY 2022 ECS	Grant Phase-In/Out Schedule**
2020	1,114,004		
2021	1,058,408		
2022	1,058,408		
2023	1,058,408	-	0%
2024	999,130	(59,278)	14%
2025	939,860	(118,548)	17%
2026	880,605	(177,803)	20%
2027	821,350	(237,058)	25%
2028	762,101	(296,307)	33%
2029	702,843	(355,565)	50%
2030	643,585	(414,823)	100%

* FYs 2022 and 2023, towns that are overfunded according to the ECS formula and would normally experience decreases in their ECS funding are "held harmless.". This means instead of having their funding reduced, these towns will receive the same funding for FYs 2022 and 2023 as they did in FY 2021. As a result, the phase-out schedule for these towns is extended by two years until FY 2030.

** Starting in FY 2023 for phase-in towns, and FY 2024 for phase-out towns, the phase-in/out formula is changed from taking a percent of the difference between fully-funded and the FY 2017 amount, to taking a percent of the difference between fully-funded and the prior year grant amount. This technical change ensures no district will ever receive more than their fully-funded phase-in amount, or less than their fully-funded phase-out

*Note: Estimated grants assume the ECS formula remains as specified under current Connecticut state statutes, and town values for the following variables remain constant:

- Resident student count
- Low-income students
- English Learners
- Equalized Net Grand List Per Capita (ENGLC)
- Median Household Income (MHI)
- Public Investment Community Index values and rankings
- Students sent to regional school districts
- Regional school district grade composition
- Alliance District status
- Priority District Status

Sources:

Conn. Gen. Statutes ch. 172, §§ 10-262f, 262h.

Related to Revenue, School Construction and Other Items to Implement the State Budget and Authorizing and Adjusting Bonds of the State. Gen. Assembly. (Ct. 2022).

Source: <https://ctschooffinance.org/reports/model-of-ecs-formula-town-phase-in-schedules>

APPENDIX N

ELEMENTARY SCHOOL COOPERATIVE AGREEMENT

By and Between

THE SCOTLAND BOARD OF EDUCATION

AND

THE HAMPTON BOARD OF EDUCATION

Month Day, Year

(All prior approved revisions have been incorporated into this document.
Revisions from 1-11-22 are designated in Red.)

AGREEMENT ESTABLISHING THE SCOTLAND AND HAMPTON ELEMENTARY SCHOOL COOPERATIVE

THIS AGREEMENT is entered into on [Month] [Day], [Year] by and between the Scotland Board of Education (“SBOE”) and the Hampton Board of Education (“HBOE”) (hereinafter collectively referred to as the “Local Boards”), each acting by its respective Chairperson.

WHEREAS, the Towns of Scotland and Hampton, Connecticut (referred to collectively herein as “Towns”) maintain elementary schools approved by the Connecticut State Board of Education; (The Local Boards and Towns are hereinafter referred to collectively as the “Parties”, with each individually being a “Party”);and

WHEREAS, it is in the best financial and educational interests of the Town of Scotland and the Town of Hampton to provide a single elementary school for students for grades PreK-6 residing in Scotland and Hampton (referred to hereinafter as the “Cooperative School”); and

WHEREAS, the Local Boards concur that a cooperative agreement is a mutually beneficial method to ensure continued availability of a high quality, cost effective, elementary education for the students of both Towns, and desire to be in compliance with Connecticut General Statutes Section 10-158a, which authorizes any two or more boards of education to agree, in writing, to establish cooperative arrangements to provide special services, programs, or activities to enable such boards to carry out the duties specified therein, and further authorizes such boards to establish a committee to supervise such services, programs, or activities;

NOW, THEREFORE, in consideration of the mutual covenants and agreements set forth herein, the Local Boards do hereby agree as follows:

1. COOPERATIVE COMMITTEE

1.1. Establishment

As established under Connecticut General Statutes Section 10-158a, a Cooperative Committee (hereinafter “Committee”) is hereby appointed and empowered by the Local Boards.

1.2 Membership

The Committee shall consist of the Board Chair of each of the Local Boards, plus two additional Board members appointed by the Board as a whole from each of the Local Boards. The two Board Chairs shall be co-chairs of the Committee (referred to collectively herein as “Co-Chairs”) and each July 1 shall alternate as being the Presiding Chair for all meeting during that year. In the absence of the Presiding Chair for any meeting, the non-presiding Co-Chair shall function as Presiding Chair for that meeting.

1.3 Responsibilities and Powers

- A. The Committee’s responsibilities shall include, but not be limited to:
1. recommending to the Local Boards and Towns the single elementary school to be designated for the education of elementary students from the Towns (Referred to herein as “Cooperative School”). Once the Cooperative School has been approved by the Parties, title to the real and/or personal property/equipment contained therein shall be held in trust by the Committee, which shall thereafter administer and maintain the Cooperative School;

2. oversight of the administration of this Agreement and approval of the hiring of certified staff for the Cooperative School, unless such hiring is delegated to the Superintendent
 3. on or before December 1 of each year, development and submission to the Local Boards of a proposed operating budget covering the Cooperative School's next school year for approval in accordance with the budgetary process of each of the Towns;
 4. determining whether nonresident students of the Towns will be permitted to enroll and, if so, the number of such nonresident enrollees and the applicable rate of tuition to be paid.
- B. In order to fulfill its responsibilities, the Committee is hereby granted the power to:
1. apply for, and/or receive directly, and/or expend on behalf of the school districts which have designated the Committee an agent for such purpose any state or federal grants which may be allocated to school districts for specified programs, the supervision of which has been delegated to such Committee, provided such grants are payable before implementation of any such program. If State Department of Education or other agency policies require a fiscal agent other than the Committee to apply for, receive, and disburse grant funds, the Committee shall appoint such agent, which may be a local Board of Education or other qualified party.
 2. receive and disburse funds appropriated to the use of such Committee by the cooperating school districts, the state or the United States, or given to the committee by individuals or private corporations;
 3. hold title to real or personal property in trust, or as otherwise agreed to by the parties, for the appointing board
 4. hire certified personnel, unless such hiring is delegated to the Superintendent;
 5. enter into contracts consistent with existing budget appropriations;
 6. otherwise provide the specified programs, services and activities described herein

1.4 Meetings

The Committee shall meet at least once each month. Additional meetings may be called by the Co-Chairs. The Committee shall also convene within two weeks of delivery of a written request to meet from either of the Local Boards to the Chair of the other Board. The Committee may hold its meetings, regular or special, at such place and time as the officers of the Committee may determine. All such meetings shall be conducted in accordance with the Connecticut Freedom of Information Act, Connecticut General Statutes Section 1-200 *et seq.* In the conduct of its meetings, the Committee shall be guided by *Robert's Rules of Order*, unless such provisions are inconsistent with this Agreement or are modified through bylaws adopted by the Committee. A quorum for Committee meetings shall require attendance of at least two members of each Board. A substitute for an absent committee member of either of the Local Boards may be named by that Board's Chair.\

1.5 Officers

In addition to the Co-Chairs, the Committee shall prescribe the duties for and elect a Secretary from the Committee.

1.6 Voting

Each member of the Committee shall have one vote to cast on all Committee motions and, unless otherwise required by law, a majority vote of the Committee present and voting shall be sufficient for the passage of a motion.

1.7 Special Education and Curriculum Alignment

- a. The Cooperative School administration will provide information to the Local Boards in the form of presentations, newsletters and electronic communication about the progress of Cooperative School students on standardized test results, initiatives, and other indicators of student progress.
- b. The Local Boards will collaborate with the Special Education leadership of the Cooperative School to develop a plan to administer the special education programs for students enrolled in the Cooperative School. The special education leaders will discuss, among other things, student special education programs and progress on a quarterly basis.
- c. The Local Board shall have responsibility for the decision to outplace and the cost of outplacement for Special Education students whose needs cannot be met by the Cooperative School, as further described in Section 3.1.f below.
- d. Teams from the Local Boards will meet annually to review and, as necessary, revise the Cooperative School curriculum and provide for support to students at the Cooperative School

1.8 Appointment of a Superintendent of Schools

The Committee shall select and appoint a Superintendent of Schools (hereinafter referred to "Superintendent") consistent with the provisions of Connecticut General Statutes Section 10-157a.

2. RETAINED AUTHORITY

Overall governance of the Cooperative School is maintained, as established by statute, under the authority of the Committee. Members of the Local Boards who are not members of the Committee are welcome to participate in all public deliberations of the Committee which involve the Cooperative School.

3. FINANCIAL PROVISIONS

The premise for the financial provisions is that the Scotland and Hampton communities should divide operating budget expenditures for the Cooperative School equitably, according to the number of students in attendance from each Local Board's town.

3.1 Assessment of Budget Expenditures

- a. No later than January 1 of each year covered by this Agreement, the Committee shall provide to the Local Boards a count of students enrolled in the Cooperative School from each town as of October 1 of the prior year, along with a list of names and addresses of those students. The Local Board may challenge the residency status of listed students, but must do so by February 15 of the same year.
- b. A per-pupil expenditure (PPE) shall be calculated by dividing the total expenditures of the operating budget of the Cooperative School by the total number of students in attendance. The PPE shall then be multiplied by the number

- of students in attendance from each town, as described in Section 3.1 above, to determine the portion of the expenditures assessed to each Local Board.
- c. The payments due under this Agreement shall be based on items of cost which are incurred in the twelve (12) month period beginning July 1st of the year in which any school year begins and ending June 30th of the year in which any school year terminates.
 - d. For budgeting purposes, the Committee agrees to provide the Local Boards an estimated per pupil cost for the following school year no later than March 15th of the current school year. By way of example and for illustration only, by March 15th, 2023, the Committee must provide the Local Boards an estimate of per pupil costs for the 2023-24 school year.
 - e. If a designated student is expelled from the Cooperative School, no credit or refund is available for amounts paid on behalf of said student. The Local Board of the town in which the expelled student resides will be responsible for any additional costs associated with the provision of an alternative educational opportunity to the expelled designated student during the period of expulsion.
 - f. The cost of educating Cooperative School students who require special education services will be part of the operating budget of the Cooperative School, and assessed to the Local Boards with all other operating expenditures. The Local Boards acknowledge that the Cooperative School may not be able to appropriately educate certain designated students who require extensive and/or specialized special education or related services. In such cases, the Local Board of the town in which the student resides will be responsible for providing a legally constituted Planning and Placement Team that will determine the program and placement of such students, and for the associated costs. The PPT shall provide the opportunity for input from those staff required by law who are invited to attend by either the Cooperative School or the student's parents/guardian.

3.2 Method and Timing of Payments

- a. Payment of the sums due to the Committee under this Agreement shall be made in twelve equal monthly installments, commencing in July of each school year. Each such payment will be made by the 5th day of each month, except for the final payment for any school year, which shall be paid on or before June 30th of such school year. In the event a Local Board shall fail to make payments to the Committee as required herein within thirty (30) days following the due date as provided above, Sender shall be liable to the Committee, in addition to the installment due, for interest at the rate of three-hundredths of one percent (0.03%) per^day for each day that the payment is late following the due date.
- b. Any tuition balance for a prior school year due from a Local Board shall be added to the current school year's billing due and payable from said Local Board in addition to the July payment for the current school year. Any tuition credit due a Local Board from the prior school year shall be deducted from tuition costs for the then current school year billing due and payable monthly in the then current school year. However, if any balance due or credit owed is attributable to the final year of this Agreement and no extension is agreed upon between the Parties, said balance due or credit owed shall be paid to the appropriate party in the form of a check not later than October 15th immediately following the school year for which such balance or credit is due. For illustrative purposes only, by October

15, 2023, each Local Board will provide to the Committee an accounting of expenses, as described above, for the 2022-23 school year. If it is determined that there is a balance due from a Local Board, it will be added to the tuition costs on the November 2023, billing for the 2022-23 school year. If there is a credit due to a Local Board, it will be reflected as a reduction in tuition costs on the November 2023 billing for the 2022-23 school year.

3.3 In-Year Transfers

In the event a designated student ceases to reside in the Towns while attending the Cooperative School, the respective Local Board may elect to pay for that student to complete the current semester or school year. Such authorization shall be in writing and shall be submitted to the Committee by the respective Local Board within fifteen (15) days after the respective Local Board learns of the student's change of residence. If the respective Local Board elects not to be responsible for further payment, the respective Local Board consents to allow the Committee to take any actions with respect to such students the Committee deems necessary.

4. AMENDMENT AND TERMINATION OF THIS AGREEMENT

- a. This Agreement shall become effective when executed by both parties and shall continue in effect for a period of seven (7) years. This Agreement is effective from [INCEPTIN DATE], and shall continue through [EXPIRATION DATE]
- b. On or before a date 90 days prior to the expiration of this Agreement, the parties will consider the extension of this Agreement beyond the expiration.
- c. Either Local Board may terminate this Agreement on June 30th of any year, by said party giving written notice of termination to the other Party at least one year prior to the effective date of termination, as per Connecticut General Statutes 10-158a.
- d. Any penalty which may be imposed upon the Local Boards by the State of Connecticut, the State Board of Education, or other lawful authority for early termination of this Agreement shall be paid by the Party against whom the penalty was imposed. .
- e. This Agreement may need to be modified during its term according to changes in state and federal laws.
- f. The Parties shall meet annually to evaluate this Agreement, and any Party can call for a meeting of all Parties at any time to discuss modifications or amendments to the Agreement. Thirty days' written notice of such meeting must be provided to all Parties. The Agreement can be modified, amended, or extended by only a written agreement between:
 - i. the Local Boards, for all matters except those pertaining to capital contributions for the Cooperative School and the property on which it is placed; and
 - ii. the Parties; for all matters dealing with capital contributions for the Cooperative School and the property on which it is placed.

5. MISCELLANEOUS

5.1 The Cooperative School building usage by any Party shall be treated equally.

5.2 Any and all disagreements arising under the terms and conditions of this Agreement which cannot be resolved by the Cooperative Committee will be submitted for resolution

to the American Arbitration Association for binding arbitration, under the rules of the Association.

SCOTLAND BOARD OF EDUCATION

HAMPTON BOARD OF EDUCATION

By _____

By _____

Date _____

Date _____

TOWN OF SCOTLAND

TOWN OF HAMPTON

By _____

By _____

Date _____

Date _____