

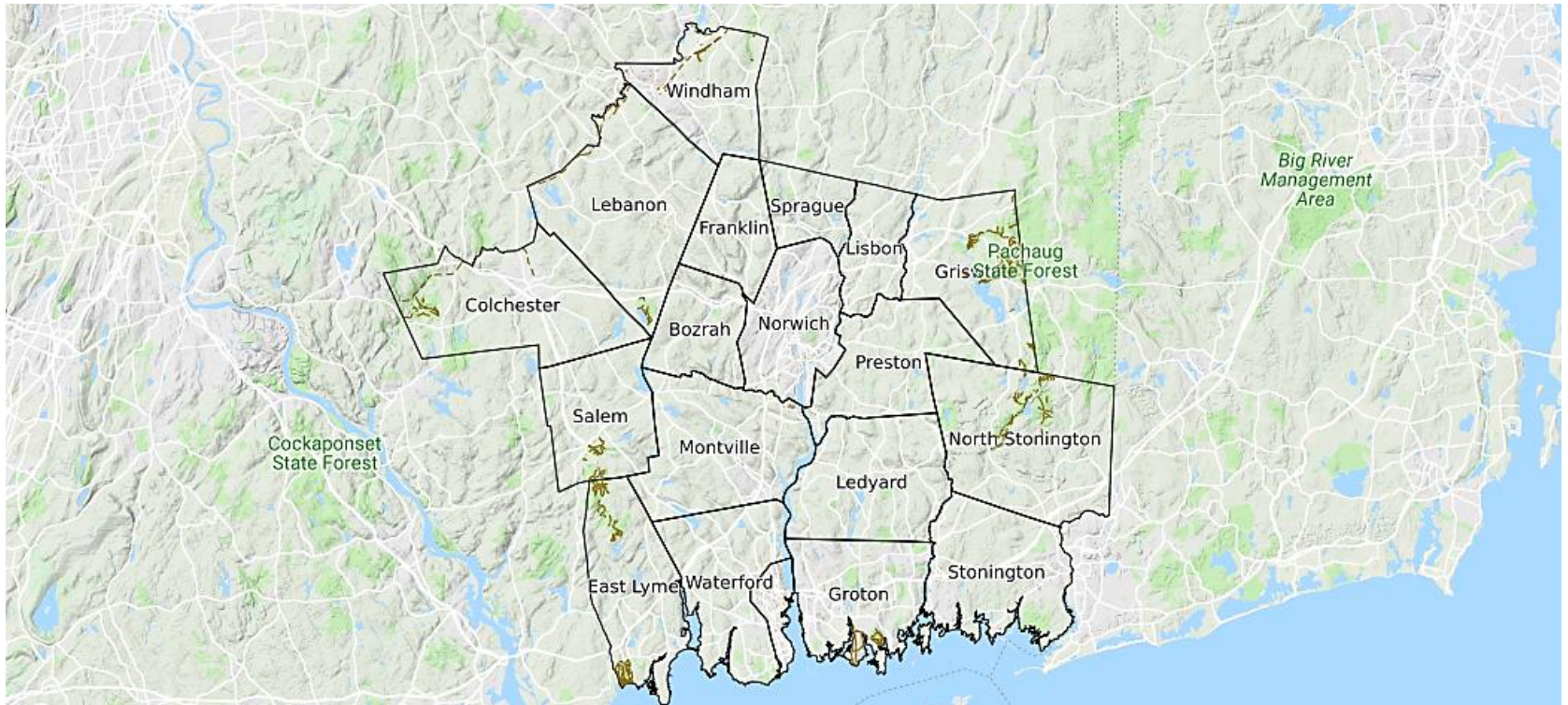


# Southeastern Connecticut

## FISCAL IMPACT ANALYSIS OF LAND USES

Prepared for Southeastern Connecticut Council of Governments

April 16, 2019



**ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™**

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# Executive Summary

ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™



## Introduction

This document represents the culmination of Phase I of 4ward Planning's fiscal impact analysis study for the Southeastern Connecticut Council of Governments (SCCOG). The executive summary portion of the document - including the project background and key findings - is followed first by our quantitative analyses of municipal fiscal data profiles and school district trends, and then, by summaries of our interviews with public officials and superintendents, providing a qualitative look at the studied municipalities. The aggregate of quantitative and qualitative analyses offers a comprehensive portrait of each community. Organizing southeastern Connecticut's towns and cities by municipality type (i.e., urban, suburban, and rural), this document is also intended to offer a general portrait of the region's urban, suburban, and rural communities - their strengths, challenges, and opportunities from development and service capacity perspectives.

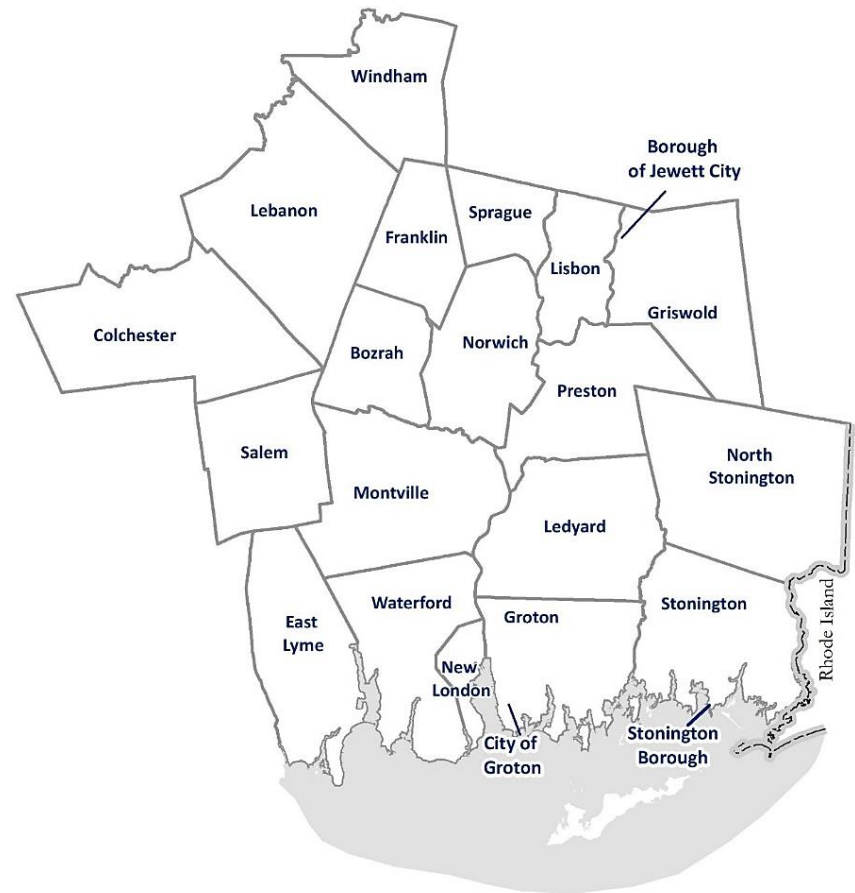
## Background: Project Overview

The Southeastern Connecticut Council of Governments (SCCOG) is a 616 square mile region with a current resident population of approximately 286,000. As illustrated in the map to the right, SCCOG is comprised of 22 towns, cities and boroughs, and is governed by the chief elected officials of the 22 municipalities.

In 2018, SCCOG released a Regional Housing Needs Assessment which estimated the region would require at least 7,000 additional housing units by 2030 to accommodate the low projected levels of population growth. Further, and in anticipation of additional housing demand to be generated by hiring at Electric Boat in Groton and New London, and additional personnel to be stationed at SUBASE New London, SCCOG will conduct a follow-up housing demand study in 2019.

As part of SCCOG's ongoing technical assistance to its municipalities, 4ward Planning was commissioned to perform a broadscale fiscal impact analysis study to identify how prospective land-use policy changes

within the region (e.g., the permitting of greater residential density or a mix of residential and commercial land-uses where previously there was only a single use permitted) might expand community and economic development opportunities, locally.



Source: Southeastern Connecticut Council of Governments

## Background: Project Overview

4ward Planning's approach to this engagement is segmented into two phases.

- **Phase I:** Phase I efforts are focused on gathering pertinent background information and data (e.g., municipal population, land area, public expenditures, tax rates and equalization ratios, school district enrolment figures, annual school budgets, etc.), as well as conducting first person interviews with senior representatives (e.g., First selectman, mayors, superintendents of schools, municipal managers, etc.). The purpose of Phase I is to permit both a per capita analysis (identifying the current and prospective annual average service cost per resident or public school student, based on total annual budget expenditures, and tax revenues based on current tax rates and equalization ratios) and a case study analysis (identifying either a condition of excess or constrained service capacity which could not otherwise be identified via the per capita approach), leading to an understanding of how a prospective new development (new apartment complex, for example) would impact a local community, in terms of net new residents, school children, tax revenues and service delivery costs
- **Phase II:** Phase II efforts are principally focused on developing a fiscal impact analysis (FIA) algorithm (model) that can be utilized by each of the 22 municipalities within the SCCOG region to examine prospective fiscal impacts (both net new service costs and net new revenues) associated with a proposed development project. The FIA model is designed to be user friendly, so as one or more municipal officials may feel comfortable imputing data and interpreting the results. While the FIA model contains standard mathematical techniques which are appropriate to all 22 municipalities, the data variables (residential population, budget expenditures, share of residential ratable value versus commercial value, public school enrollment figures, tax rates and equalization ratios, etc.) which are incorporated into the model are unique to a given municipality and allows for a custom analysis.

## Background: Project Overview

The municipal profiles provide a broad snapshot of key data metrics inclusive of population, school district enrollment, total annual government expenditures, expenditure shares for municipal purposes and school district purposes, Mill rates, equalization rates and other pertinent data.

All data exhibited is from 2016, the latest year for which the State of Connecticut published the Municipal Fiscal Indicators (fiscal years ended 2012 to 2016). While more current data metrics exists for certain information categories, for purposes of analytic consistency, 4ward Planning elected to use the data provided within the latest municipal fiscal indicators report.

To permit a meaningful comparison of municipal data metrics, we have elected to segment the 22 municipalities into one of three groups (urban, suburban, and rural), based on population density (e.g., residents per square mile). This is presented in more detail on the following page. Segmentation of the municipalities into such groups also allows for a better

understanding of fiscal consequences in response to new development – for example, how does a large multi-family development municipal service delivery costs (impacts) within a suburban community differ from those within an urban community?

While municipal profiles include certain data metrics pertaining to the local school district (no school district data is provided for the City of Groton, Stonington Borough or the Borough of Jewett City, given they do not maintain their own school district), a fuller accounting of school district metrics are identified within the school district profile section of this report. School district expenditure data presented within the municipal data profile differs slightly from school district expenditures found within the school district profiles due to inclusion of expenditure categories.

Each section of the report first identifies key comparative profile findings within each of the three municipal group typologies, which is then followed by the profile for each of the municipalities within the SCCOG region.

## Background: School Districts by Type

Within the 22-municipality SCCOG region, there are 19 school districts (the Borough of Jewett City is located within the Griswold School District, the City of Groton within the Groton School District, and Stonington Borough within the Stonington School District).

There are four school districts located within urban areas (defined as having more than 900 persons per square mile), seven districts within suburban areas (defined as having between 300 and 899 persons per square mile), and eight districts within rural areas (defined as having less than 300 persons per square mile).

	Pop. Density/Sq. Mile
<b>Urban</b>	<b>Over 900</b>
New London	4,842
Norwich	1,427
Groton (includes City of Groton)	1,281
Windham	927
<b>Suburban</b>	<b>Between 300-900</b>
Waterford	590
East Lyme	557
Stonington (includes Stonington Borough)	478
Montville	465
Ledyard	393
Griswold (includes Jewett City Borough)	341
Colchester	329
<b>Rural</b>	<b>Under 300</b>
Lisbon	265
Sprague	223
Preston	153
Salem	144
Lebanon	134
Bozrah	131
Franklin	101
North Stonington	97



## Background: Municipal & School District Interviews

To supplement our broadscale fiscal impact analysis for the Southeastern Connecticut Council of Governments (SCCOG), 4ward Planning reached out to municipal officials and school district superintendents representing the SCCOG region's 22 diverse towns, cities, and boroughs. Our outreach attempts resulted in 19 municipal office interviews and 10 superintendent interviews (see Appendix for contact details), offering a healthy balance of urban, suburban, and rural communities within the region.

The intention of our extensive outreach effort was to add qualitative (and, to an extent, subjective) feedback from knowledgeable public figures within each of SCCOG's municipalities to the quantitative portion of our fiscal impact study, filling in gaps the numbers

could not reach. Our interviews with municipal offices focused on current and near-future residential, commercial, and industrial development, and on the public service capacities available to support such development. Our interviews with school district superintendents concentrated on the school systems' physical, programmatic, and staffing capacities within the context of past, present, and future population shifts.

The following interviews summaries, categorized by community type (urban, suburban, and rural) provide relevant discussion points, as well as highlight those municipal and school districts where the addition of certain types of development is viewed as having little impact, based on existing capacities.



## Background: Glossary of Key Metrics

- **Population:** A municipality's total population.<sup>1</sup>
- **Population Density:** A municipality's population divided by its land area.<sup>2,3</sup>
- **Total Expenditures:** All expenditures (e.g., municipal and school related, combined) reported in the General Fund.<sup>2</sup>
- **Municipal Expenditures:** Total expenditures less education expenditures.<sup>2</sup>
- **Expenditures Per Capita:** Total expenditures divided by population.<sup>2</sup>
- **Residential Percent Share:** Municipal share of expenditures which are assumed to, principally, support service delivery costs for local residents and associated real property, as opposed to non-residents (e.g., workers and visitors). It is assumed to be equivalent to the residential assessment share of the Grand List Component.
- **Commercial Percent Share:** Share of municipal expenditures which are assumed to, principally, support service delivery costs for local non-residents and associated real property, as opposed to residents (e.g., workers and visitors). It is assumed to be equivalent to the commercial/industrial/public utility assessment share of the Grand List Component.
- **Expenditures Attributed to Residents:** Absolute value of municipal expenditures derived by multiplying the residential percentage share by municipal expenditures
- **Equalized Mill Rate:** Calculated by dividing the adjusted tax levy, as presented in the municipality's Tax Collector's Report, by the Equalized Net Grand List (equalization methods are designed to derive market value for real property subject to taxation). The ratio is derived by dividing the ENGL by the NGL.<sup>2</sup>
- **School Enrollment:** Average daily membership, which represents pre-K through grade 12 resident students who are the educational and fiscal responsibility of the school district on October 1st, of any given year.<sup>2</sup>
- **Local Education Expenditures:** Education expenditures represent amounts expended from the municipality's general fund (total expenditures category) for education, including payments made to regional school districts.<sup>2</sup>
- **Per Pupil Expenditures:** Derived by dividing local education expenditures by school enrollment
- **Education Expenditure Share:** The share of total expenditures (municipal and education) which are attributed only to the local education expenditures.

### Sources:

<sup>1</sup> U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

<sup>2</sup> Connecticut Fiscal Indicators: 2012-2016

<sup>3</sup> Community Esri

## Key Findings: Municipal Fiscal Data Profiles

The following summarizes key findings based on the key municipal fiscal metrics:

**Urbanized jurisdictions, with more than 400 persons per square mile, exhibited the highest shares of municipal spending**, ranging from approximately 30 to 42 percent of total public outlays (which includes school district expenditures). In contrast, the less urbanized jurisdictions (those with fewer than 400 persons per square mile) had the lowest shares of municipal spending, ranging from approximately 11 to 29 percent of total public outlays. This observation is indicative of the positive relationship between population density and public service delivery – though economies of scale are usually achieved at greater population densities.

**The most urbanized jurisdictions (those with more than 900 persons per square mile) had the highest share of expenditures per non-residential land uses**, ranging from 24 to 35 percent. Otherwise, non-residential land use expenditures ranged widely (as low as 3.5 percent in Lebanon to as high as 35 percent in New London).

**Rural jurisdictions with less than 300 persons per square mile had some of the highest education expenditures per pupil**, ranging from approximately \$19,000 to \$28,000 per pupil or 66 to 76 percent of the municipality's general fund (total expenditures category). In contrast, New London, the most urbanized jurisdiction had the lowest per pupil expenditures, representing just \$13,180 per pupil or 52 percent of the municipality's general fund. Some of the cost differential between rural and urban districts can be attributed to a greater share of state aid provided urban districts, thus, lowering their local per pupil spending share.

**Except for the Town of Groton, urban jurisdictions exhibit some of the highest equalized Mill rates**, ranging from \$26 to \$28 per \$1,000. In contrast, in 2016, the Town of Groton had a Mill rate of \$15.11. Otherwise, millage rates varied widely by jurisdiction and population density (as low as \$13 per \$1,000 in Lisbon to \$28 per \$1,000 in Windham)<sup>1</sup>

<sup>1</sup> Non taxable properties are concentrated in these urban areas and, thus, the mill rates are generally higher to compensate for this condition.

## Key Findings: School District Trends

The following summarizes key findings based on the student district trends:

**Declining total student enrollment and increasing per pupil spending.** While total student enrollment in almost all school districts (except for New London) has declined in recent years, the share of special education student enrollment in most districts (except for most rural districts) has been increasing. Overall, general and special education spending per pupil has increased by \$3,250 and \$3,660, respectively in recent years.

**Urban districts have relatively high student per teacher ratios.** In 2016-2017, urban districts had the highest students per general education teacher ratio (16 students per staff) and second highest average student to special education staff ratio (23 students per staff). While rural districts had the lowest students per general education teacher ratio (13 students per staff), they had the highest average student to special education staff ratio (27 students per staff). Overall, the ratio of student per general and special education teacher has remained relatively flat or declined slightly in recent years.

## Key Findings: Municipal & School District Interviews

The following summarizes key findings based on our municipal and school district interviews:

**Coastal urban and suburban municipalities poised for residential development.** The municipalities that reported both adequate public service capacities and desire for substantial residential development include the coastal urban and suburban communities of New London, Town of Groton, City of Groton, Waterford, and East Lyme. It should be noted that some other municipalities (e.g., Montville, Ledyard, Salem) expressed desire for such development, but lack the service and/or school capacities to support it.

**Most common capacity shortfall is school district staffing and programming.** Although some municipalities reported potential capacity-increasing plans such as adding police officers or extending sewer lines, the most commonly reported capacity shortfall was that of school district staffing and programming. As the share of special education student enrollment in most districts has been increasing while school funding is decreasing, school systems are left making decisions about which programs and staff positions must be cut next.

**Suburban and rural municipalities energized by POCD.** The suburban and rural communities that reported revision of their Plan(s) of Conservation and Development (POCD) - which are aimed at sustainable development in specified zones, along with the preservation of the municipality's history, culture, and environment - seem to be energized by these municipal economic initiatives.

**Volunteer firefighters difficult to retain in suburban and rural municipalities.** The majority of suburban and regional municipalities with partial- or all-volunteer fire departments struggle to retain and/or hire their volunteer forces, particularly for coverage of daytime shifts. As this magnitude of this issue grows, municipalities will be forced with the hard reality of having to enter into inter-local agreements for these services or identify funding to hire such professionals

## Key Findings: Municipal & School District Interviews (continued)

**Municipalities interested in inter-jurisdictional capacities-sharing.** Most municipalities participate in inter-jurisdictional capacities sharing, and are interested in finding more such collaborations. There are a few communities, particularly the rural and distressed (i.e., those that need them most), that have had difficulty establishing such capacities-sharing programs.

**Distressed suburban and rural municipalities want more regionalization.** Several distressed suburban and rural municipalities expressed the desire for a more regional, coordinated effort at economic development. As these communities search for resource-sharing and support for their economic centers and schools (many of whose facilities are half-full), they worry about pushback from municipalities that fear the loss of municipal character that regionalization seems to threaten (but does not have to).

**Variation in relationships between municipal offices and school districts.** Our interviews with municipal officials and superintendents revealed great variation in the nature of communication between municipal government and their school districts. Clearly, healthy collaborative relationships between the two are a benefit to municipal economies.

**School choice is a burden on distressed communities.** Although the Connecticut State Department of Education's (CSDE) commitment to public school choice offers students and their families more options for attending middle and high schools, these options are paid for by the municipalities – the most distressed of which find the cost of school choice a burden more than a benefit.

**School districts concerned about loss of state funding.** Most of the school superintendents interviewed are waiting with consternation for the pending results of the governor's proposed school budget cuts, which would affect some municipalities to a greater degree than others. Although urban municipalities generally receive larger shares of state and federal funding, suburban and rural communities will still feel the effects of such reductions.

# Municipal Fiscal Data Profiles

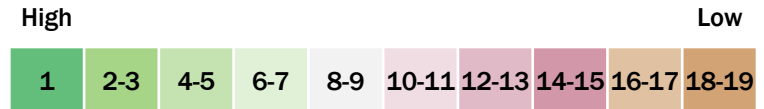
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# Comparison of Fiscal Data by Type



# Key Findings: Municipal Fiscal Metrics



The table below summarizes key normalized municipal fiscal metrics for all jurisdictions in order of population density. The color scale ranges from dark green (representing highest value) to dark brown (representing lowest value).

Metric	Urban				Suburban							Rural							
	New London	Norwich	Groton	Windham	Waterford	East Lyme	Stonington	Montville	Ledyard	Griswold	Colchester	Lisbon	Sprague	Preston	Salem	Lebanon	Bozrah	Franklin	North Stonington
Population/Square Mile	4,842	1,427	1,281	927	590	557	478	465	393	341	329	265	223	153	144	134	131	101	97
Share Municipal Expenditures	42.7%	31.5%	33.8%	32.7%	41.8%	31.9%	36.7%	30.3%	32.1%	11.8%	21.3%	27.7%	28.7%	24.9%	19.8%	15.4%	27.6%	27.6%	25.1%
Expenditures per Capita	\$1,422	\$997	\$1,115	\$1,025	\$1,968	\$1,259	\$1,287	\$1,086	\$1,405	\$527	\$766	\$954	\$940	\$865	\$777	\$557	\$865	\$945	\$946
Muni Exp. per Resident	\$668	\$553	\$625	\$498	\$852	\$1,008	\$941	\$711	\$1,045	\$402	\$566	\$552	\$591	\$634	\$614	\$403	\$517	\$503	\$663
Residential % of Expenditures	47.0%	55.4%	56.0%	48.6%	43.3%	80.1%	73.1%	65.5%	74.4%	76.2%	73.9%	57.9%	62.9%	73.3%	79.1%	72.5%	59.8%	53.2%	70.1%
Commercial % of Expenditures	35.6%	23.7%	26.4%	24.9%	26.4%	8.9%	14.8%	13.4%	6.2%	7.4%	10.0%	21.5%	10.0%	6.8%	4.9%	3.5%	14.6%	18.4%	9.8%
Per Pupil Expenditures (Thousands)	\$13.2	\$22.1	\$18.8	\$15.2	\$20.0	\$18.1	\$18.4	\$19.3	\$14.3	\$15.5	\$17.8	\$26.4	\$20.2	\$28.1	\$28.7	\$19.6	\$28.5	\$27.3	\$19.4
Education Expenditure %	51.8%	63.6%	64.1%	64.7%	55.7%	67.6%	60.0%	60.9%	52.2%	54.0%	76.5%	71.0%	70.9%	73.6%	71.9%	76.4%	72.4%	66.3%	71.2%
Equalized Mill Rate/\$1,000	\$26.60	\$27.85	\$15.11	\$28.30	\$17.57	\$16.85	\$14.03	\$19.95	\$21.84	\$19.55	\$22.18	\$13.08	\$21.14	\$16.92	\$23.36	\$20.09	\$19.91	\$15.73	\$19.34

## Municipal Fiscal Metrics: Urban Findings

High		Low	
1	2	3	4

The table below summarizes municipal fiscal metrics for the four urban jurisdictions in order of population density. The table is color-coded with highest values represented by dark green and lowest in dark pink.

	New London	Norwich	Groton	Windham
Population	27,218	40,057	39,763	24,998
Population/Square Mile	4,842	1,427	1,281	927
Total Expenditures (\$MM)	\$90.6	\$126.9	\$131.2	\$78.5
Municipal Expenditures (\$MM)	\$38.7	\$40.0	\$44.3	\$25.6
Share Municipal Expenditures	42.7%	31.5%	33.8%	32.7%
Expenditures per Capita	\$1,422	\$997	\$1,115	\$1,025
Per Resident Attributable Expenditure	\$668	\$553	\$625	\$498
Residential Share of Expenditures	47.0%	55.4%	56.0%	48.6%
Commercial Share of Expenditures	35.6%	23.7%	26.4%	24.9%
School District Enrollment	3,559	3,652	4,461	3,337
Local Education Expenditures (\$MM)	\$46.9	\$80.6	\$84.0	\$50.7
Per Pupil Expenditures	\$13,183	\$22,076	\$18,832	\$15,203
Education Expenditure Share	51.8%	63.6%	64.1%	64.7%
Equalized Mill Rate/\$1,000	\$26.60	\$27.85	\$15.11	\$28.30

## Municipal Fiscal Metrics: Suburban Findings

High				Low		
1	2	3	4	5	6	7

The table below summarizes municipal fiscal metrics for the seven suburban jurisdictions in order of population density. The table is color-coded with highest values represented by dark green and lowest in dark pink.

	Waterford	East Lyme	Stonington	Montville	Ledyard	Griswold	Colchester
Population	19,332	18,929	18,477	19,505	15,008	11,848	16,112
Population/Square Mile	590	557	478	465	393	341	329
Total Expenditures (\$MM)	\$91.1	\$74.6	\$64.8	\$69.9	\$65.7	\$53.0	\$57.9
Municipal Expenditures (\$MM)	\$38.1	\$23.8	\$23.8	\$21.2	\$21.1	\$6.3	\$12.3
Share Municipal Expenditures	41.8%	31.9%	36.7%	30.3%	32.1%	11.8%	21.3%
Expenditures per Capita	\$1,968	\$1,259	\$1,287	\$1,086	\$1,405	\$527	\$766
Per Resident Attributable Expenditure	\$852	\$1,008	\$941	\$711	\$1,045	\$402	\$566
Residential Share of Expenditures	43.3%	80.1%	73.1%	65.5%	74.4%	76.2%	73.9%
Commercial Share of Expenditures	26.4%	8.9%	14.8%	13.4%	6.2%	7.4%	10.0%
School District Enrollment	2,535	2,782	2,108	2,210	2,395	1,848	2,488
Local Education Expenditures (\$MM)	\$50.8	\$50.5	\$38.9	\$42.6	\$34.3	\$28.6	\$44.3
Per Pupil Expenditures	\$20,034	\$18,148	\$18,446	\$19,271	\$14,311	\$15,476	\$17,804
Education Expenditure Share	55.7%	67.6%	60.0%	60.9%	52.2%	54.0%	76.5%
Equalized Mill Rate/\$1,000	\$17.57	\$16.85	\$14.03	\$19.95	\$21.84	\$19.55	\$22.18

## Municipal Fiscal Metrics: Rural Findings

High				Low			
1	2	3	4	5	6	7	8

The table below summarizes municipal fiscal metrics for the eight rural jurisdictions in order of population density. The table is color-coded with highest values represented by dark green and lowest in brown.

	Lisbon	Sprague	Preston	Salem	Lebanon	Bozrah	Franklin	North Stonington
Population	4,323	2,952	4,716	4,169	7,259	2,607	1,965	5,276
Population/Square Mile	265	223	153	144	134	131	101	97
Total Expenditures (\$MM)	\$14.9	\$9.7	\$16.4	\$16.3	\$26.2	\$8.2	\$6.7	\$19.9
Municipal Expenditures (\$MM)	\$4.1	\$2.8	\$4.1	\$3.2	\$4.0	\$2.3	\$1.9	\$5.0
Share Municipal Expenditures	27.7%	28.7%	24.9%	19.8%	15.4%	27.6%	27.6%	25.1%
Expenditures per Capita	\$954	\$940	\$865	\$777	\$557	\$865	\$945	\$946
Per Resident Attributable Expenditure	\$552	\$591	\$634	\$614	\$403	\$517	\$503	\$663
Residential Share of Expenditures	57.9%	62.9%	73.3%	79.1%	72.5%	59.8%	53.2%	70.1%
Commercial Share of Expenditures	21.5%	10.0%	6.8%	4.9%	3.5%	14.6%	18.4%	9.8%
School District Enrollment	401	339	430	409	1,020	208	163	731
Local Education Expenditures (\$MM)	\$10.6	\$6.8	\$12.1	\$11.7	\$20.0	\$5.9	\$4.5	\$14.2
Per Pupil Expenditures	\$26,374	\$20,206	\$28,072	\$28,726	\$19,643	\$28,490	\$27,334	\$19,384
Education Expenditure Share	71.0%	70.9%	73.6%	71.9%	76.4%	72.4%	66.3%	71.2%
Equalized Mill Rate/\$1,000	\$13.08	\$21.14	\$16.92	\$23.36	\$20.09	\$19.91	\$15.73	\$19.34

# Municipal Fiscal Data Breakdowns by Type

# Urban Profiles



## Municipal Fiscal Metrics Profile: New London

High		Low	
1	2	3	4

While the City of New London is the third largest municipality within the SCCOG region, by population, it is the most urbanized (based on its population per square mile). Nearly 43 percent of its 2016 total expenditures were dedicated for municipal purposes (the highest share among all urban municipalities).

The per capita expenditure in 2016 was \$1,422, with \$668 of this amount estimated as being spent on the delivery of services to residents (both being highest among all urban municipalities).

Per pupil expenditures within the City of New London School District in 2016 were lowest among all urban school districts (77.5 percent of the median).

At \$26.60 per \$1,000, New London's equalized Mill rate is 97.7 percent of the median equalized Mill rate for urban municipalities and third highest among the four urban jurisdictions examined.

	Metric	Rank	% of Median
Population	27,218	3	108.9%
Population/Square Mile	4,842	1	173.9%
Total Expenditures	\$90,633,637	3	100.0%
Municipal Expenditures	\$38,696,863	3	100.0%
Share Municipal Expenditures	42.7%	1	100.0%
Expenditure per Capita	\$1,422	1	127.5%
Per Resident Attributable Expenditure	\$668	1	91.8%
Residential Share of Expenditures	47.0%	4	90.4%
Commercial Share of Expenditures	35.6%	1	138.8%
School District Enrollment	3,559	3	98.7%
Local Education Expenditures	\$46,918,298	4	71.4%
Per Pupil Expenditures	\$13,183	4	77.5%
Education Expenditure Share	51.8%	4	81.1%
Equalized Mill Rate/\$1,000	\$26.60	3	97.7%

Source: City of New London, New London School District, 4ward Planning Inc., 2019

## Municipal Fiscal Metrics Profile: Norwich

High		Low	
1	2	3	4

While the City of Norwich is the largest municipality within the SCCOG region, by population, but is the second most urbanized (based on its population per square mile). Just 31.5 percent of its 2016 total expenditures were dedicated for municipal purposes (the lowest share among all urban municipalities).

The per capita expenditure in 2016 was \$997, with \$553 of this amount estimated as being spent on the delivery of services to residents (second lowest among all urban municipalities).

Per pupil expenditures within the Norwich Public School District in 2016 were highest among all urban school districts (129.7 percent of the median).

At \$27.85 per \$1,000, Norwich's equalized Mill rate is 97.7 percent of the median equalized Mill rate for urban municipalities and third highest among the four urban jurisdictions examined.

	Metric	Rank	% of Median
Population	40,057	1	160.2%
Population/Square Mile	1,427	2	51.3%
Total Expenditures	\$126,857,000	2	140.0%
Municipal Expenditures	\$39,954,000	2	103.2%
Share Municipal Expenditures	31.5%	4	73.8%
Expenditure per Capita	\$997	4	89.4%
Per Resident Attributable Expenditure	\$553	3	75.9%
Residential Share of Expenditures	55.4%	2	106.5%
Commercial Share of Expenditures	23.7%	4	92.4%
School District Enrollment	3,652	2	101.3%
Local Education Expenditures	\$80,621,000	2	122.8%
Per Pupil Expenditures	\$22,076	1	129.7%
Education Expenditure Share	63.6%	3	99.6%
Equalized Mill Rate/\$1,000	\$27.85	2	102.3%

Source: City of Norwich, Norwich Public School District, 4ward Planning Inc., 2019



## Municipal Fiscal Metrics Profile: Town of Groton

High		Low	
1	2	3	4

Although the Town of Groton is the second largest municipality within the SCCOG region, by population, it is the third most urbanized (based on its population per square mile). Nearly 34 percent of its 2016 total expenditures were dedicated for municipal purposes (the second highest share among all urban municipalities).

The per capita expenditure in 2016 was \$1,115, with \$625 of this amount estimated as being spent on the delivery of services to residents (second highest among all urban municipalities).

Per pupil expenditures within the Groton School District in 2016 were second highest among all urban school districts (110.7 percent of the median).

At \$15.11 per \$1,000, Groton's equalized Mill rate is 55.5 percent of the median equalized Mill rate for urban municipalities and lowest among the four urban jurisdictions examined.

	Metric	Rank	% of Median
Population	39,763	2	159.1%
Population/Square Mile	1,281	3	46.0%
Total Expenditures	\$131,153,374	1	144.7%
Municipal Expenditures	\$44,354,685	1	114.6%
Share Municipal Expenditures	33.8%	2	79.2%
Expenditure per Capita	\$1,115	2	100.0%
Per Resident Attributable Expenditure	\$625	2	85.9%
Residential Share of Expenditures	56.0%	1	107.7%
Commercial Share of Expenditures	26.4%	2	102.9%
School District Enrollment	4,461	1	123.7%
Local Education Expenditures	\$84,010,289	1	127.9%
Per Pupil Expenditures	\$18,832	2	110.7%
Education Expenditure Share	64.1%	2	100.4%
Equalized Mill Rate/\$1,000	\$15.11	4	55.5%

Source: Town of Groton, Groton School District, 4ward Planning Inc., 2019

# Municipal Fiscal Metrics Profile: Town of Windham

High		Low	
1	2	3	4

The Town of Windham is the smallest urban municipality within the SCCOG region, by population, and is the least urbanized (based on its population per square mile). Nearly 33 percent of its 2016 total expenditures were dedicated for municipal purposes (the lowest share among all urban municipalities).

The per capita expenditure in 2016 was \$1,025, with \$498 of this amount estimated as being spent on the delivery of services to residents (third lowest among all urban municipalities).

Per pupil expenditures within the Windham School District in 2016 were second lowest among all urban school districts (89.3 percent of the median).

At \$28.30 per \$1,000, Windham’s equalized Mill rate is 103.9 percent of the median equalized Mill rate for urban municipalities and highest among the four urban jurisdictions examined.

	Metric	Rank	% of Median
Population	24,998	4	100.0%
Population/Square Mile	927	4	33.3%
Total Expenditures	\$78,457,373	4	86.6%
Municipal Expenditures	\$25,618,606	4	66.2%
Share Municipal Expenditures	32.7%	3	76.5%
Expenditure per Capita	\$1,025	3	91.9%
Per Resident Attributable Expenditure	\$498	4	68.5%
Residential Share of Expenditures	48.6%	3	93.5%
Commercial Share of Expenditures	24.9%	3	97.1%
School District Enrollment	3,337	4	92.6%
Local Education Expenditures	\$50,733,767	3	77.2%
Per Pupil Expenditures	\$15,203	3	89.3%
Education Expenditure Share	64.7%	1	101.3%
Equalized Mill Rate/\$1,000	\$28.30	1	103.9%

Source: Town of Windham, Windham School District, 4ward Planning Inc., 2019

# Suburban Profiles



## Municipal Fiscal Metrics Profile: Waterford

High				Low		
1	2	3	4	5	6	7

The Town of Waterford is the second largest suburban municipality within the SCCOG region, by population, and is the most urbanized (based on its population per square mile). Nearly 42 percent of its 2016 total expenditures were dedicated for municipal purposes (the highest share among all suburban municipalities).

The per capita expenditure in 2016 was \$1,968, with \$852 of this amount estimated as being spent on the delivery of services to residents (fourth among all suburban municipalities).

Per pupil expenditures within the Waterford Public School District in 2016 were highest among all suburban school districts (110.4 percent of the median).

At \$17.57 per \$1,000, Waterford's equalized Mill rate is 89.9 percent of the median equalized Mill rate for suburban municipalities and fifth lowest among the seven suburban jurisdictions examined.

	Metric	Rank	% of Median
Population	19,332	2	104.6%
Population/Square Mile	590	1	126.9%
Total Expenditures	\$91,096,441	1	138.6%
Municipal Expenditures	\$38,051,422	1	179.7%
Share Municipal Expenditures	41.8%	1	129.7%
Expenditure per Capita	\$1,968	1	156.4%
Per Resident Attributable Expenditure	\$852	4	100.4%
Residential Share of Expenditures	43.3%	7	58.6%
Commercial Share of Expenditures	26.4%	1	264.0%
School District Enrollment	2,535	2	105.8%
Local Education Expenditures	\$50,785,687	1	119.2%
Per Pupil Expenditures	\$20,034	1	110.4%
Education Expenditure Share	55.7%	5	92.9%
Equalized Mill Rate/\$1,000	\$17.57	5	89.9%

Source: Town of Waterford, Waterford Public School District, 4ward Planning Inc., 2019

# Municipal Fiscal Metrics Profile: East Lyme



The Town of East Lyme is the third largest suburban municipality within the SCCOG region, by population, and is the second most urbanized (based on its population per square mile). Nearly 32 percent of its 2016 total expenditures were dedicated for municipal purposes (fourth highest among all seven suburban municipalities).

The per capita expenditure in 2016 was \$1,259, with \$1,008 of this amount estimated as being spent on the delivery of services to residents (second among all suburban municipalities).

Per pupil expenditures within the East Lyme Public School District in 2016 were fourth highest among all suburban school districts (100 percent of the median).

At \$16.85 per \$1,000, East Lyme’s equalized Mill rate is 86.2 percent of the median equalized Mill rate for suburban municipalities and sixth lowest among the seven suburban jurisdictions examined.

	Metric	Rank	% of Median
Population	18,929	3	102.4%
Population/Square Mile	557	2	119.8%
Total Expenditures	\$74,646,575	2	113.6%
Municipal Expenditures	\$23,828,976	2	112.5%
Share Municipal Expenditures	31.9%	4	99.1%
Expenditure per Capita	\$1,259	4	100.0%
Per Resident Attributable Expenditure	\$1,008	2	118.8%
Residential Share of Expenditures	80.1%	1	108.4%
Commercial Share of Expenditures	8.9%	5	89.0%
School District Enrollment	2,782	1	116.2%
Local Education Expenditures	\$50,487,799	2	118.5%
Per Pupil Expenditures	\$18,148	4	100.0%
Education Expenditure Share	67.6%	2	112.7%
Equalized Mill Rate/\$1,000	\$16.85	6	86.2%

Source: Town of East Lyme, East Lyme Public School District, 4ward Planning Inc., 2019

## Municipal Fiscal Metrics Profile: Stonington

The Town of Stonington is the fourth largest suburban municipality within the SCCOG region, by population, and is the third most urbanized (based on its population per square mile). Nearly 37 percent of its 2016 total expenditures were dedicated for municipal purposes (second highest among all seven suburban municipalities).

The per capita expenditure in 2016 was \$1,287, with \$941 of this amount estimated as being spent on the delivery of services to residents (third highest among all suburban municipalities).

Per pupil expenditures within the Stonington School District in 2016 were third highest among all suburban school districts (101.6 percent of the median).

At \$14.03 per \$1,000, Stonington's equalized Mill rate is 71.8 percent of the median equalized Mill rate for suburban municipalities and lowest among the seven suburban jurisdictions examined.

High				Low		
1	2	3	4	5	6	7

	Metric	Rank	% of Median
Population	18,477	4	100.0%
Population/Square Mile	478	3	102.8%
Total Expenditures	\$64,820,264	5	98.6%
Municipal Expenditures	\$23,786,616	3	112.3%
Share Municipal Expenditures	36.7%	2	113.9%
Expenditure per Capita	\$1,287	3	102.3%
Per Resident Attributable Expenditure	\$941	3	110.8%
Residential Share of Expenditures	73.1%	5	98.9%
Commercial Share of Expenditures	14.8%	2	148.0%
School District Enrollment	2,108	6	88.0%
Local Education Expenditures	\$38,884,087	5	91.3%
Per Pupil Expenditures	\$18,446	3	101.6%
Education Expenditure Share	60.0%	4	100.0%
Equalized Mill Rate/\$1,000	\$14.03	7	71.8%

Source: Town of Stonington, Stonington School District, 4ward Planning Inc., 2019

# Municipal Fiscal Metrics Profile: Montville

High				Low		
1	2	3	4	5	6	7

Although the Town of Montville is the largest suburban municipality within the SCCOG region, by population, it is the fourth most urbanized (based on its population per square mile). Just over 30 percent of its 2016 total expenditures were dedicated for municipal purposes (fifth highest among seven suburban municipalities).

The per capita expenditure in 2016 was \$1,086, with \$711 of this amount estimated as being spent on the delivery of services to residents (fifth highest among all suburban municipalities).

Per pupil expenditures within the Montville Public School District in 2016 were second highest among all suburban school districts (106.2 percent of the median).

At \$19.95 per \$1,000, Montville’s equalized Mill rate is 102.0 percent of the median equalized Mill rate for suburban municipalities and the third lowest among the seven suburban jurisdictions examined.

	Metric	Rank	% of Median
Population	19,505	1	105.6%
Population/Square Mile	465	4	100.0%
Total Expenditures	\$69,924,663	3	106.4%
Municipal Expenditures	\$21,174,256	4	100.0%
Share Municipal Expenditures	30.3%	5	94.0%
Expenditure per Capita	\$1,086	5	86.2%
Per Resident Attributable Expenditure	\$711	5	83.7%
Residential Share of Expenditures	65.5%	6	88.6%
Commercial Share of Expenditures	13.4%	3	134.0%
School District Enrollment	2,210	5	92.3%
Local Education Expenditures	\$42,589,128	4	100.0%
Per Pupil Expenditures	\$19,271	2	106.2%
Education Expenditure Share	60.9%	3	101.5%
Equalized Mill Rate/\$1,000	\$19.95	3	102.0%

Source: Town of Montville, Montville Public School District, 4ward Planning Inc., 2019

## Municipal Fiscal Metrics Profile: Ledyard

The Town of Ledyard is the sixth smallest suburban municipality within the SCCOG region, by population, and is the fifth most urbanized (based on its population per square mile). Just over 32 percent of its 2016 total expenditures were dedicated for municipal purposes (third highest among the seven suburban municipalities examined).

The per capita expenditure in 2016 was \$1,405, with \$1,045 of this amount estimated as being spent on the delivery of services to residents (highest among all suburban municipalities).

Per pupil expenditures within the Ledyard Public School District in 2016 were lowest among all suburban school districts (78.9 percent of the median).

At \$21.84 per \$1,000, Ledyard's equalized Mill rate is 111.7 percent of the median equalized Mill rate for suburban municipalities and the second highest among the suburban jurisdictions examined.

High					Low	
1	2	3	4	5	6	7

	Metric	Rank	% of Median
Population	15,008	6	81.2%
Population/Square Mile	393	5	84.5%
Total Expenditures	\$65,723,509	4	100.0%
Municipal Expenditures	\$21,087,896	5	99.6%
Share Municipal Expenditures	32.1%	3	99.6%
Expenditure per Capita	\$1,405	2	111.6%
Per Resident Attributable Expenditure	\$1,045	1	123.1%
Residential Share of Expenditures	74.4%	3	100.7%
Commercial Share of Expenditures	6.2%	7	62.0%
School District Enrollment	2,395	4	100.0%
Local Education Expenditures	\$34,275,724	6	80.5%
Per Pupil Expenditures	\$14,311	7	78.9%
Education Expenditure Share	52.2%	7	86.9%
Equalized Mill Rate/\$1,000	\$21.84	2	111.7%

Source: Town of Ledyard, Ledyard Public School District, 4ward Planning Inc., 2019



## Municipal Fiscal Metrics Profile: Griswold

High				Low		
1	2	3	4	5	6	7

The Town of Griswold is the smallest suburban municipality within the SCCOG region, by population, and is the sixth most urbanized (based on its population per square mile). Nearly 12 percent of its 2016 total expenditures were dedicated for municipal purposes (second lowest share among the seven suburban municipalities examined).

The per capita expenditure in 2016 was \$527, with \$402 of this amount estimated as being spent on the delivery of services to residents (lowest among all suburban municipalities).

Per pupil expenditures within the Griswold Public School District in 2016 were sixth lowest among all suburban school districts (85.3 percent of the median).

At \$19.55 per \$1,000, Griswold's equalized Mill rate is 100.0 percent of the median equalized Mill rate for suburban municipalities, four highest out of the seven suburban jurisdictions examined.

	Metric	Rank	% of Median
Population	11,848	7	64.1%
Population/Square Mile	341	6	73.4%
Total Expenditures	\$52,983,899	7	80.6%
Municipal Expenditures	\$6,248,740	7	29.5%
Share Municipal Expenditures	11.8%	7	36.6%
Expenditure per Capita	\$527	7	41.9%
Per Resident Attributable Expenditure	\$402	7	47.3%
Residential Share of Expenditures	76.2%	2	103.1%
Commercial Share of Expenditures	7.4%	6	74.0%
School District Enrollment	1,848	7	77.2%
Local Education Expenditures	\$28,599,440	7	67.2%
Per Pupil Expenditures	\$15,476	6	85.3%
Education Expenditure Share	54.0%	6	90.0%
Equalized Mill Rate/\$1,000	\$19.55	4	100.0%

Source: Town of Griswold, Griswold Public School District, 4ward Planning Inc., 2019

## Municipal Fiscal Metrics Profile: Colchester

High					Low	
1	2	3	4	5	6	7

The Town of Colchester is the fifth smallest suburban municipality within the SCCOG region, by population, and is the least urbanized (based on its population per square mile). Just over 21 percent of its 2016 total expenditures were dedicated for municipal purposes (sixth highest out of seven suburban municipalities).

The per capita expenditure in 2016 was \$766, with \$566 of this amount estimated as being spent on the delivery of services to residents (second lowest among all suburban municipalities).

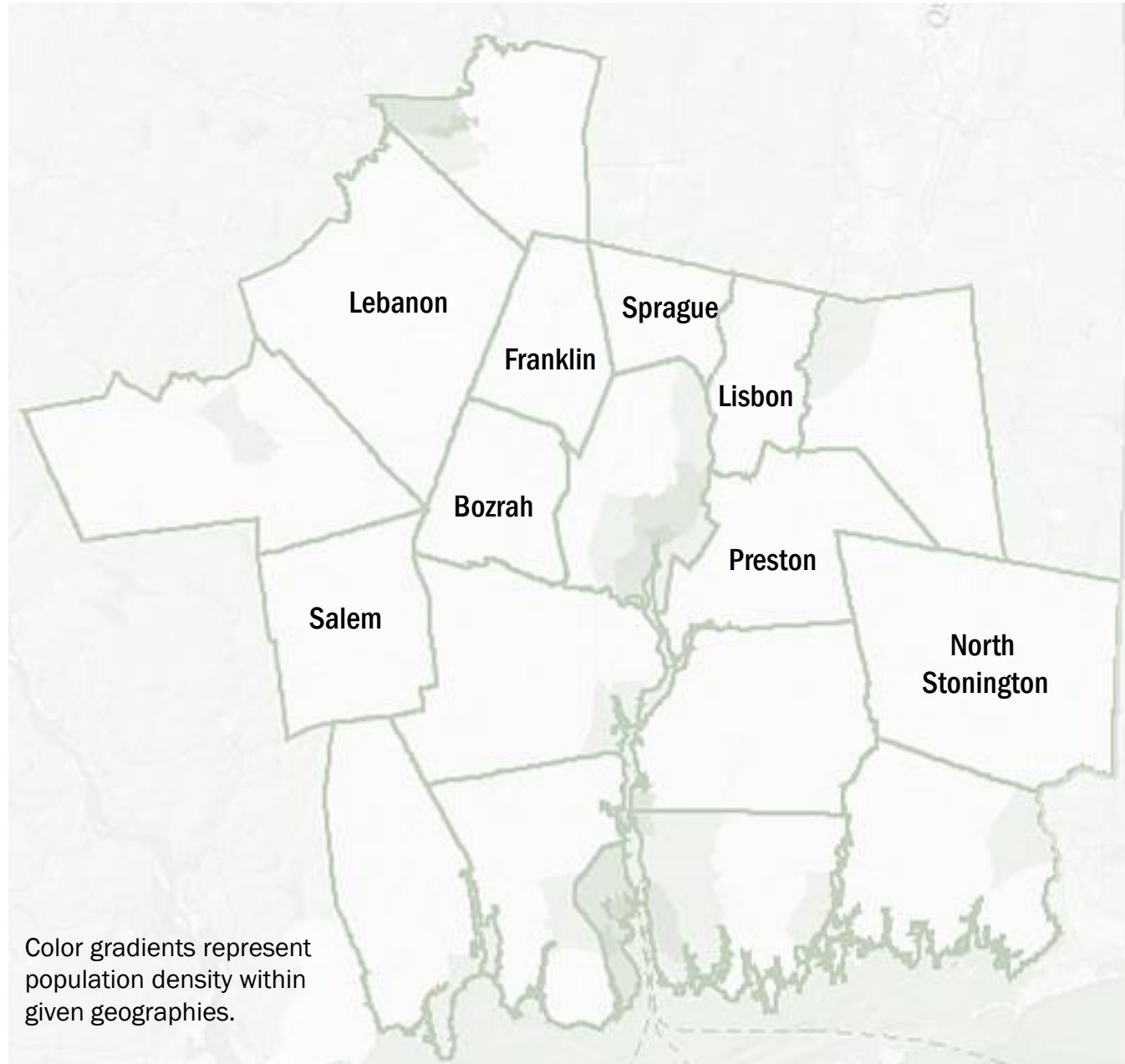
Per pupil expenditures within the Colchester Public School District in 2016 were fifth highest among all suburban school districts (98.1 percent of the median).

At \$22.18 per \$1,000, Colchester's equalized Mill rate is 113.5 percent of the median equalized Mill rate for suburban municipalities and is the highest among the seven suburban jurisdictions examined.

	Metric	Rank	% of Median
Population	16,112	5	87.2%
Population/Square Mile	329	7	70.8%
Total Expenditures	\$57,933,173	6	88.1%
Municipal Expenditures	\$12,344,063	6	58.3%
Share Municipal Expenditures	21.3%	6	66.1%
Expenditure per Capita	\$766	6	60.9%
Per Resident Attributable Expenditure	\$566	6	66.7%
Residential Share of Expenditures	73.9%	4	100.0%
Commercial Share of Expenditures	10.0%	4	100.0%
School District Enrollment	2,488	3	103.9%
Local Education Expenditures	\$44,296,560	3	104.0%
Per Pupil Expenditures	\$17,804	5	98.1%
Education Expenditure Share	76.5%	1	127.5%
Equalized Mill Rate/\$1,000	\$22.18	1	113.5%

Source: Town of Colchester, Colchester Public School District, 4ward Planning Inc., 2019

# Rural Profiles



## Municipal Fiscal Metrics Profile: Lisbon

High				Low			
1	2	3	4	5	6	7	8

The Town of Lisbon is the fourth largest rural municipality within the SCCOG region, by population, and is the most urbanized (based on its population per square mile). Nearly 28 percent of its 2016 total expenditures were dedicated for municipal purposes (the second highest among all rural municipalities).

The per capita expenditure in 2016 was \$954, with \$552 of this amount estimated as being spent on the delivery of services to residents (fifth among all rural municipalities).

Per pupil expenditures within the Lisbon School District in 2016 were fifth highest among the eight rural school districts (106.4 percent of the median).

At \$13.08 per \$1,000, Lisbon's equalized Mill rate is 70.0 percent of the median equalized Mill rate for rural municipalities and lowest among the rural jurisdictions examined.

	Metric	Rank	% of Median
Population	4,323	4	104.0%
Population/Square Mile	265	1	170.1%
Total Expenditures	\$14,890,215	5	100.7%
Municipal Expenditures	\$4,124,324	2	120.6%
Share Municipal Expenditures	27.7%	2	119.8%
Expenditure per Capita	\$954	1	111.5%
Per Resident Attributable Expenditure	\$552	5	99.6%
Residential Share of Expenditures	57.9%	7	87.6%
Commercial Share of Expenditures	21.5%	1	192.2%
School District Enrollment	401	5	86.7%
Local Education Expenditures	\$10,575,891	5	98.6%
Per Pupil Expenditures	\$26,374	5	106.4%
Education Expenditure Share	71.0%	6	99.0%
Equalized Mill Rate/\$1,000	\$13.08	8	70.0%

Source: Town of Lisbon, Lisbon School District, 4ward Planning Inc., 2019

## Municipal Fiscal Metrics Profile: Sprague

High				Low			
1	2	3	4	5	6	7	8

The Town of Sprague has the second highest population density out of the eight rural municipalities within the SCCOG region. Nearly 29 percent of its 2016 total expenditures were dedicated for municipal purposes (the highest among all rural municipalities).

The per capita expenditure in 2016 was \$940, with \$591 of this amount estimated as being spent on the delivery of services to residents (fourth among all rural municipalities).

Per pupil expenditures within the Sprague Public School District in 2016 were sixth highest among the eight rural school districts (81.5 percent of the median).

At \$21.14 per \$1,000, Sprague's equalized Mill rate is 113.3 percent of the median equalized Mill rate for rural municipalities and second highest among the rural jurisdictions examined.

	Metric	Rank	% of Median
Population	2,952	6	71.0%
Population/Square Mile	223	2	142.8%
Total Expenditures	\$9,663,184	6	65.3%
Municipal Expenditures	\$2,775,963	6	81.2%
Share Municipal Expenditures	28.7%	1	124.2%
Expenditure per Capita	\$940	4	109.9%
Per Resident Attributable Expenditure	\$591	4	106.7%
Residential Share of Expenditures	62.9%	5	95.2%
Commercial Share of Expenditures	10.0%	4	89.4%
School District Enrollment	339	6	73.3%
Local Education Expenditures	\$6,849,721	6	63.8%
Per Pupil Expenditures	\$20,206	6	81.5%
Education Expenditure Share	70.9%	7	98.8%
Equalized Mill Rate/\$1,000	\$21.14	2	113.1%

Source: Town of Sprague, Sprague Public School District, 4ward Planning Inc., 2019

## Municipal Fiscal Metrics Profile: Preston

High				Low			
1	2	3	4	5	6	7	8

The Town of Preston has the third highest population density out of the eight rural municipalities within the SCCOG region. Nearly 25 percent of its 2016 total expenditures were dedicated for municipal purposes (ranking sixth among all rural municipalities).

The per capita expenditure in 2016 was \$865, with \$634 of this amount estimated as being spent on the delivery of services to residents (second highest among all rural municipalities).

Per pupil expenditures within the Preston Public School District in 2016 ranked third among the eight rural school districts (113.3 percent of the median).

At \$16.92 per \$1,000, Preston's equalized Mill rate is 90.5 percent of the median equalized Mill rate for rural municipalities, ranking sixth among the eight rural jurisdictions examined.

	Metric	Rank	% of Median
Population	4,716	3	113.4%
Population/Square Mile	153	3	98.1%
Total Expenditures	\$16,407,653	3	110.9%
Municipal Expenditures	\$4,079,873	3	119.3%
Share Municipal Expenditures	24.9%	6	107.5%
Expenditure per Capita	\$865	5	101.1%
Per Resident Attributable Expenditure	\$634	2	114.3%
Residential Share of Expenditures	73.3%	2	110.9%
Commercial Share of Expenditures	6.8%	6	60.8%
School District Enrollment	430	3	92.9%
Local Education Expenditures	\$12,070,980	3	112.5%
Per Pupil Expenditures	\$28,072	3	113.3%
Education Expenditure Share	73.6%	2	102.6%
Equalized Mill Rate/\$1,000	\$16.92	6	90.5%

Source: Town of Preston, Preston Public School District, 4ward Planning Inc., 2019

# Municipal Fiscal Metrics Profile: Salem

High				Low			
1	2	3	4	5	6	7	8

The Town of Salem has the fourth highest population density out of the eight rural municipalities within the SCCOG region. Nearly 20 percent of its 2016 total expenditures were dedicated for municipal purposes (the second lowest share among all rural municipalities).

The per capita expenditure in 2016 was \$777, with \$614 of this amount estimated as being spent on the delivery of services to residents (third among all rural municipalities).

Per pupil expenditures within the Salem Public School District in 2016 ranked first among the eight rural school districts (115.9 percent of the median).

At \$23.36 per \$1,000, Salem’s equalized Mill rate is 124.9 percent of the median equalized Mill rate for rural municipalities and highest among the rural jurisdictions examined.

	Metric	Rank	% of Median
Population	4,169	5	100.3%
Population/Square Mile	144	4	92.4%
Total Expenditures	\$16,345,400	4	110.5%
Municipal Expenditures	\$3,238,711	5	94.7%
Share Municipal Expenditures	19.8%	7	85.7%
Expenditure per Capita	\$777	7	90.8%
Per Resident Attributable Expenditure	\$614	3	110.8%
Residential Share of Expenditures	79.1%	1	119.7%
Commercial Share of Expenditures	4.9%	7	43.8%
School District Enrollment	409	4	88.4%
Local Education Expenditures	\$11,748,904	4	109.5%
Per Pupil Expenditures	\$28,726	1	115.9%
Education Expenditure Share	71.9%	4	100.2%
Equalized Mill Rate/\$1,000	\$23.36	1	124.9%

Source: Town of Salem, Salem Public School District, 4ward Planning Inc., 2019

## Municipal Fiscal Metrics Profile: Lebanon

High				Low			
1	2	3	4	5	6	7	8

The Town of Salem has the fifth highest population density out of the eight rural municipalities within the SCCOG region. Over 15 percent of its 2016 total expenditures were dedicated for municipal purposes (the lowest share among all rural municipalities).

The per capita expenditure in 2016 was \$557, with \$403 of this amount estimated as being spent on the delivery of services to residents (lowest among all rural municipalities).

Per pupil expenditures within the Lebanon Public School District in 2016 were lowest among the eight rural school districts (79.3 percent of the median).

At \$20.09 per \$1,000, Lebanon's equalized Mill rate is 107.5 percent of the median equalized Mill rate for rural municipalities and third highest among the rural jurisdictions examined.

	Metric	Rank	% of Median
Population	7,259	1	174.6%
Population/Square Mile	134	5	86.0%
Total Expenditures	\$26,214,200	1	177.2%
Municipal Expenditures	\$4,039,849	4	118.1%
Share Municipal Expenditures	15.4%	8	66.7%
Expenditure per Capita	\$557	8	65.0%
Per Resident Attributable Expenditure	\$403	8	72.8%
Residential Share of Expenditures	72.5%	3	109.7%
Commercial Share of Expenditures	3.5%	8	31.3%
School District Enrollment	1,020	1	220.5%
Local Education Expenditures	\$20,035,732	1	186.7%
Per Pupil Expenditures	\$19,643	7	79.3%
Education Expenditure Share	76.4%	1	106.6%
Equalized Mill Rate/\$1,000	\$20.09	3	107.5%

Source: Town of Lebanon, Lebanon Public School District, 4ward Planning Inc., 2019



## Municipal Fiscal Metrics Profile: Bozrah

High				Low			
1	2	3	4	5	6	7	8

The Town of Bozrah has the sixth highest population density out of the eight rural municipalities within the SCCOG region. Nearly 28 percent of its 2016 total expenditures were dedicated for municipal purposes (ranked fourth among rural municipalities).

The per capita expenditure in 2016 was \$865, with \$517 of this amount estimated as being spent on the delivery of services to residents (ranked six among all rural municipalities).

Per pupil expenditures within the Bozrah Public School District in 2016 were the second highest among the eight rural school districts (115.0 percent of the median).

At \$19.91 per \$1,000, Bozrah's equalized Mill rate is 106.5 percent of the median equalized Mill rate for rural municipalities and fourth highest among the rural jurisdictions examined.

	Metric	Rank	% of Median
Population	2,607	7	62.7%
Population/Square Mile	131	6	83.7%
Total Expenditures	\$8,180,180	7	55.3%
Municipal Expenditures	\$2,254,270	7	65.9%
Share Municipal Expenditures	27.6%	4	119.2%
Expenditure per Capita	\$865	6	101.0%
Per Resident Attributable Expenditure	\$517	6	93.2%
Residential Share of Expenditures	59.8%	6	90.5%
Commercial Share of Expenditures	14.6%	3	130.5%
School District Enrollment	208	7	45.0%
Local Education Expenditures	\$5,925,910	7	55.2%
Per Pupil Expenditures	\$28,490	2	115.0%
Education Expenditure Share	72.4%	3	101.0%
Equalized Mill Rate/\$1,000	\$19.91	4	106.5%

Source: Town of Bozrah, Bozrah Public School District, 4ward Planning Inc., 2019

## Municipal Fiscal Metrics Profile: Franklin

High				Low			
1	2	3	4	5	6	7	8

The Town of Franklin has the second lowest population density out of the eight rural municipalities within the SCCOG region. Nearly 28 percent of its 2016 total expenditures were dedicated for municipal purposes (ranked third among rural municipalities).

The per capita expenditure in 2016 was \$945, with \$503 of this amount estimated as being spent on the delivery of services to residents (second lowest among all rural municipalities).

Per pupil expenditures within the Franklin Public School District in 2016 ranked fourth among the eight rural school districts (110.3 percent of the median).

At \$15.73 per \$1,000, Franklin's equalized Mill rate is 84.1 percent of the median equalized Mill rate for rural municipalities and second lowest among the rural jurisdictions examined.

	Metric	Rank	% of Median
Population	1,965	8	47.3%
Population/Square Mile	101	7	64.6%
Total Expenditures	\$6,719,947	8	45.4%
Municipal Expenditures	\$1,856,684	8	54.3%
Share Municipal Expenditures	27.6%	3	119.5%
Expenditure per Capita	\$945	3	110.4%
Per Resident Attributable Expenditure	\$503	7	90.6%
Residential Share of Expenditures	53.2%	8	80.5%
Commercial Share of Expenditures	18.4%	2	164.5%
School District Enrollment	163	8	35.2%
Local Education Expenditures	\$4,455,436	8	41.5%
Per Pupil Expenditures	\$27,334	4	110.3%
Education Expenditure Share	66.3%	8	92.5%
Equalized Mill Rate/\$1,000	\$15.73	7	84.1%

Source: Town of Franklin, Franklin Public School District, 4ward Planning Inc., 2019

## Municipal Fiscal Metrics Profile: N. Stonington



Although the Town of North Stonington is the second most populated of the eight rural municipalities within the SCCOG region, it has the second lowest population density out of the eight rural municipalities within the SCCOG region. Just over 25 percent of its 2016 total expenditures were dedicated for municipal purposes (fifth among rural municipalities).

The per capita expenditure in 2016 was \$946, with \$663 of this amount estimated as being spent on the delivery of services to residents (highest among all rural municipalities).

Per pupil expenditures within the North Stonington Public School District in 2016 is lowest among the rural school districts (78.2 percent of the median).

At \$19.34 per \$1,000, North Stonington’s equalized Mill rate is 103.4 percent of the median equalized Mill rate for rural municipalities and is the fifth highest among the rural jurisdictions examined.

	Metric	Rank	% of Median
Population	5,276	2	126.9%
Population/Square Mile	97	8	62.4%
Total Expenditures	\$19,909,193	2	134.6%
Municipal Expenditures	\$4,988,923	1	145.9%
Share Municipal Expenditures	25.1%	5	108.4%
Expenditure per Capita	\$946	2	110.5%
Per Resident Attributable Expenditure	\$663	1	119.5%
Residential Share of Expenditures	70.1%	4	106.1%
Commercial Share of Expenditures	9.8%	5	87.6%
School District Enrollment	731	2	158.0%
Local Education Expenditures	\$14,169,602	2	132.1%
Per Pupil Expenditures	\$19,384	8	78.2%
Education Expenditure Share	71.2%	5	99.2%
Equalized Mill Rate/\$1,000	\$19.34	5	103.4%

Source: Town of North Stonington, North Stonington Public School District, 4ward Planning Inc., 2019

# School District Trends

ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™

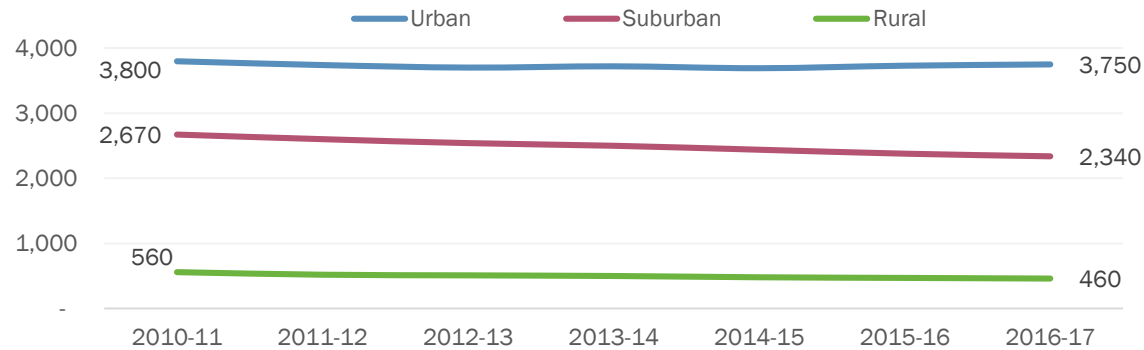


# Comparison of Trends by Type

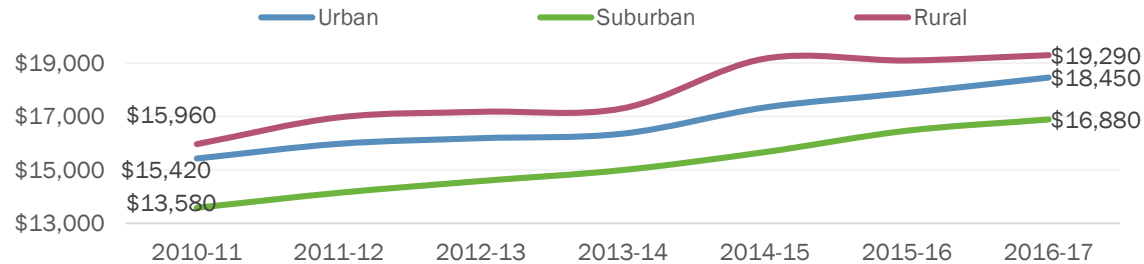
## School Districts by Type: General Education

- In 2016-2017, urban school districts had the highest average student enrollment (3,750 students), while rural districts had the lowest (460 students). Total student enrollment in all school districts has remained relatively flat or declined in recent years.
- In 2016-2017, average per pupil spending was highest in the rural districts (\$19,290) and lowest in the suburban districts (\$16,880). Overall, general special education spending has increased by \$3,250 per pupil in recent years.
- In 2016-2017, urban districts had the highest average of students per general education teacher (16 students per staff) while rural districts had the lowest (13 students per staff).

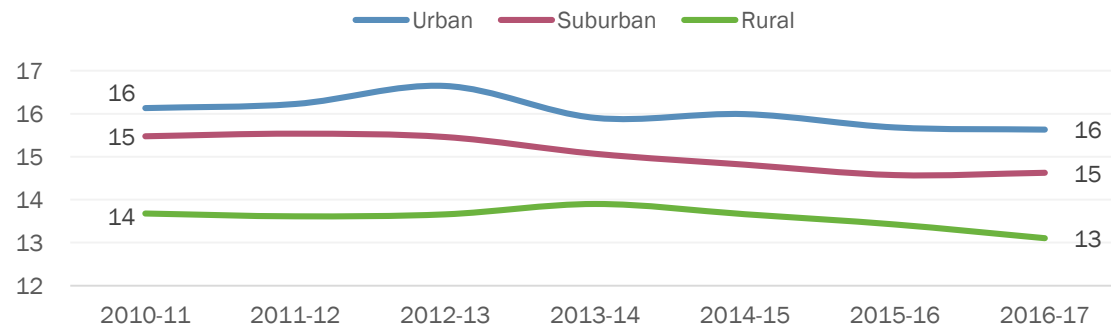
### Average Total Student Enrollment



### Average General Spending per Pupil



### Average General Students per Staff Ratio

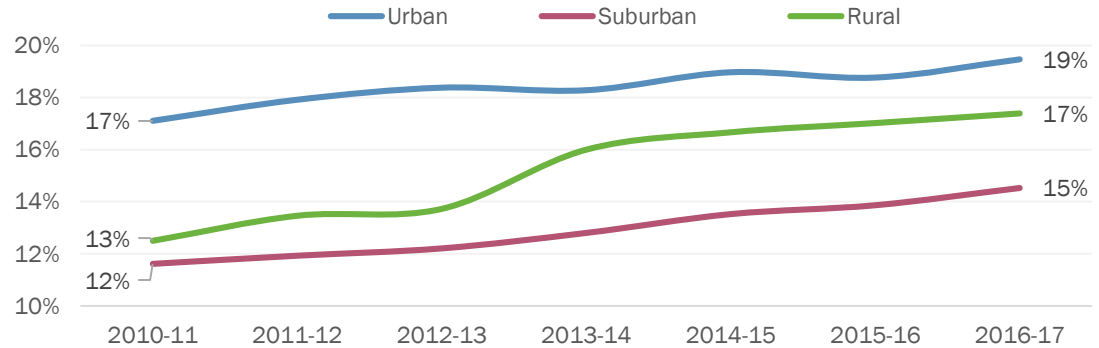


Source: Public School Districts

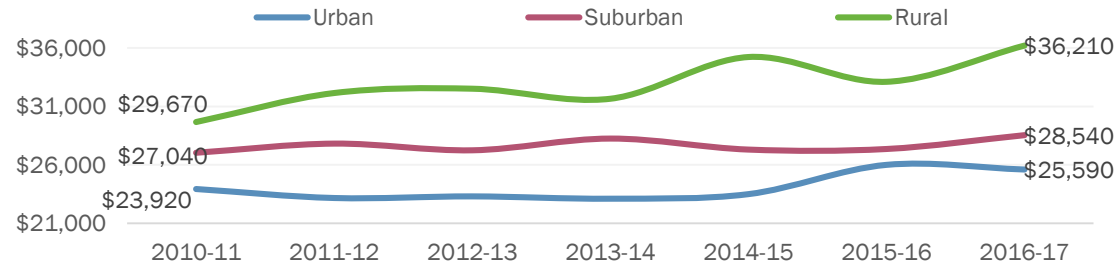
## School Districts by Type: Special Education

- In 2016-2017, urban school districts had the highest average share of special education students (19 percent), while suburban districts had the lowest (15 percent). The share of special education student enrollment in all school districts has been increasing in recent years.
- In 2016-2017, average per pupil special education spending was highest in the rural districts (\$36,210) and lowest in the suburban (\$25,590). Overall, special education spending has increased by \$3,660 per pupil in recent years.
- In 2016-2017, rural districts had the highest average student to special education staff ratio (27 students per staff) while suburban districts had the lowest (17 students per staff).

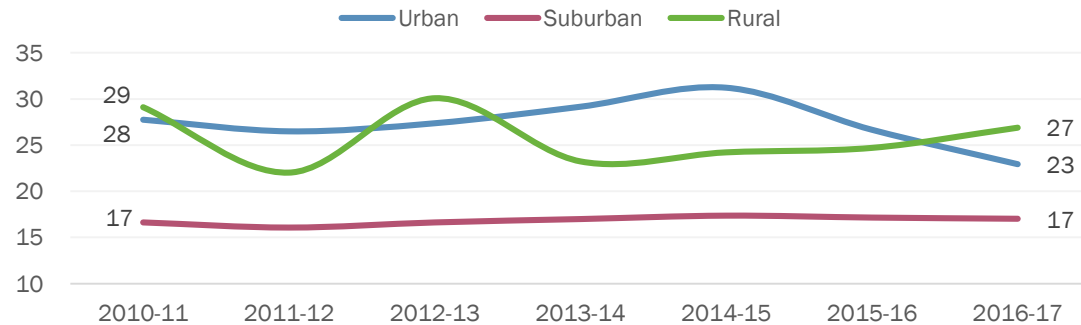
### Special Education Enrollment Share of Total Enrollment



### Special Education Spending per Pupil



### Special Education Students per Staff Ratio



Source: Public School Districts

# School District Breakdowns by Type

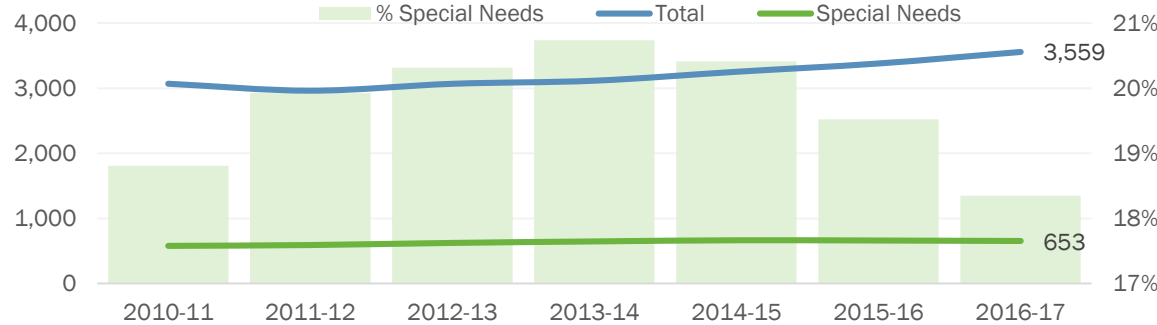


# Urban Profiles



# Student District Trends: New London

## Student Enrollment

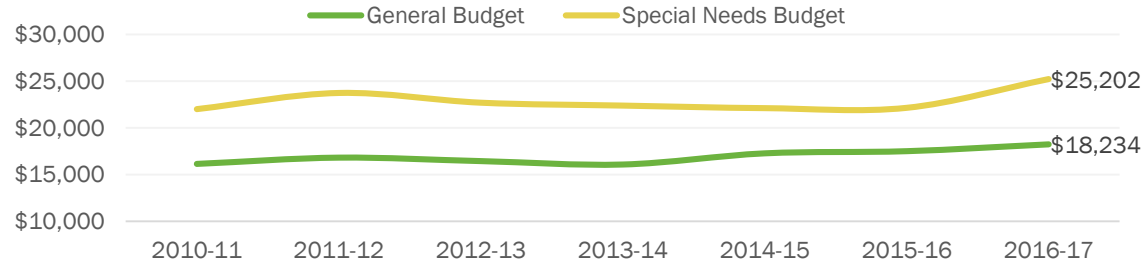


- In 2016-2017, the New London Public School District had a total of 3,559 students enrolled, including 653 special needs students (18 percent). Total student enrollment has been increasing in recent years while special needs student enrollment has been declining.

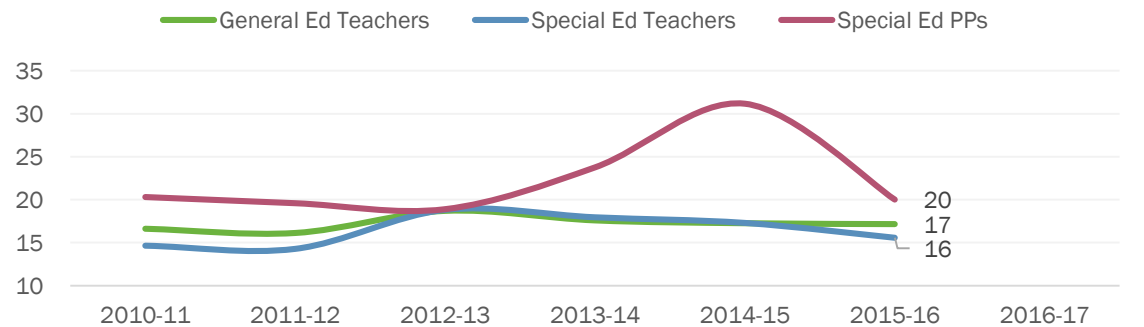
- In 2016-2017, average per pupil spending was \$18,234 for the general student population and \$25,202 for the special need student population. Both general and special needs student spending per pupil has been increasing in recent years.

- In 2015-2016 (the last year available), there were 17 students per general education teacher, 16 students per special education teacher, and 20 students per special education Paraprofessional.

## Average Spending per Pupil



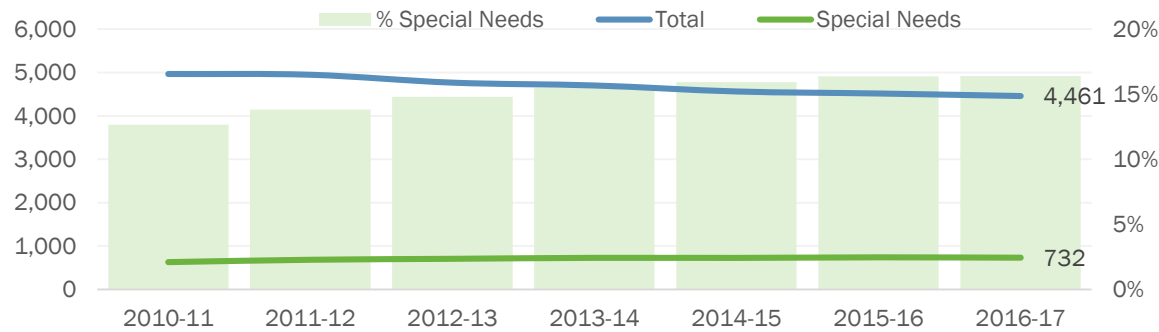
## Students per Staff Ratio



Source: New London Public School District

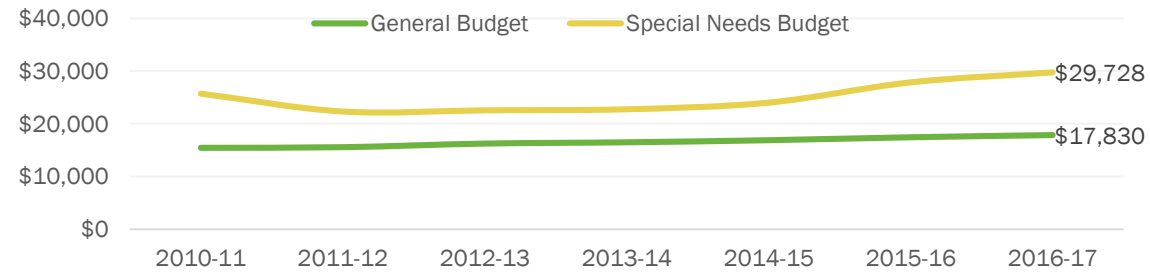
# Student District Trends: Town of Groton

## Student Enrollment



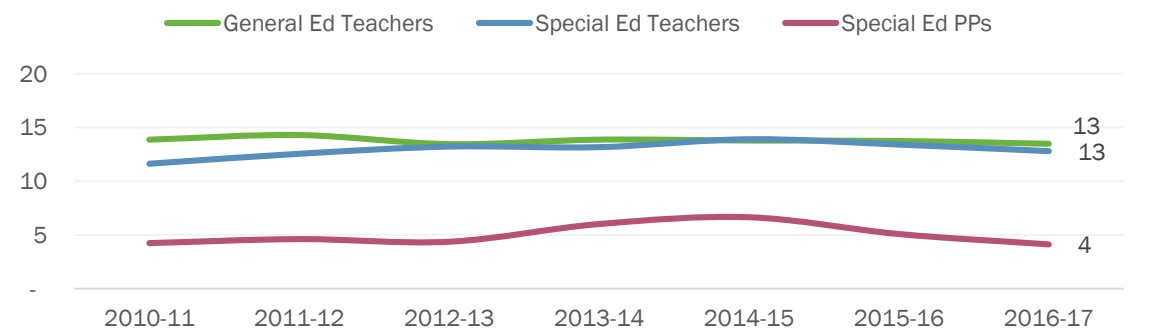
- In 2016-2017, the City of Groton Public School District had a total of 4,461 students enrolled, including 732 special needs students (16 percent). Total student enrollment has been declining in recent years, while special needs enrollment has been increasing.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$17,830 for the general student population and \$29,728 for the special need student population. Average per pupil spending on special needs students has been increasing in recent years.

## Students per Staff Ratio

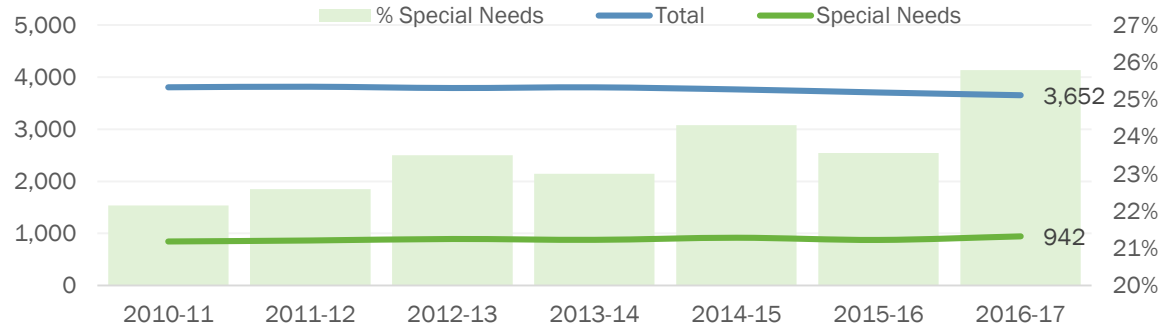


- In 2016-2017, there were 13 students per general education teacher, 13 students per special education teacher, and four students per special education Paraprofessional.

Source: Town of Groton Public School District

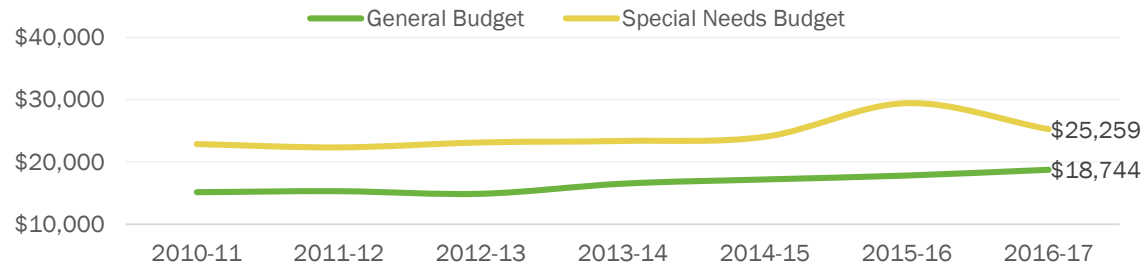
# Student District Trends: Norwich

## Student Enrollment



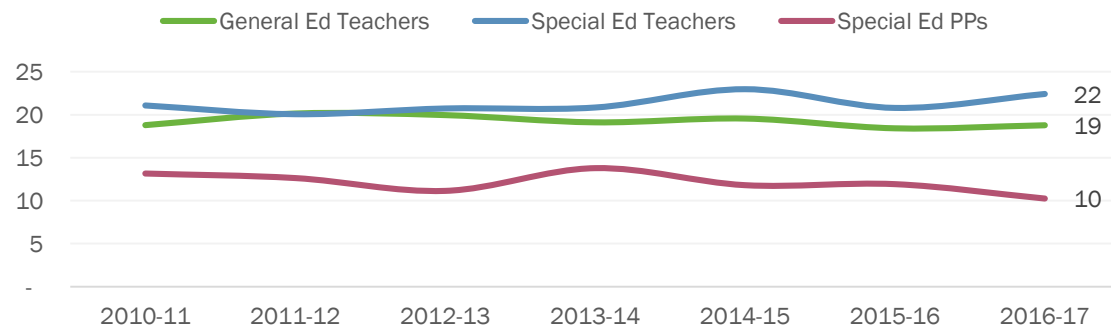
- In 2016-2017, the Norwich Public School District had a total of 3,652 students enrolled, including 942 special needs students (26 percent). Both total and special needs student enrollment has remained relatively flat in recent years.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$18,744 for the general student population and \$25,259 for the special need student population. Overall, both general and special needs student spending per pupil has been increasing slightly in recent years.

## Students per Staff Ratio

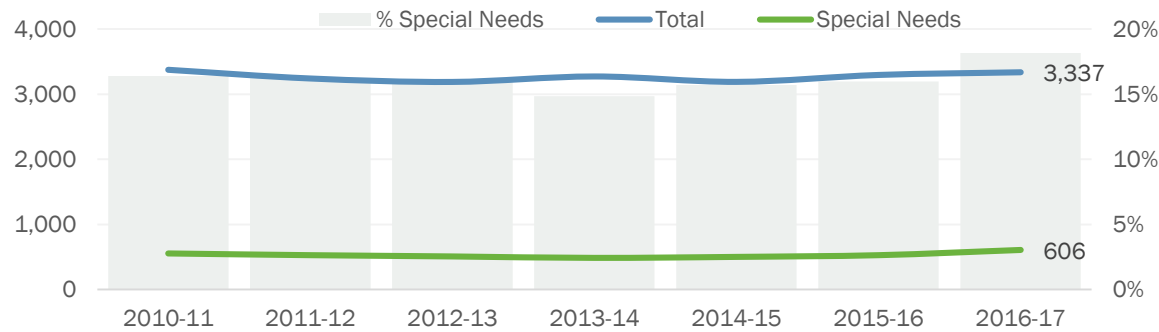


- In 2016-2017, there were 19 students per general education teacher, 22 students per special education teacher, and 10 students per special education Paraprofessional.

Source: Norwich Public School District

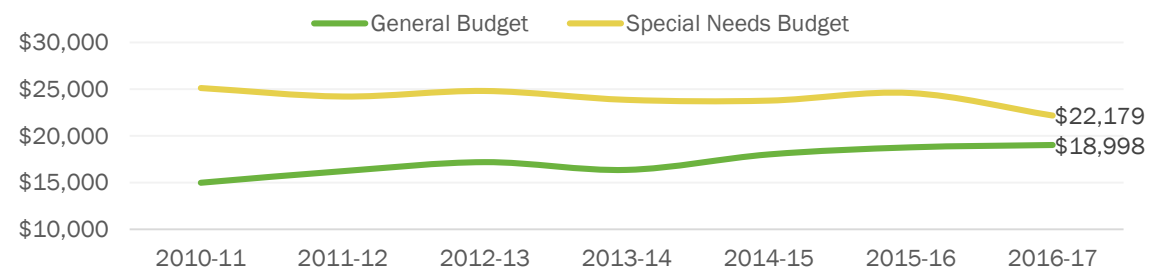
# Student District Trends: Windham

## Student Enrollment



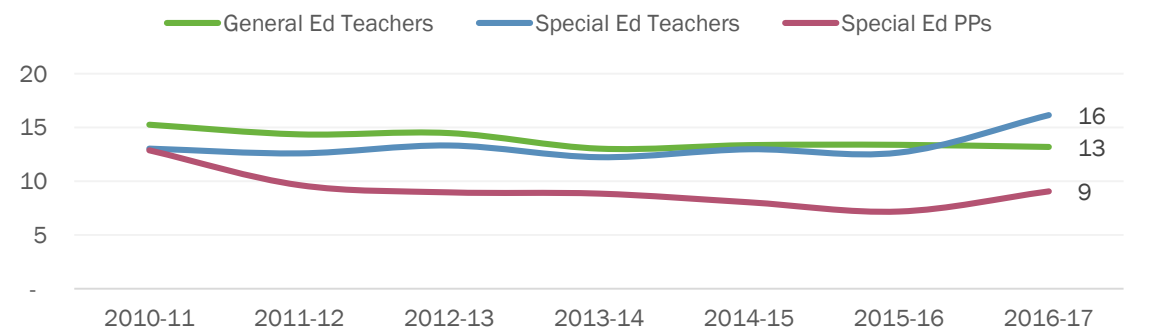
- In 2016-2017, the Windham Public School District had a total of 3,337 students enrolled, including 606 special needs students (18 percent). Both total and special needs student enrollment has remained relatively flat in recent years.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$18,998 for the general student population and \$22,179 for the special need student population. While general spending per pupil has been increasing slightly in recent years, average special needs spending has decreased slightly.

## Students per Staff Ratio



- In 2016-2017, there were 13 students per general education teacher, 6 students per special education teacher, and nine students per special education Paraprofessional.

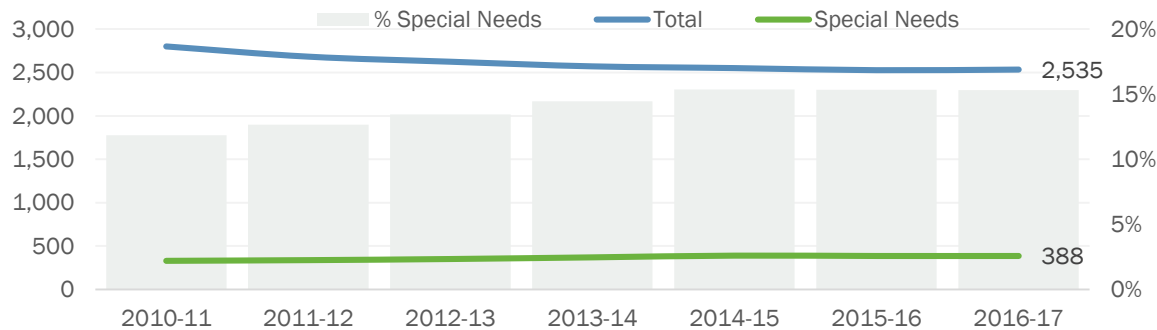
Source: Windham Public School District

# Suburban Profiles



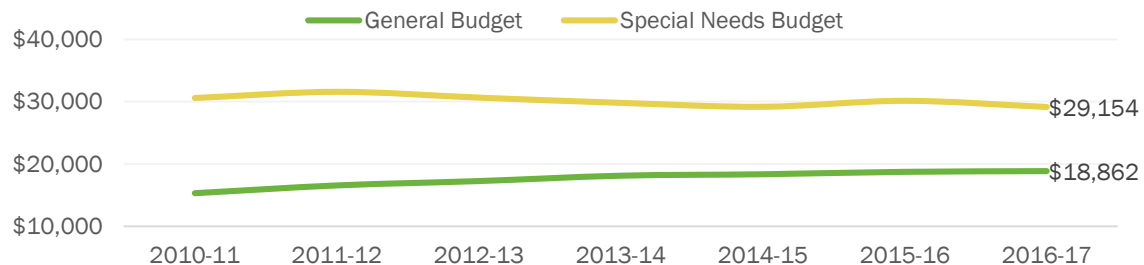
# Student District Trends: Waterford

## Student Enrollment



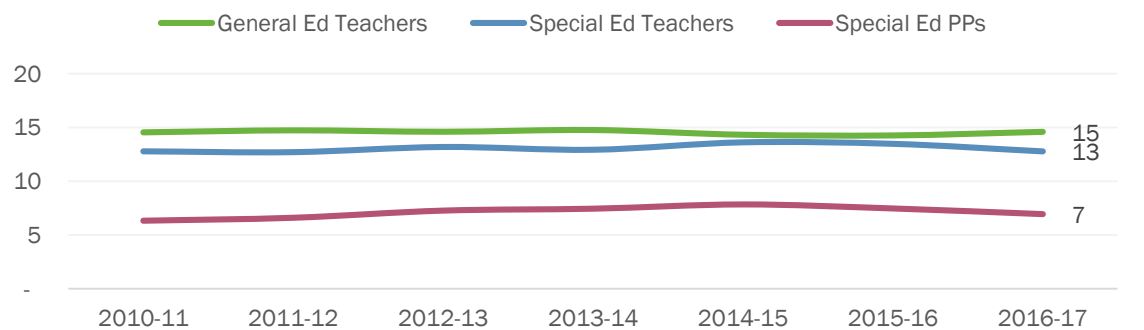
- In 2016-2017, the Waterford Public School District had a total of 2,535 students enrolled, including 388 special needs students (15 percent). Total student enrollment has been decreasing in recent years while special needs student enrollment remained relatively flat.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$18,862 for the general student population and \$29,154 for the special need student population. While general spending per pupil has been increasing slightly in recent years, average special needs spending has remained flat.

## Students per Staff Ratio

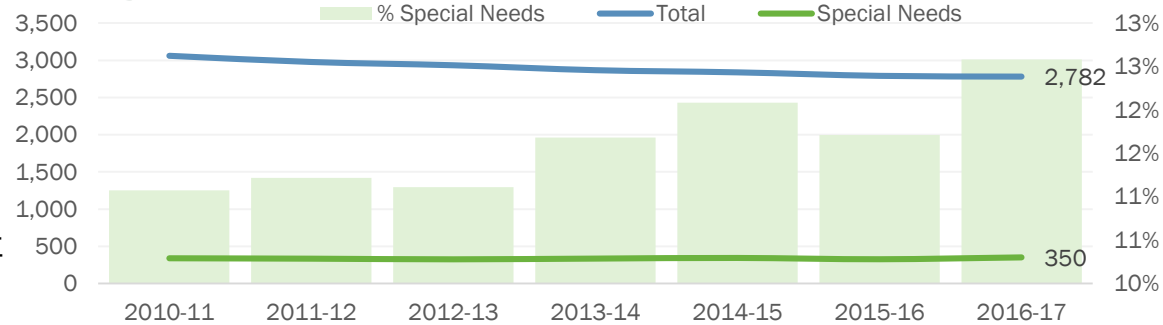


- In 2016-2017, there were 14 students per general education teacher, nine students per special education teacher, and five students per special education Paraprofessional.

Source: Waterford Public School District

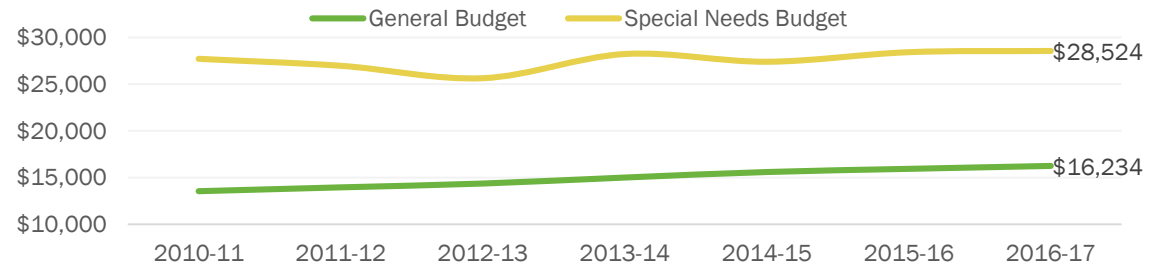
# Student District Trends: East Lyme

## Student Enrollment



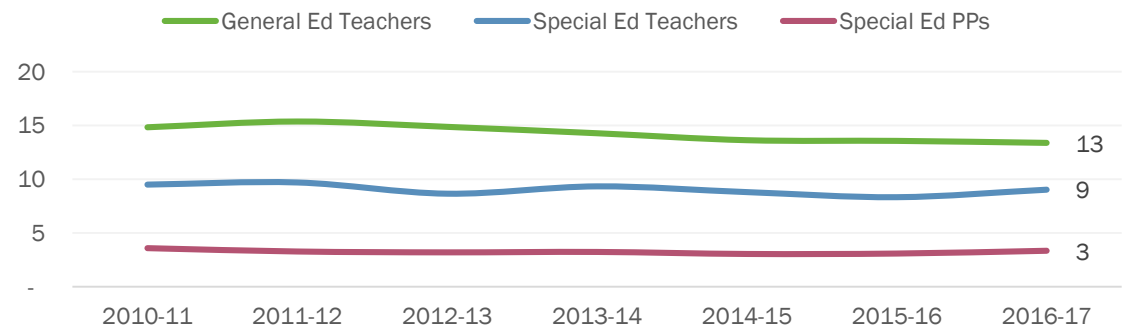
- In 2016-2017, the East Lyme Public School District had a total of 2,782 students enrolled, including 350 special needs students (13 percent). Total student enrollment has been declining slightly in recent years.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$16,234 for the general student population and \$28,524 for the special need student population. Average per pupil spending for both general and special needs students has been increasing in recent years.

## Students per Staff Ratio



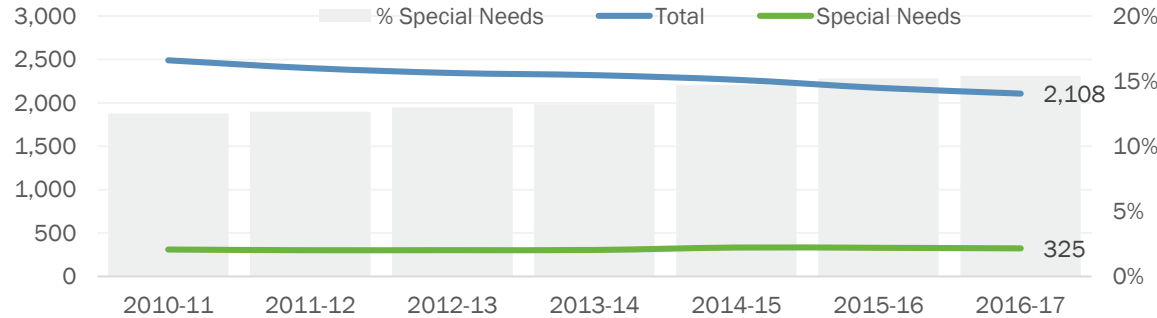
- In 2016-2017, there were 13 students per general education teacher, nine students per special education teacher, and three students per special education Paraprofessional.

Source: East Lyme Public School District



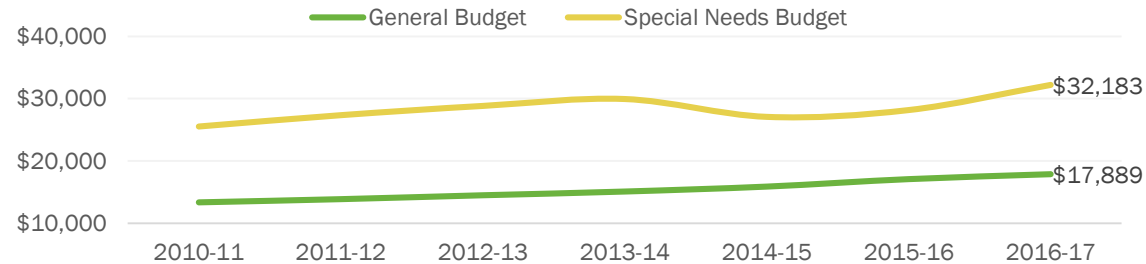
# Student District Trends: Stonington

## Student Enrollment



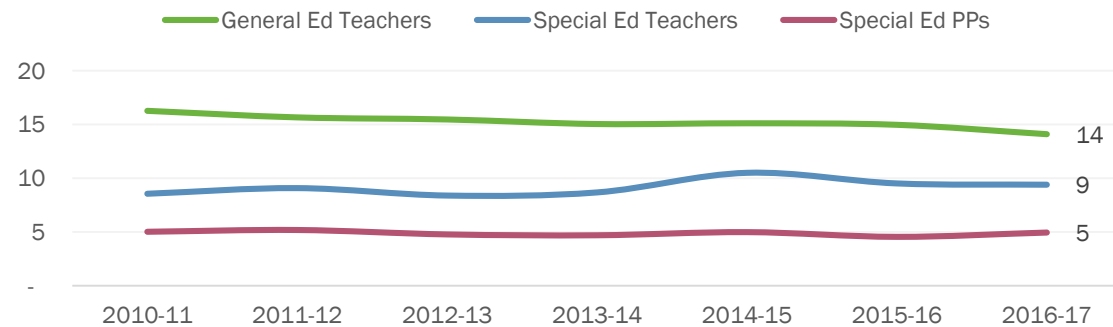
- In 2016-2017, the Stonington Public School District had a total of 2,108 students enrolled, including 325 special needs students (15 percent). Total student enrollment has been decreasing in recent years while special needs student enrollment remained relatively flat.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$17,889 for the general student population and \$32,183 for the special need student population. Overall, both general and special needs student spending per pupil has increased in recent years.

## Students per Staff Ratio

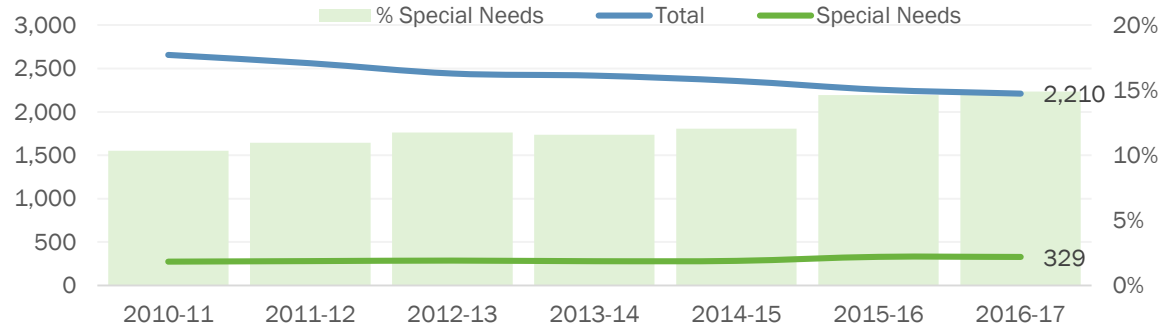


- In 2016-2017, there were 14 students per general education teacher, nine students per special education teacher, and five students per special education Paraprofessional.

Source: Stonington Public School District

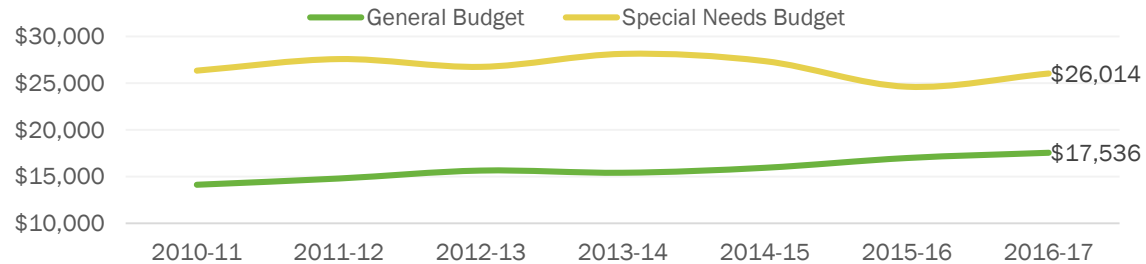
# Student District Trends: Montville

## Student Enrollment



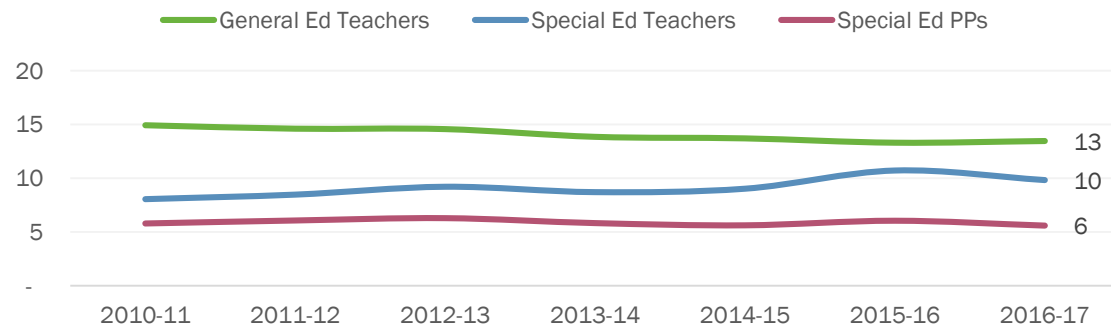
- In 2016-2017, the Montville Public School District had a total of 2,210 students enrolled, including 329 special needs students (15 percent). Total student enrollment has been declining in recent years while special needs student enrollment has been increasing.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$17,536 for the general student population and \$26,014 for the special need student population. While general spending per pupil has been increasing in recent years, average special needs spending has been decreasing.

## Students per Staff Ratio

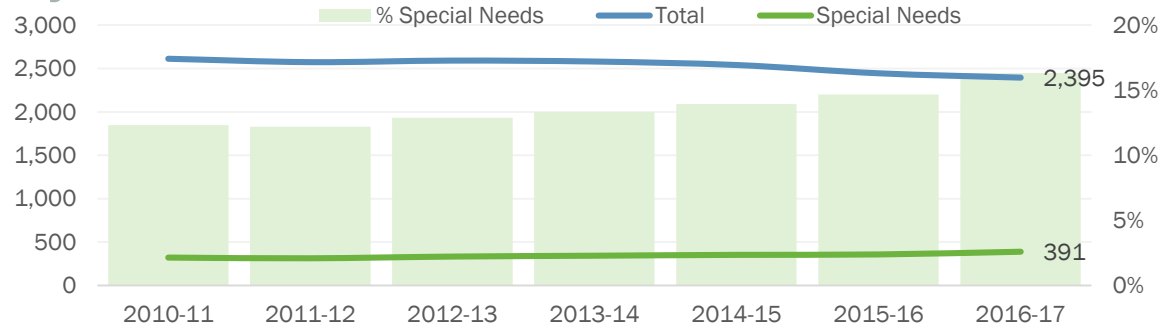


- In 2016-2017, there were 13 students per general education teacher, 10 students per special education teacher, and six students per special education Paraprofessional.

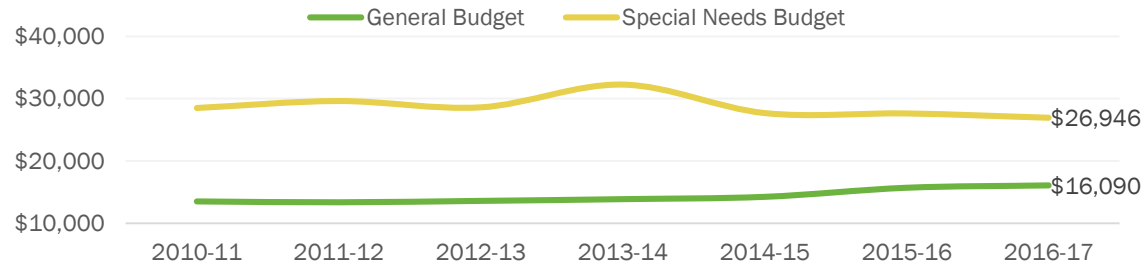
Source: Montville Public School District

## Student District Trends: Ledyard

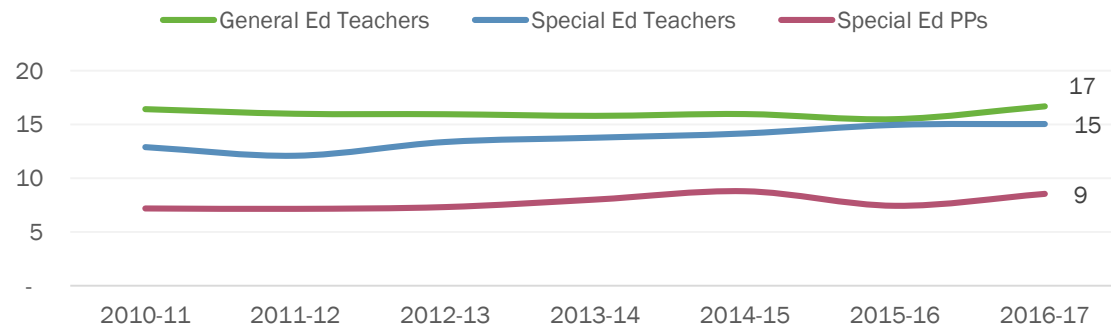
### Student Enrollment



### Average Spending per Pupil



### Students per Staff Ratio

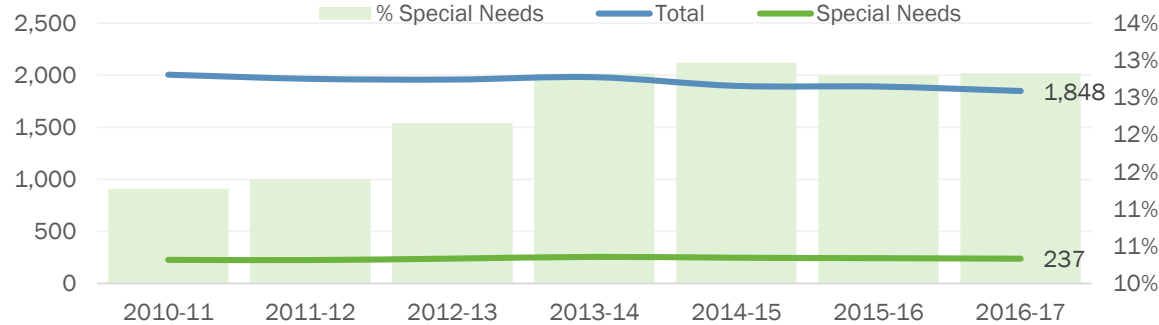


- In 2016-2017, the Ledyard Public School District had a total of 2,395 students enrolled, including 391 special needs students (16 percent). Total student enrollment has been declining in recent years while special needs student enrollment has been increasing.
- In 2016-2017, average per pupil spending was \$16,090 for the general student population and \$26,946 for the special need student population. While general spending per pupil has been increasing in recent years, average special needs spending has been decreasing.
- In 2016-2017, there were 17 students per general education teacher, 15 students per special education teacher, and nine students per special education Paraprofessional.

Source: Ledyard Public School District

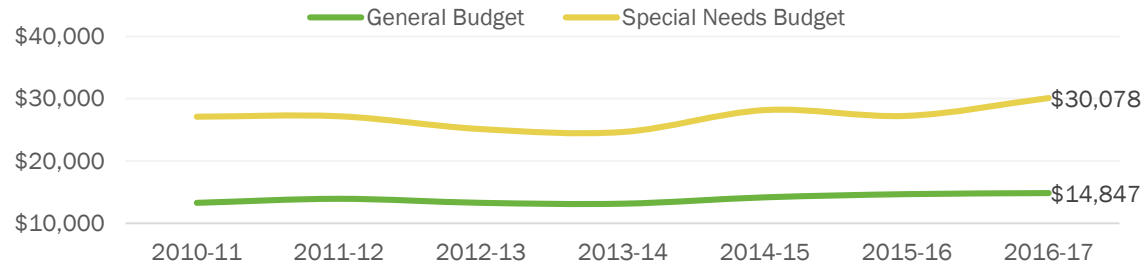
# Student District Trends: Griswold

## Student Enrollment



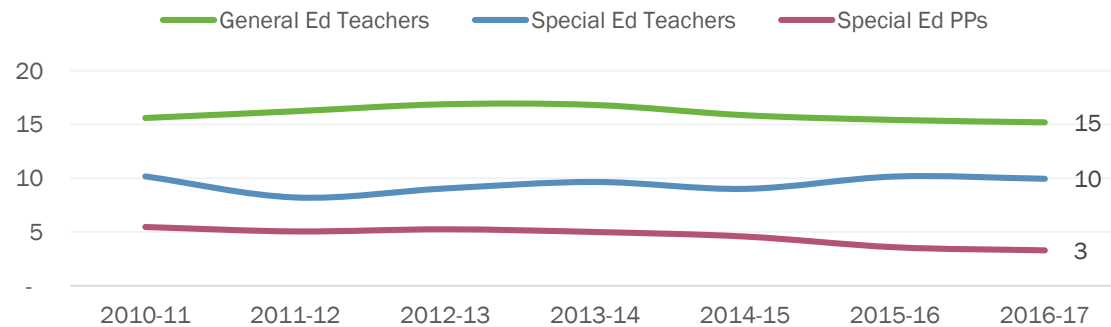
- In 2016-2017, the Griswold Public School District had a total of 1,848 students enrolled, including 237 special needs students (13 percent). Total student enrollment has been declining slightly in recent years.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$14,847 for the general student population and \$30,078 for the special need student population. Average per pupil spending for both general and special needs students has been increasing slightly in recent years.

## Students per Staff Ratio

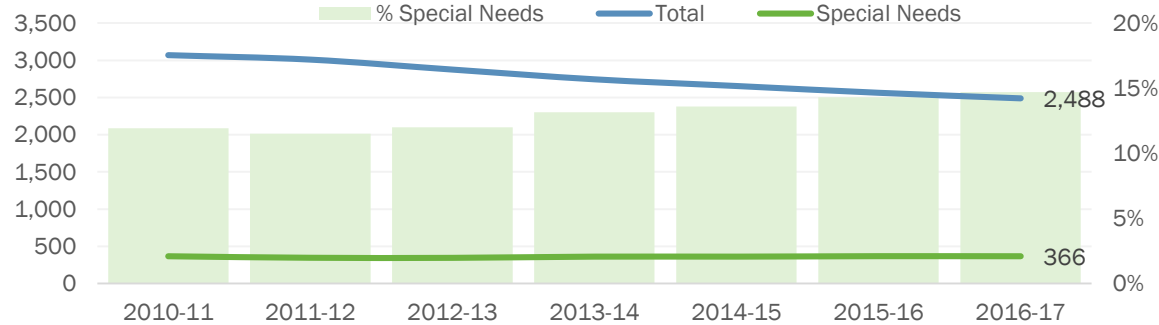


- In 2016-2017, there were 15 students per general education teacher, 10 students per special education teacher, and three students per special education Paraprofessional.

Source: Griswold Public School District

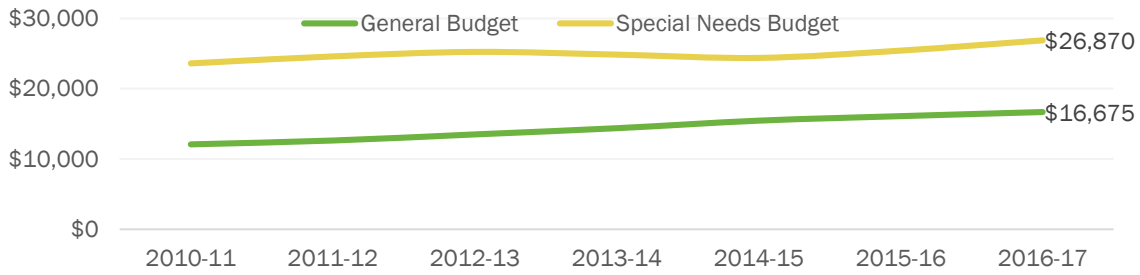
# Student District Trends: Colchester

## Student Enrollment



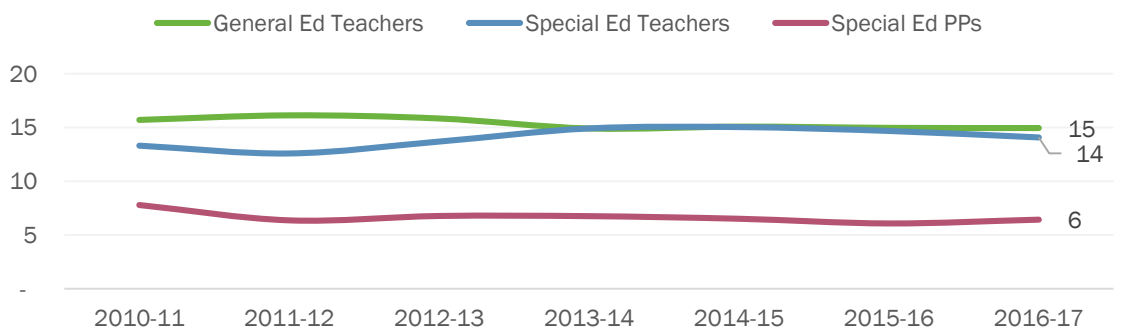
- In 2016-2017, the Colchester Public School District had a total of 2,488 students enrolled, including 366 special needs students (15 percent). Total student enrollment has been declining in recent years, while special needs enrollment has remained relatively the same.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$16,675 for the general student population and \$26,870 for the special need student population. Average per pupil spending for both general and special needs students has been increasing in recent years.

## Students per Staff Ratio



- In 2016-2017, there were 15 students per general education teacher, 14 students per special education teacher, and six students per special education Paraprofessional.

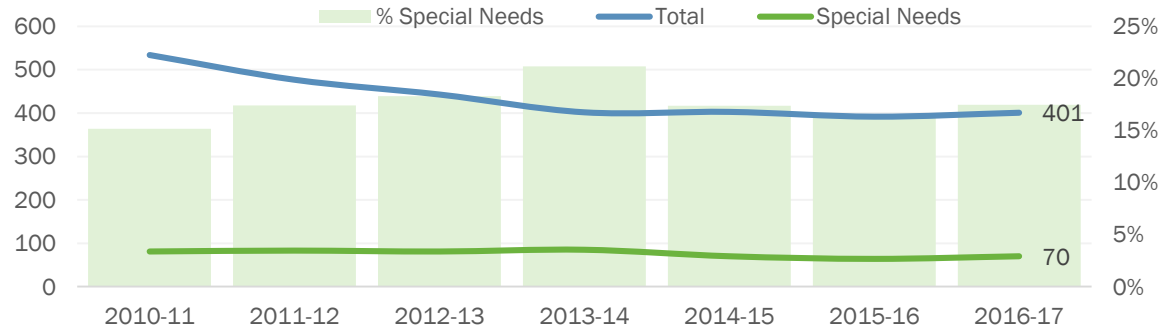
Source: Colchester Public School District

# Rural Profiles



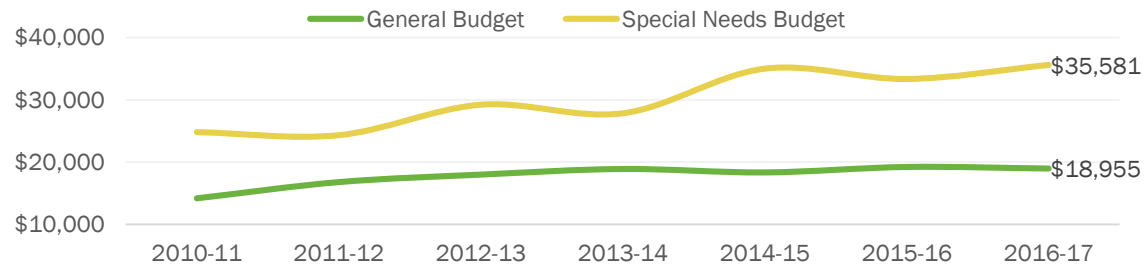
## Student District Trends: Lisbon

### Student Enrollment



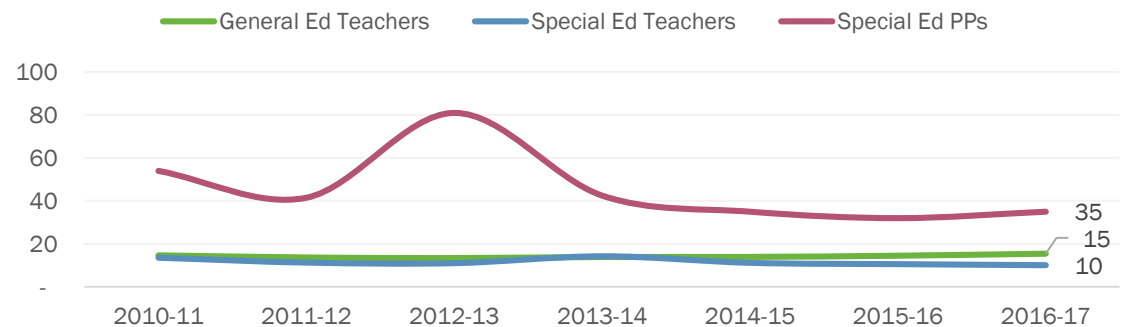
- In 2016-2017, the Lisbon Public School District had a total of 401 students enrolled, including 70 special needs students (17 percent). Both total and special needs student enrollment has been declining in recent years.

### Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$18,955 for the general student population and \$35,581 for the special need student population. Both general and special needs student spending per pupil has been increasing in recent years.

### Students per Staff Ratio

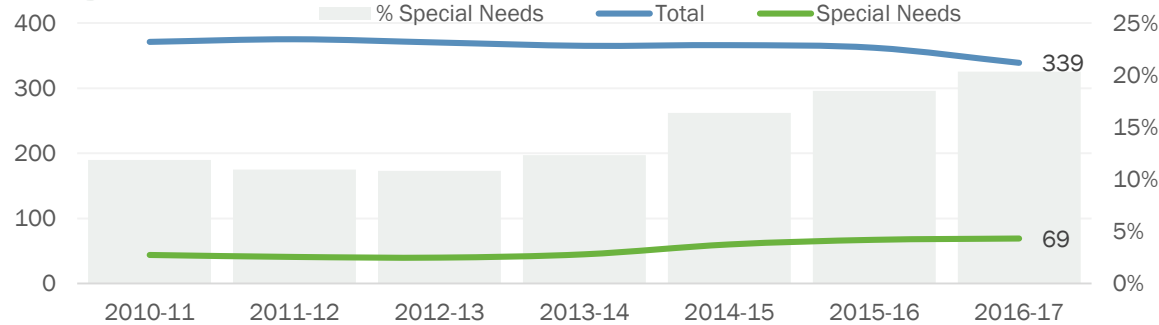


- In 2016-2017, there were 15 students per general education teacher, 10 students per special education teacher, and 35 students per special education Paraprofessional.

Source: Lisbon Public School District

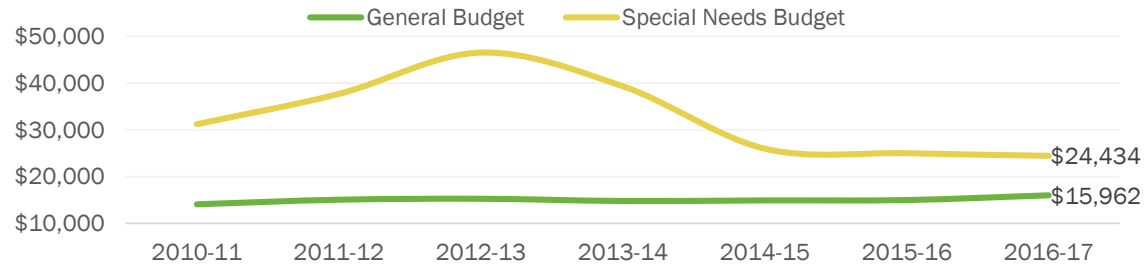
# Student District Trends: Sprague

## Student Enrollment



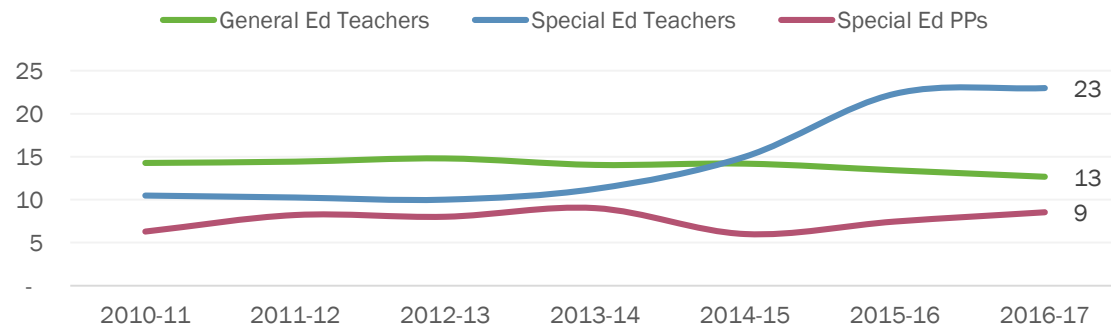
- In 2016-2017, the Sprague Public School District had a total of 339 students enrolled, including 69 special needs students (20 percent). Total student enrollment has been decreasing in recent years while special needs student enrollment has been increasing.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$15,962 for the general student population and \$24,434 for the special need student population. While general spending per pupil has been relatively flat in recent years, average special needs spending has been decreasing.

## Students per Staff Ratio



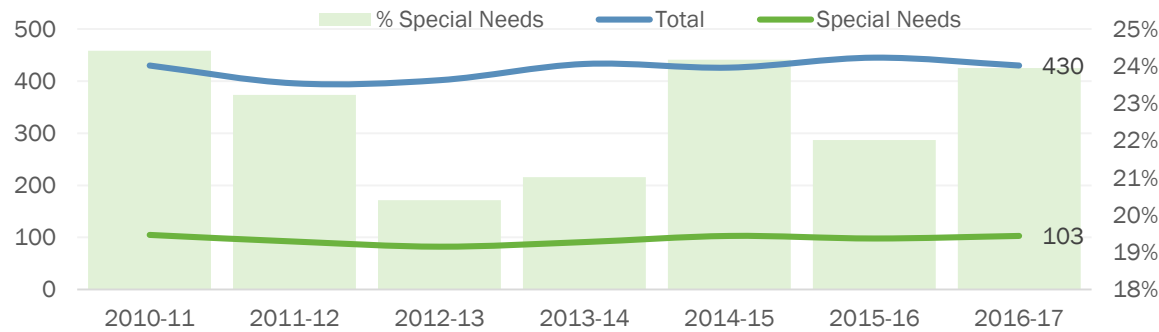
- In 2016-2017, there were 13 students per general education teacher, 23 students per special education teacher, and nine students per special education Paraprofessional.

Source: Sprague Public School District



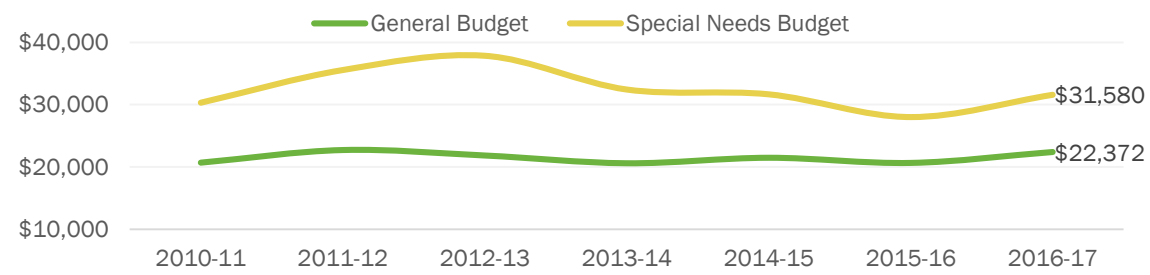
# Student District Trends: Preston

## Student Enrollment



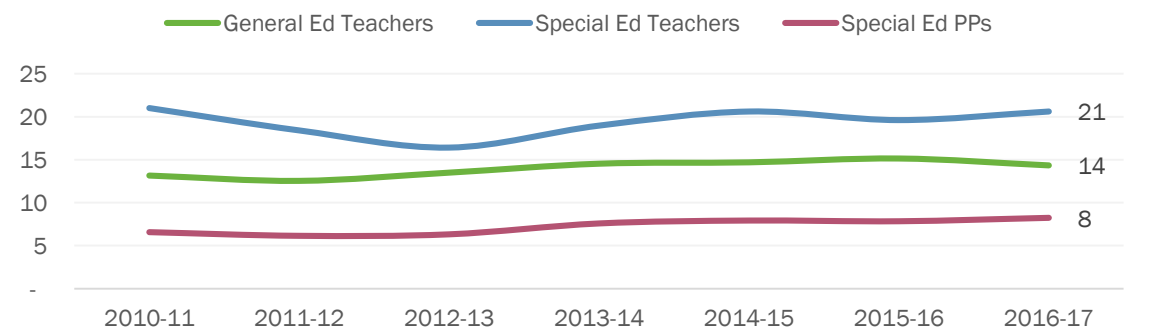
- In 2016-2017, the Preston Public School District had a total of 430 students enrolled, including 103 special needs students (24 percent). Both total and special needs student enrollment has remained relatively flat in recent years.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$22,372 for the general student population and \$31,580 for the special need student population. While general spending per pupil has been relatively flat in recent years, average special needs spending has been decreasing.

## Students per Staff Ratio

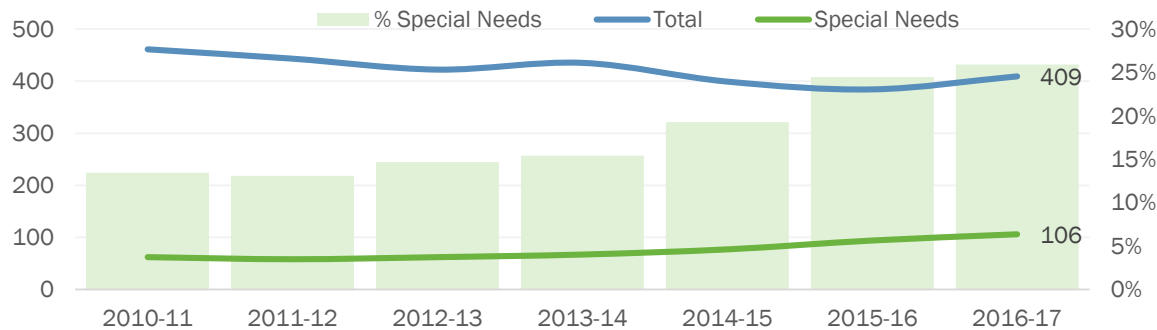


- In 2016-2017, there were 14 students per general education teacher, 21 students per special education teacher, and eight students per special education Paraprofessional.

Source: Preston Public School District

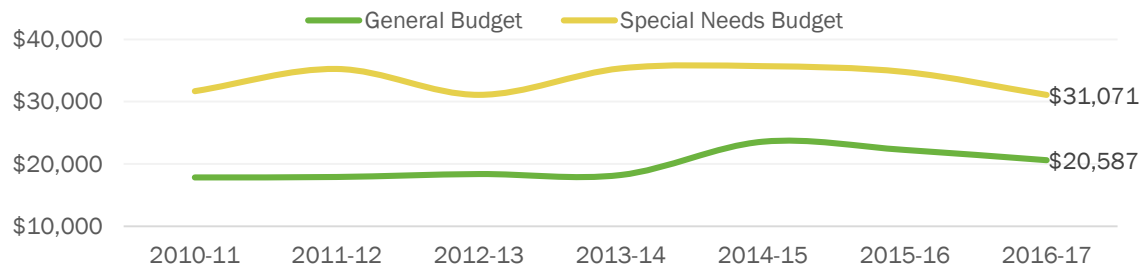
## Student District Trends: Salem

### Student Enrollment



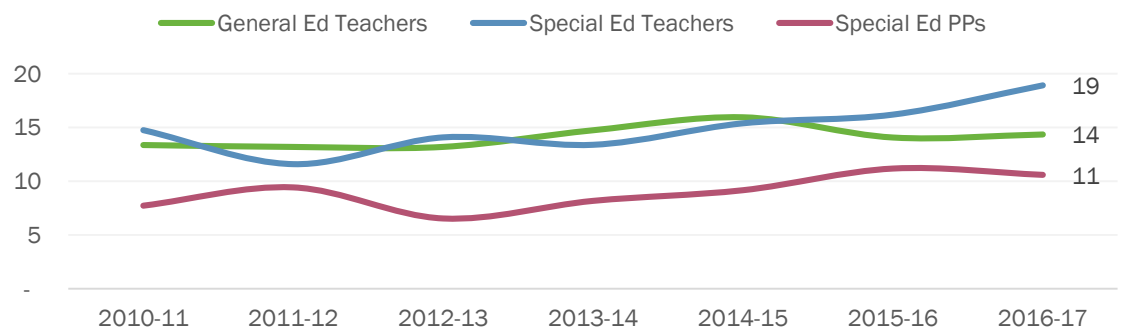
- In 2016-2017, the Salem Public School District had a total of 409 students enrolled, including 106 special needs students (26 percent). Total student enrollment has been decreasing in recent years while special needs student enrollment has been increasing.

### Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$20,587 for the general student population and \$31,071 for the special need student population. Overall, both general and special needs student spending per pupil has fluctuated but remained relatively flat in recent years.

### Students per Staff Ratio

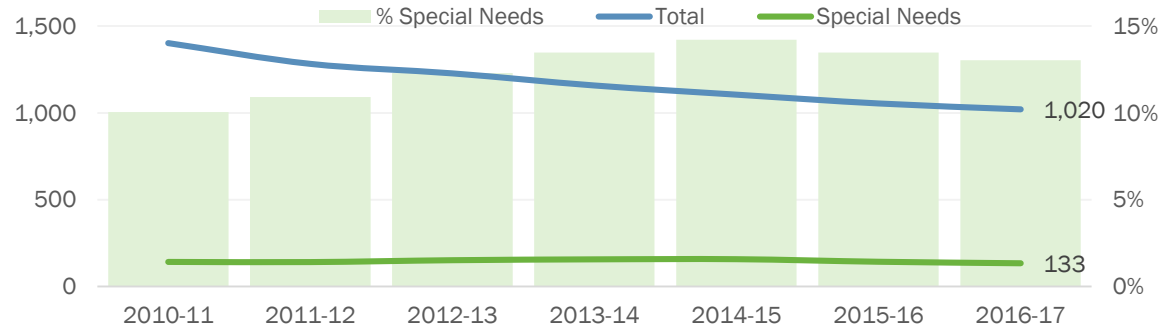


- In 2016-2017, there were 14 students per general education teacher, 19 students per special education teacher, and 11 students per special education Paraprofessional.

Source: Salem Public School District

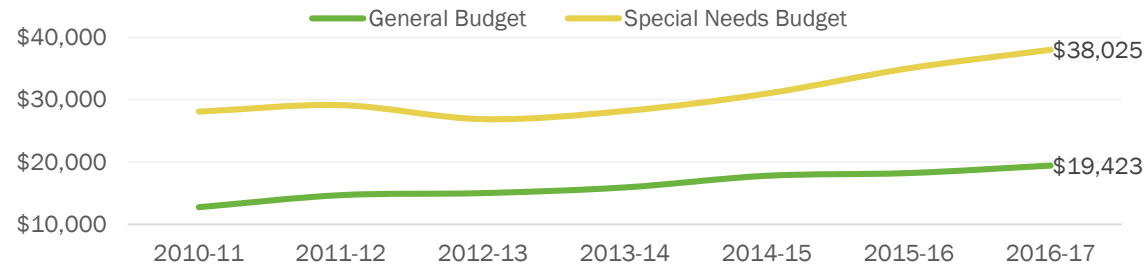
# Student District Trends: Lebanon

## Student Enrollment



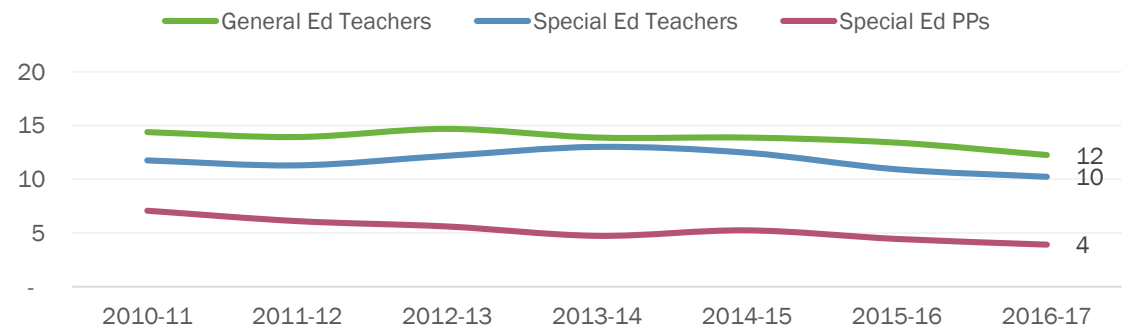
- In 2016-2017, the Lebanon Public School District had a total of 1,020 students enrolled, including 133 special needs students (13 percent). Total student enrollment has been declining in recent years.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$19,423 for the general student population and \$38,025 for the special need student population. Average per pupil spending for both general and special needs students has been increasing slightly in recent years.

## Students per Staff Ratio

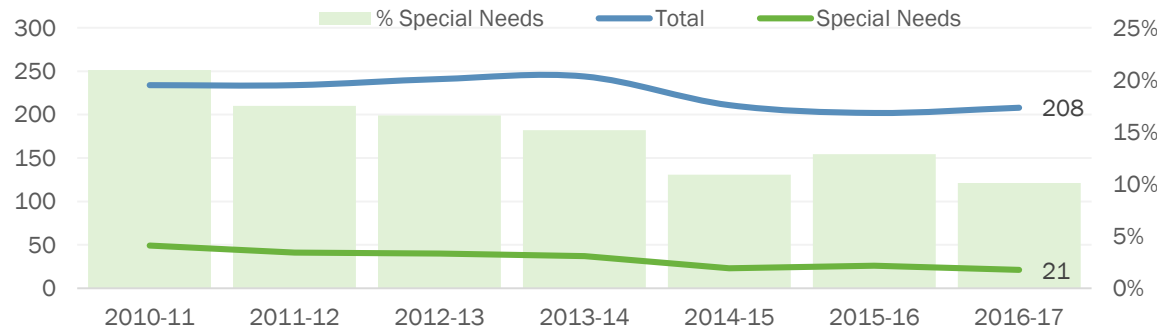


- In 2016-2017, there were 12 students per general education teacher, 10 students per special education teacher, and four students per special education Paraprofessional.

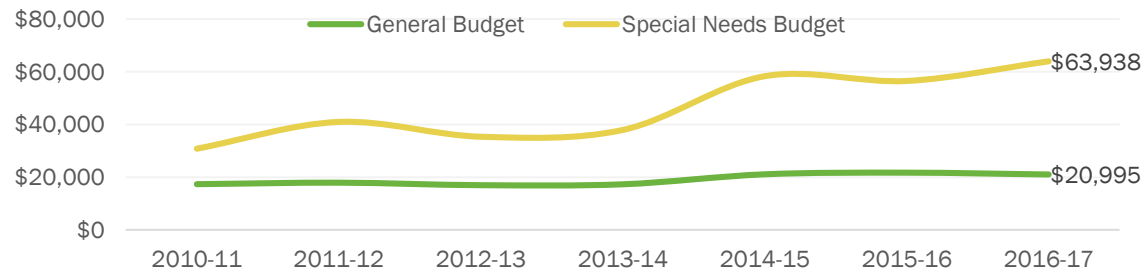
Source: Lebanon Public School District

## Student District Trends: Bozrah

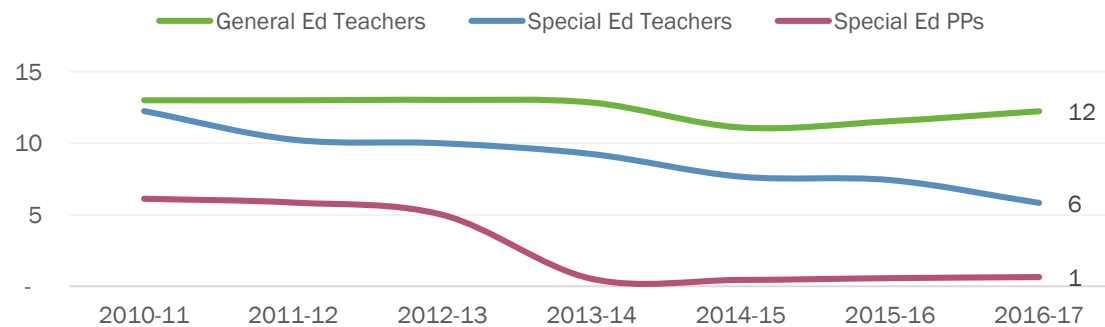
### Student Enrollment



### Average Spending per Pupil



### Students per Staff Ratio

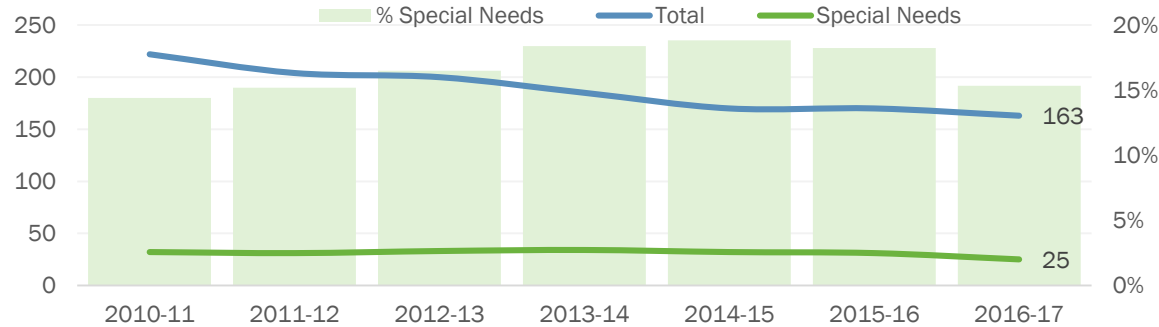


- In 2016-2017, the Bozrah Public School District had a total of 208 students enrolled, including 21 special needs students (10 percent). Both total and special needs student enrollment has been declining in recent years.
- In 2016-2017, average per pupil spending was \$20,995 for the general student population and \$63,995 for the special need student population. Average per pupil spending on special needs student enrollment has been increasing in recent years.
- In 2016-2017, there were 12 students per general education teacher, six students per special education teacher, and one student per special education paraprofessionals (Paraprofessionals).

Source: Bozrah Public School District

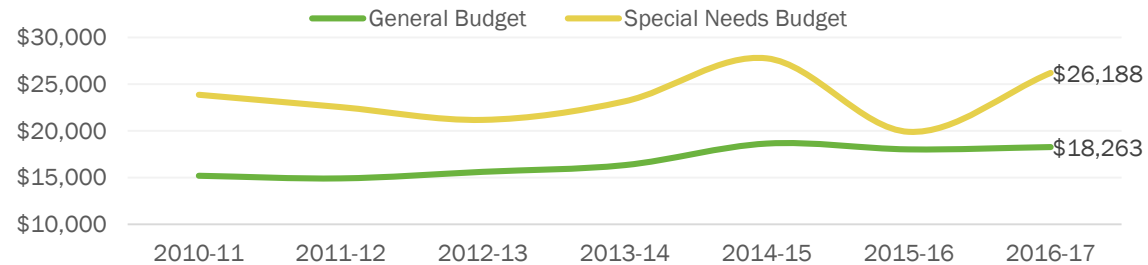
# Student District Trends: Franklin

## Student Enrollment



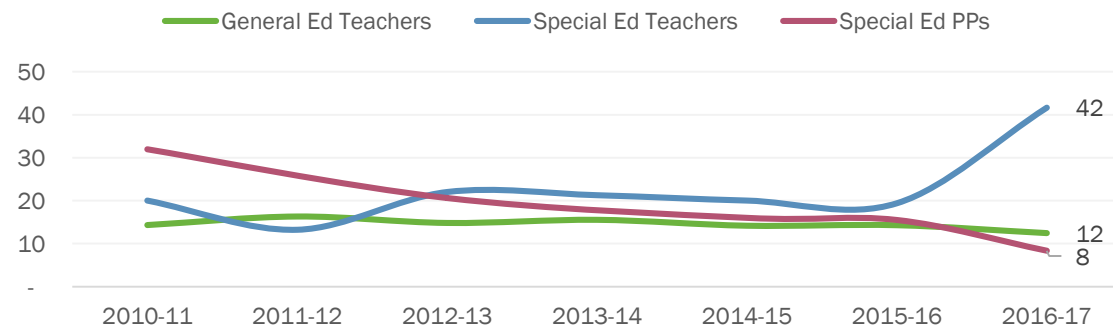
- In 2016-2017, the Franklin Public School District had a total of 163 students enrolled, including 25 special needs students (15 percent). Total student enrollment has been declining in recent years.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$18,263 for the general student population and \$26,188 for the special need student population. Average per pupil spending for both general and special needs students has been increasing in recent years.

## Students per Staff Ratio

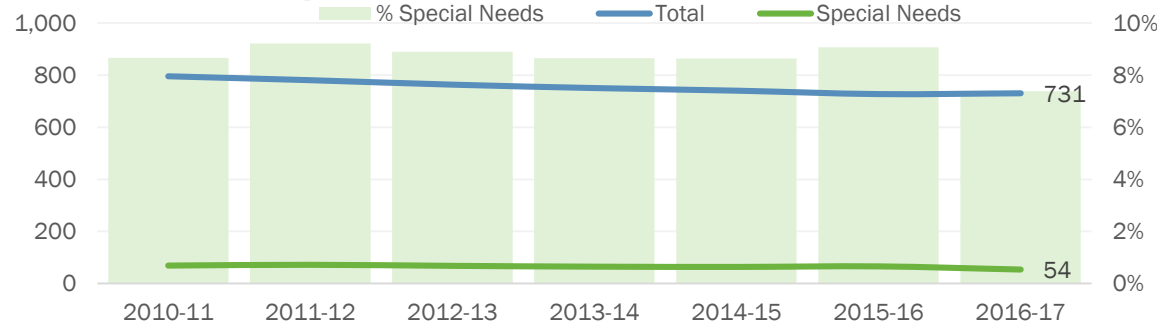


- In 2016-2017, there were 12 students per general education teacher, 42 students per special education teacher, and eight students per special education Paraprofessional.

Source: Franklin Public School District

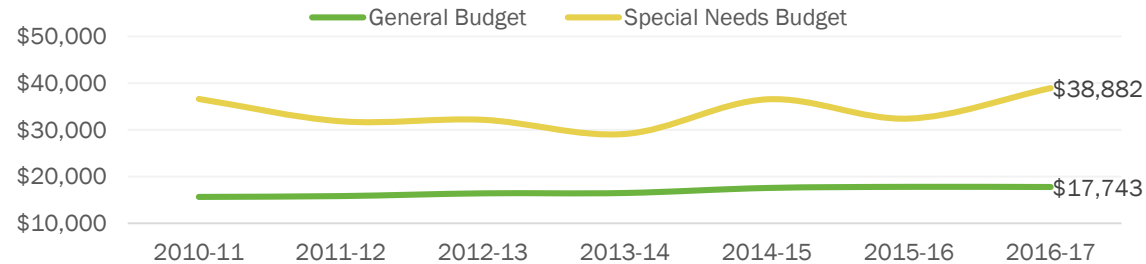
# Student District Trends: North Stonington

## Student Enrollment



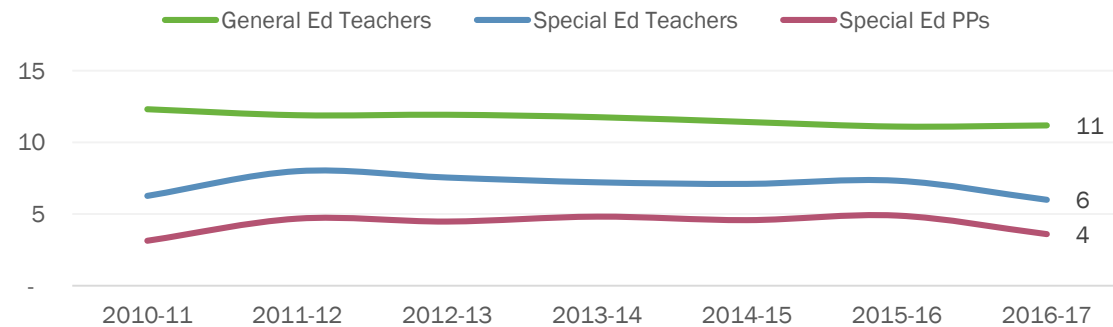
- In 2016-2017, the North Stonington Public School District had a total of 731 students enrolled, including 54 special needs students (seven percent). Both total and special needs student enrollment has been declining slightly in recent years.

## Average Spending per Pupil



- In 2016-2017, average per pupil spending was \$17,743 for the general student population and \$38,882 for the special need student population. While general spending per pupil has been relatively flat in recent years, average special needs spending has fluctuated.

## Students per Staff Ratio



- In 2016-2017, there were 11 students per general education teacher, six students per special education teacher, and four students per special education Paraprofessional.

Source: North Stonington Public School District

# Municipal & School District Interviews

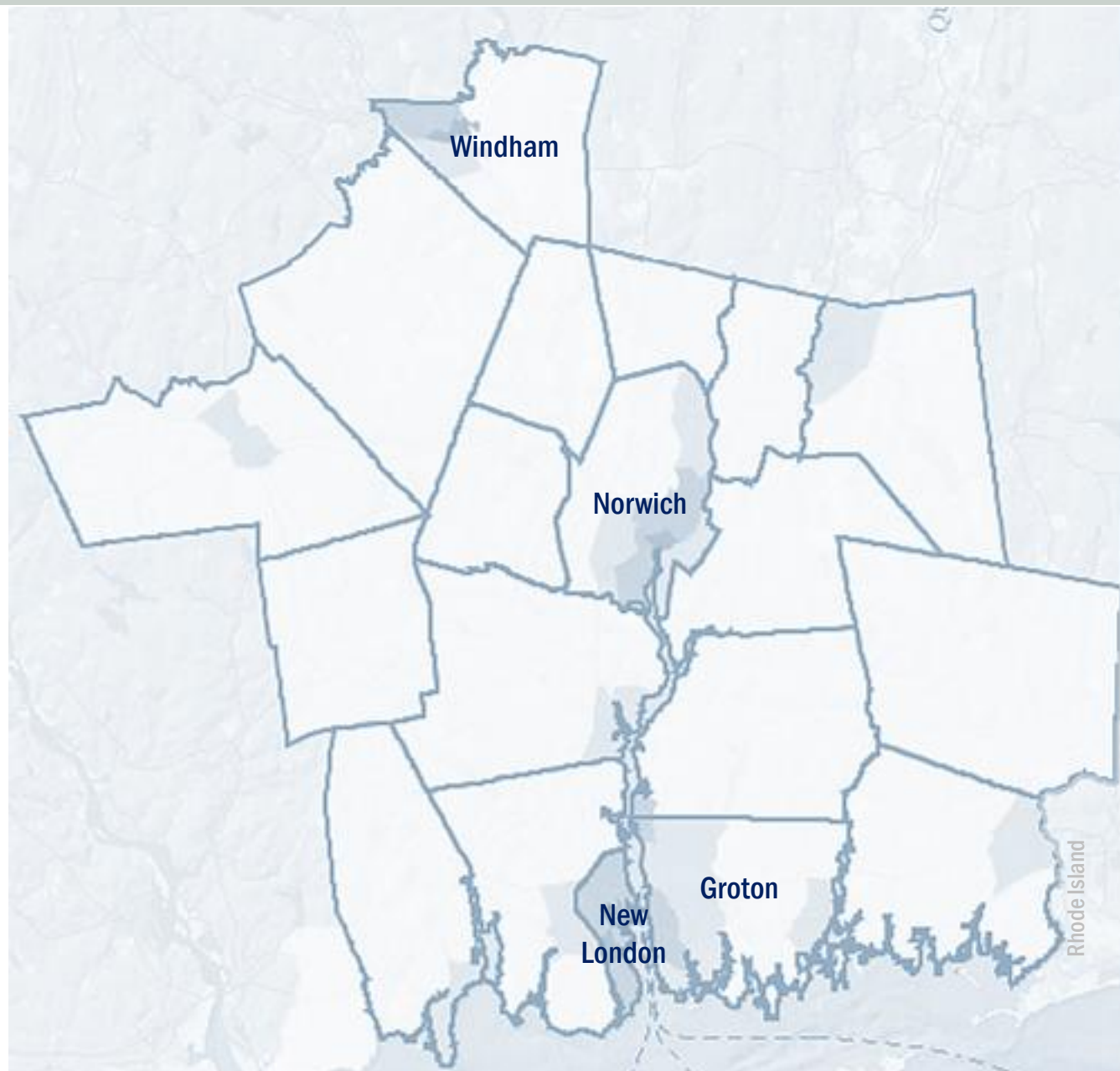
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# Urban Profiles

Generally, Southeastern Connecticut's urban municipalities\* offer two distinct sets of needs and capabilities. Those closest to the coast seem better poised for expansion, with their public service and school district capacities anticipating population increases. Further inland, Norwich's public school system is already straining beneath funding shortfalls and overcapacity.

\*This description excludes Windham, as we were unable to interview its municipal and school officials.





## Interview Feedback: New London

Our discussion with New London's municipal officials revealed an urban community in the midst of active multi-family residential housing development and anticipating more of the same in the coming years. The amount of new multi-family housing – from the recently completed to planning stages - reflect a community preparing for the influx of young professionals (particularly as a result of the Electric Boat (EB) expansion) and the downsizing of local retirees. Approximately 95 percent of development occurring in New London is residential – most of which is market-rate units (studio to two-bedroom) located within a half-mile of the train station (TOD area).

A small fraction of New London's development is comprised of opportunity-zone commercial retail and storage. While its industrial zone has not seen much development activity, New London is hoping to benefit from the offshore wind industry, thus mobilizing this sleepy segment of the city.

In light of New London's anticipated increase of 2,000 to 5,000 new residents over the next 10 years, the city officials with whom we spoke are not concerned about lack of service capacities, with their police, fire/EMT, sewer, and water infrastructure positioned to support a burgeoning population.\* Although the City may have to finance an aerial ladder truck (a million-dollar prospect) in the near future, this is independent of population change. Further, any future development in New London's industrial zone would likely have minimal impact on municipal services as they stand.

\*As we were not able to interview the New London superintendent, school capacity feedback was unavailable.

## Interview Feedback: Norwich

Our discussion with the Norwich Public School (NPS) district superintendent revealed an urban school system already stretched beyond its capacities.\* With fiscal responsibility for approximately 6,300 students (2,800 of whom are out-of-district, including attendants of Norwich Technical High School, city parochial schools, etc.), projected stable but increasing enrollment numbers, facilities in need of repair and upgrade (e.g., to meet ADA-accessible standards), and ever-increasing demand for special programming (e.g., English language learning for over 600 eligible students, mental health support for a growing student population in need, etc.), the NPS district is already facing a \$2.4 million budget deficit this year. As resources are precariously tight, only one-third of the district's budget is set aside for its Pre-K through eighth grade population. Further, 50 percent of NPS staff is grant-funded, leaving the system significantly vulnerable to funding fluctuations.

Situated between the State's two casinos, Norwich experiences a significant impact but receives no more budgetary support than other jurisdictions for its proximity to the casinos. One hundred percent of NPS district students meet the criteria for free and reduced breakfast, lunch, and dinner, suggesting a significant share of cost-burdened families in Norwich.

Along with public discourse about apartment complex development and redevelopment in anticipation of EB's expansion, consideration of the NPS district's dire capacity concerns is essential. In other words, sustainable residential development in Norwich is dependent upon significant funding increases in its school district budget.

\*As we were not able to interview Norwich municipal officials, other public service capacity feedback was unavailable.

## Interview Feedback: Groton

Groton is composed of two distinct municipalities – the larger Town of Groton and the City of Groton within it - which together coordinate their municipal planning and services. City residents pay town and city taxes, as well as support their own fire district, police force, and planning department. The Town of Groton pays for the City's road maintenance as well as 50 percent of its policing (minus the chief of police's salary) services. Groton's public school district encompasses both the Town and City. Essentially, economic development in the Town is beneficial for the City, and vice versa.

Our discussions with the Town of Groton's town manager, the City of Groton's mayor, and the school district superintendent revealed an urban community accustomed to the influx of corporate employees and the mobility of its military families. Much of the planning that occurs in Groton is predicated on the presence of EB, Pfizer, the Naval base, and UConn Avery Point. Most recently, EB's expansion announcement precipitated residential development, both currently under construction (i.e., a 147-unit residential development) and in the planning stages (e.g., former school buildings repurposed as mixed-use developments). With approximately 80 percent of EB's workforce residing beyond Groton, public officials hope new residential development will change this. In a joint effort between the Town and City of Groton, a tax increment financing (TIF) master plan was recently established to revitalize commercial spaces along Route 1 and the Gold Star Highway, as well as to develop high-density residential and commercial uses along Five Corners and Thames Street.

From a public service capacity standpoint, Groton is well-positioned for residential growth, with the exception of revisiting the size of its town and city police forces once the full impact of EB's expansion is understood. In fact, the Town expressed interest in supplying public services to neighboring jurisdictions for extra revenue, exemplified by its fire dispatch services for North Stonington.

## Interview Feedback: Groton (continued)

As EB and Pfizer are located within the City and most of their employees live beyond Groton, the City's population grows by approximately 20,000 each day. With a projected 5,000-employee increase within Groton over the next decade, the City is particularly concerned about parking capacity and transportation – which it views as regional challenges. As such, this matter is included in the *SUBASE New London Joint Land-Use Study* (JLUS).

Initiated in 2014, the \$84.5 million *Groton 2020* public school consolidation project will be complete by 2021, ultimately cutting costs and staff redundancies, as well as increasing racial and socio-economical diversity in Groton's schools. Additionally, Groton 2020 positions the district to handle an uptick in student enrollment. Because of its military and tribal community presence, Groton's school district has been cushioned by consistent federal funding. Until recently, its state funding was also generally reliable. Despite Groton's 2018 designation as an Alliance District, it was subsequently declared overfunded by \$4.5 million, making the school district nervous about the tenuous nature of its state funding.

# Suburban Profiles

Collectively, suburban municipalities are complex from an economic development perspective, as they typically encompass combinations of rural, suburban, and sometimes even urban elements.

Southeastern Connecticut's suburban municipalities represent a broad mix of visions, needs, and capabilities – some whose service capacities anticipate more development, others that want more development but face significant budgetary hurdles – particularly where public school funding is concerned, and others still that are not interested in excess development.



## Interview Feedback : Waterford

Our discussions with Waterford's public officials and superintendent reveal a suburban municipality with active multi-family rental housing development along its Route 85 corridor and four newly constructed public school facilities built within the last 10 years. Two elements that distinguish development and tax-base considerations in Waterford are its abundant wetland areas and dependence upon the two local nuclear power plants for tax-base stability. Waterford's wetlands necessitate careful land development, while recent public discussions about the nuclear plants' future viability in Connecticut is a subject of some consternation.

Over the last 20 years, Waterford has seen steady increases in its senior population, slight declines in its student population, and an ever-growing need for special-education programming in its schools (currently, 16 percent of the student body requires such programming). Between Waterford's sizable senior population and the presence of the nuclear plants, it is equipped with relatively large fire/EMT and police presences. While Waterford's school facilities offer plenty of room for student enrollment growth, more staff would likely be needed, particularly at the middle- and high-school-levels (in math, science, and foreign languages), were the general population to increase. As the school district relies heavily upon funding from the town government (94 percent), state and federal funding is not as significant as in other municipalities. Overall, Waterford has ample service capacities to support new development.

With successful inter-local service agreements with New London and East Lyme (e.g., animal control, sewer, police, investigative services), Waterford views these relationships as mutually beneficial.

## Interview Feedback: East Lyme

Our discussions with East Lyme's first selectman and superintendent revealed a suburban coastal town whose current residential and commercial development is primarily focused on a large parcel just off of one of its interstate exits (Exit 74 off of I-95). As only seven percent of East Lyme is zoned commercial/industrial, this significant parcel includes allotment for a 280-unit residential development, with 120 units (100 percent rented) currently being readied. Other development activity in East Lyme includes a 23-home single-family development, 65 to 75 affordable housing units, and 12 condominium units and a new police station in downtown Niantin.

With a current total enrollment of 2,700 students (including an approximate 220 high school students from Salem), East Lyme is anticipating a total of 3,200 students in seven to 10 years. A redistricting plan for the fall of 2019 was implemented to address the imbalance between its three elementary schools, all of which are being renovated in the meantime. This redistricting will also reduce the need for two buses and three staff positions. Despite the fiscal health of East Lyme's school district, like many of Connecticut's school systems, it is bracing for the results of the governor's budget proposal. If his proposal passes, there will be consequential budget cuts.

With Submarine contracts, EB's expansion, and the presence of Pfizer, East Lyme is anticipating expansion and planning its service and school capacities, accordingly. With the exception of likely needing to augment its police force and request more sewer capacity from New London, the Town is poised for population increase.

## Interview Feedback: Stonington

Our discussions with Stonington's public officials revealed a coastal suburban community and one of the State's largest tourism centers, with a population that nearly doubles during the summer months. Although Stonington's school-age population has been on the decline, it is one of the few municipalities expected to grow (approximately two percent per year).\*

Stonington's Plan of Conservation and Development (POCD), handled in-house and thus allowing residents to actively participate, is a working document used in all matters of development consideration and focused on maintenance of the Town's character, history, and culture. When Stonington recently considered a family housing development, it opted, instead, for a multi-family development aimed at young professionals and empty-nesters, putting less of a strain on the public school system. Other recent and current development includes a fourth affordable housing complex; medical office development; and Stone Acres, a 70-acre organic farm and CSA in Mystic - 50 percent of which is open-space development. Stonington is intentional in limiting development and focusing more on infill and repurposing.

Because of Stonington's heavy tourist traffic, it is equipped with a large police force (36 officers) and fire department (six, mostly staffed by volunteers) presence. Its EMT service is shared with Groton and Westerly, Rhode Island (which supplies Stonington's water line). The Town's three sewer treatment plants have become a cost issue, as they represent more capacity than Stonington needs. There is also more than enough physical capacity in the Town's school district; yet, because of its sudden loss of state funding this year, there is no margin for school growth; in fact, teachers will need to be laid off and a school facility to close. Although Stonington's other public capacities are positioned to handle population growth, its school system is not.

\*As we were not able to interview the Stonington superintendent, school capacity feedback was limited.



## Interview Feedback: Montville

Our discussions with Montville public officials revealed a suburban community with three very distinct sections: a rural area to the west, a suburban area to the east, and a small urban segment on its northern border, influenced by the presence of the world's second largest casino.

New development in Montville is largely residential, with an old factory building along the Route 32 corridor being redeveloped into residential units, as well as two nearby townhouse developments. Since school district enrollment\* has been declining along with median family size, these housing additions are a welcome occurrence for a town that has seen stagnant growth over recent years. Montville would like and has service capacity for more development – preferably residential development, and specifically, new apartment units to satisfy demand; indeed, the Town recently changed zoning regulations to encourage such development. There is an old industrial tract of land along the Thames River that Montville would like to see developed with new apartments.

Montville reports enough police, fire, EMT, sewer, and water capacity for the short term, and would reassess these services if development were to increase at a significant pace. In addition to its inter-local EMT service agreement with the Mohegan Tribe (which also operates the casino), Montville shares animal control services with neighboring Salem.

\*As we were not able to interview the Montville superintendent, school capacity feedback was limited.

## Interview Feedback: Ledyard

Our discussions with Ledyard public officials and superintendent revealed a suburban bedroom community whose lack of direct interstate access, significantly limited public infrastructure (water and sewer), and low population density have not attracted the commercial development many of its residents would like to see. Residential development, however, is booming. With multiple residential developments (multi-family, single-family, and age-restricted units) underway, and more being considered, the Town expects a new demographic shift; although its population is aging, officials anticipate young families moving to Ledyard in the near future.

Of the Town's two well-equipped fire departments, the Ledyard Center department is low on human capacity, as it is challenging to find young volunteers. Still, the Town's municipal service capacities are positioned to support the projected population increase. Ledyard has a shared equipment agreement with Groton and dispatch service with Preston, which is in discussion with Ledyard in regard to use of its policing services.

In March 2019, following a district-wide school modernization program, Ledyard's Board of Education approved a redistricting program which would close one of three elementary schools. With a projected enrollment increase of four percent over the next five years as a result of new housing, Ledyard's school facilities have more than enough physical capacity to support such development. However, there are concerns regarding the school district's employee and programming capacities. Over the next two years, Ledyard will see a high utilization of teaching staff, as it stands. The marginal cost per student could increase significantly with a moderate jump in enrollment. The Ledyard school district will receive between \$10 and \$11 million in state funding this year, along with approximately \$1.3 million in federal funding (part of the Impact Aid program, which Groton also receives).

## Interview Feedback: Griswold

Our discussions with Griswold's public officials and superintendent reveal a designated suburban community self-described as rural in nature. Griswold envelopes the Borough of Jewett City (whose warden was also interviewed). Although Griswold is seeing an increase in new residential development (single-family homes, mixed-use development, assisted-living and skilled nursing/memory-care units), it is an economically depressed community whose future health seems to depend upon increased commercial and industrial development, which would, in turn, depend upon the extension of its limited public infrastructure (i.e., sewer and water lines).

Griswold participates in the State's resident state trooper program, and relies upon an all-volunteer fire department that struggles to retain daytime volunteers. Although the Town has an equipment-sharing program with Voluntown, it hopes for more such inter-municipal sharing agreements to defray costs. The excess capacity in Griswold's high school, for instance, could be a solution for regional sharing of school space.

Griswold's public schools are primarily (three of four buildings) located on a shared campus, a cost-cutting measure which reduced bus routes and staffing. From a physical capacity and maintenance standpoint, the Griswold schools are in good shape, with renovations to the elementary and middle schools within the last 15 years. However, a 2018 New England School Development Council (NESDC) study projected Griswold's enrollment would drop by 12 percent in five years. This, combined with Griswold's lack of substantial state and federal funding, places its schools and community in a precarious position. Three bonding issues, which would direct much-needed revenue into the school system, are currently up for consideration. One of the bonding issues involves the extension of a gas line to the high school as well as into a commercial development zone, which would be one small step toward attracting the development it needs.

## Interview Feedback: Colchester

Our discussions with Colchester's first selectman and superintendent revealed a designated suburban municipality self-described as a rural, bedroom community of large land parcels. Colchester was one of the State's fastest-growing municipalities during the 1980s and 1990s (in terms of population and square-foot development), but it has seen flat growth ever since. Although there is available land for residential development, the Town has determined that the educational costs of supporting family housing growth would outweigh any added tax revenue. Consequently, Colchester's only significant new development over the last several years has been multi-family senior housing, and its 10-year projected median age is 55. Commercial and industrial development is relatively non-existent, despite the Town's tax incentive program for new retail.

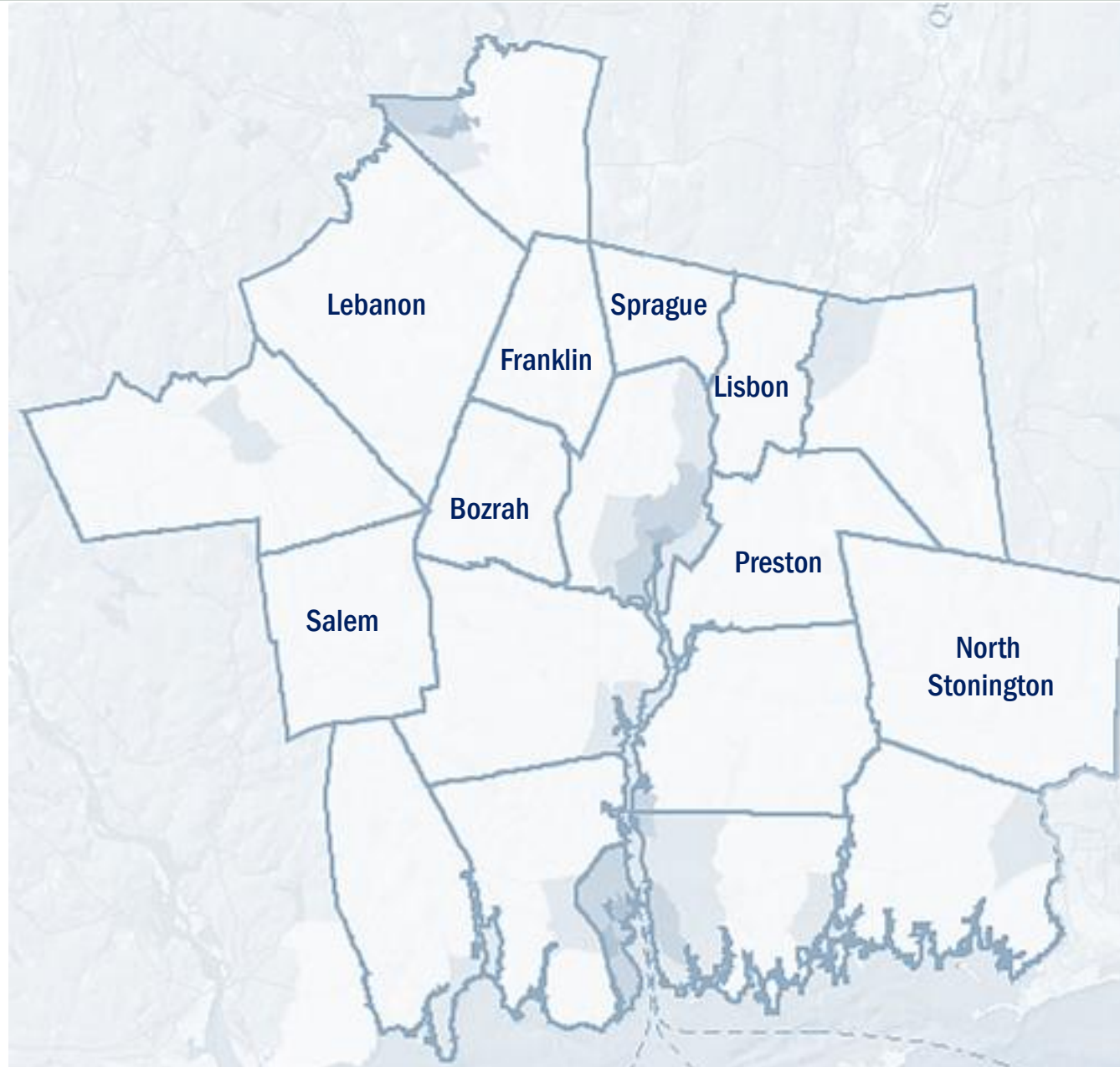
Colchester has a full-time police force and paid fire/EMT department. With help from a state grant, the Town's sewer and water lines were recently extended four miles out from the downtown area. From a municipal services standpoint, the Town would be equipped to support population increases. Colchester and neighboring municipalities share services and equipment on a by-need basis.

Although Colchester's public school enrollment has been declining in recent years (losing 400 students over the last three years), the Town expects a tapering off, particularly at the elementary level – just to the point that schools will be able to retain current programs. Colchester's high school enrollment is more of a concern, with a projected loss of 180 students over the next five to 10 years, threatening its prized comprehensive programs. Further, the high school's mechanical systems are in need of an overhaul – a projected \$5 million upgrade, which is not currently included in the school district's \$40 million annual budget. As Colchester is a quickly aging, fiscally conservative community not closely connected to the schools, added academic funding costs will not be easy to pass.

# Rural Profiles

For the most part, Southeastern Connecticut's rural municipalities\* are struggling with dwindling populations, near-full or strained municipal service capacities, and the threat of state budget cuts that its school districts can ill-afford. Thus, many of these rural communities are searching for ways of sharing service costs, as well as encouraging regional service programs.

\*This description excludes Preston, as we were unable to interview its municipal and school officials.



## Interview Feedback: Lisbon

Our discussions with Lisbon's first selectman and superintendent reveal a rural community experiencing moderate residential development (market-rate and affordable single-family homes). With limited public transportation routes, there is no demand for multi-family or senior housing. Lisbon's two large commercial centers (near Route 12) seem to satisfy the retail needs of local residents.

From a public service capacity perspective, Lisbon has one resident state trooper on call, an all-volunteer Fire/EMT force, and sewer service limited to the Route 12 corridor (connected to the treatment plant in Jewett City).

The Town will be holding a public hearing in June 2019 regarding the construction of a new \$11 million fire station, as the old station is too small and outdated. Although Lisbon often struggles with retaining daytime volunteer firefighters, it generally has the service capacities to support its current pace of residential growth.

Lisbon public schools include grades Kindergarten through eighth, with a total enrollment of approximately 380 students - down significantly from previous years. Any additional enrollment, due to current new housing development, will not substantially impact the school system's building capacity.

## Interview Feedback: Sprague

Our discussion with Sprague's first selectman revealed a small, economically distressed rural community of approximately 3,000 residents. A former mill town, Sprague is heavily dependent on the state funding it receives for its industrial heritage. The Town is composed, primarily of lower-priced residential units rented by lower-income households, and new single-family detached residential development is negligible. There is demand, however, for another 50 to 100 efficiency to two-bedroom apartments in Sprague, which could potentially be accommodated on a former mill site, as long as zoning regulations would allow such development.

Over the last 12 years, two of Sprague's' industrial spaces (boxboard and paper mills) have shut down, idling 300 employees, about a third of whom were residents. A solar project moved into the former boxboard mill, and the other building has yet to be inhabited. Sprague will be issuing an RFP in the summer of 2019, offering another vacant mill site (16-acre) for one dollar, as it requires cleanup the Town cannot afford.

From a public services standpoint, Sprague's sewer and water lines are concentrated in its downtown area, with limited sewer and natural gas access to some former mill sites. The Town hires one resident state trooper and relies on an all-volunteer fire department, whose members are a challenge to retain. Sprague must depend on as many regional services (animal control, health district) as possible, as its budget is tight. Generally, the Town has the service capacities to support its current pace of residential growth.

Sprague's school district includes approximately 330 Pre-K through eighth-grade students, with about 150 high-school-aged residents transported to neighboring high schools. With a range of school choice, which is state-mandated, transportation of these students has become a cost issue for the Town.\*

\*As we were not able to interview the Sprague superintendent, school capacity feedback was limited.

## Interview Feedback: Salem

Our discussions with the Salem first selectman and superintendent revealed an aging rural community whose school population peaked in 2002 (610 Pre-K through eighth grade students). Residents ages 55 and older are the fastest-growing demographic in Salem. Housing construction is slow, with only one small, single-family development built over the last 10 years, and a 12-cottage, age-restricted housing development in the pipeline. With the strength and reach of the Salem Land Trust, there is not a lot of land to be developed, least of which would be for industrial or large commercial purposes. Since Route 11 dead-ends into Salem, it is difficult to attract commercial tenants. The small-scale commercial activity that exists seems to meet demand.

From a public service perspective, Salem seems to be struggling with its current capacities. It has two resident state troopers, whose rising salaries are becoming unsustainable. Salem's fire/EMT service is composed of two independent departments, with two paid positions and about 35 volunteers between them. Between rising equipment costs and the struggle to retain volunteers, Salem hopes these services will become regionalized. The Town participates in as many inter-jurisdictional service-sharing programs (e.g., animal control, dispatch) as feasible.

Salem's one Pre-K through eighth-grade school facility houses approximately 415 students, and its high-school-aged students (about 220) attend East Lyme High School. Enrollment has remained flat with slight increases over the past few years, but there is a projected increase of approximately 15 students per year over the next five years – factored primarily because of the EB expansion. Salem has available school capacity for the coming years, as long as the distribution of students is fairly even among grade levels. The Town anticipates its state funding will be reduced, which has been calculated into its planning.



## Interview Feedback: Lebanon

Our discussions with Lebanon's public officials and superintendent revealed an aging, rural farming community with flat overall population growth and a steep decline in its school-age residents. At most, there are 10 single-family homes built each year. Recently, an eight-unit senior housing (two-bedroom rentals) development was constructed, with land for another eight units behind it. As one of the State's largest agricultural producers, Lebanon focuses on agricultural, rather than residential and commercial development. A newly constructed two-acre wholesale farming greenhouse is the Town's most recent testament to its economic initiative.

Although some of Lebanon's zoning has been changed to accommodate higher-density development, there is a lack of public infrastructure (limited water and sewer services) to support it. Lebanon has one resident state trooper and a supplemental three-constable team. Its fire/EMT force is all-volunteer, whose members Lebanon struggles to retain. Another area of strained capacity is its fire-station facility space. Although Lebanon has some minor equipment-sharing agreements with nearby jurisdictions, it is mostly self-contained in this way. Lebanon would like to participate in more inter-municipal sharing, but other towns have not shown interest.

Lebanon's three public schools have a good deal of unused physical capacity, as enrollment declined precipitously (by 40 to 50 students annually) over the last several years. However, projections indicate only slight declines over the next 10 years. As the school budget has remained fairly stable, the district has not had to decrease programming. However, there is concern over a possible reduction in Lebanon's Educational Cost Sharing (ECS) grant, which would disrupt this balance. Lebanon High School, with its regional agricultural program, has hosted students from neighboring Sprague, Franklin, and Bozrah. Most recently, Lebanon attempted a partnership with Norwich, as boosting its high school enrollment is a priority. The Town has tried to encourage the same in regard to its middle school enrollment, but to no avail.

## Interview Feedback: Bozrah

Our discussions with Bozrah's first selectman and superintendent reveal a small, aging, rural community with a projected median age of 55 in 10 years. In 2015, Bozrah rewrote its POCD, encouraging healthy economic development of targeted areas (Stockhouse Road and Route 82 corridors), while retaining its rural character. In addition to the 120-unit senior housing development being built along the 82 corridor, Bozrah is seeing more interest in the large, undeveloped parcels in that area. Its village centers have little available room for development.

Bozrah hires one resident state trooper and relies upon an all-volunteer fire/EMT force. Water and sewer service limited, but with the extension of services to the Route 82 corridor, development potential will increase. The Town is also hoping for a design grant for sewer system development along the Stockhouse Road corridor. Although Bozrah does not have inter-local service agreements in place, it is exploring a water and sewer agreement with neighboring Franklin. In terms of its public services, Bozrah is currently at capacity and planning an increase in its fire/EMT services with the opening of the senior-housing development in the summer of 2019.

The school district manages one public Pre-K through eighth-grade facility, at which enrollment is approximately 195 students. Bozrah's high-school-age students have the option to attend school in Norwich or Lebanon. With a 10-year projection that places enrollment at 180 in 2029, physical capacity at Bozrah's school is not an issue. Instead, funding for staff and programming is the school system's biggest challenge. Bozrah does not have the budget to support new resources, yet special education programs are mandated and increasing in demand – all in the face of anticipated cuts in state funding in the coming years.

## Interview Feedback: Franklin

Our discussion with Franklin's public officials revealed a small, aging, economically strained, rural community that saw its greatest population in the mid-1800s. With few young families relocating to Franklin, there are approximately three single-family homes built each year. There is a \$10.2 million sewer and water installation currently underway in Franklin's southern commercial and industrial zone, covering about 500 acres (two miles of state road) of previously dormant parcels. Franklin is hoping that this utilities extension, the Town's low tax base, and access to the interstate will stimulate much-needed commercial and industrial development – which could, in turn, increase demand for and development of affordable housing, of which there is already a shortage.

Franklin has enough service and infrastructure capacity to support its current population, which, at this point, is not projected to substantively increase. The Town hires a resident state trooper and an outside EMT provider, and relies on an all-volunteer fire department. Franklin has an equipment (road sweeper and mower) sharing program with Bozrah and Sprague, and is hoping to expand this capacity with a vac truck for stormwater clean-up.

Since Franklin's school-age population is shrinking to the point of unsustainable under-capacity of its one school facility, it has been considering opportunities to merge with other school systems.\*

\*As we were not able to interview the Franklin superintendent, school capacity feedback was limited.

## Interview Feedback: North Stonington

Our discussion with North Stonington's first selectman revealed an aging rural community whose population, unlike those of many rural towns, has slowly increased over the years. Although development is relatively dormant in North Stonington, the Town is in dialogue with residential and commercial developers. In 2015, North Stonington rewrote its POCD, with a focus on healthy development in targeted zones (i.e., near I-95 exits 92 and 93, and along the Town's western border, near the casino) and character preservation. While North Stonington is not encouraging residential development that would impose burdens on its school system, it is hoping to attract new senior and young professional housing development.

North Stonington's public services include two hired resident state troopers, an all-volunteer fire department, and a volunteer/career EMT department. As the Town's public water service is quite limited and has no sanitary sewer service, it is investigating the viability of water and wastewater projects. With its public services at full-capacity, North Stonington is hoping to establish inter-municipal sharing programs (it has discussed animal control and sewer with Stonington, although nothing has been decided).

In 2016, the Town opted to invest in its schools, approving large-scale facility renovations. Despite this and a gradual decline in its student enrollment, North Stonington's schools are at near- or full-capacity.\*

\*As we were not able to interview the North Stonington superintendent, school capacity feedback was limited.

# Appendix

## Appendix: Interviews Contacts

The following individuals participated in our municipal and school district interviews:

### New London

Michael Passero - Mayor  
mpassero@ci.new-london.ct.us  
(860) 447.5201

Felix Reyes - Planning Director  
freyes@ci.new-london.ct.us

### Norwich

Abby Dolliver - Superintendent  
adolliver@norwichpublicschools.org  
(860) 823.6284 x2050

### Groton

John Burt - Town Manager  
jburt@groton-ct.gov  
(860) 441.6690

Michael Graner - Superintendent  
mgraner@groton.k12.ct.us  
(860) 572.2141

### City of Groton

Keith Hedrick - Mayor  
mayor@cityofgroton-ct.gov  
(860) 446.4101

**Windham** - no interviews

### Waterford

Dan Steward - First Selectman  
dsteward@waterfordct.org  
(860) 444.5834

Abby Piersall - Planner  
apiersall@waterfordct.org

Thomas W. Giard - Superintendent  
tgiard@waterfordschools.org  
(860) 444.5852

### East Lyme

Mark Nickerson - First Selectman  
mnickerson@eltownhall.com  
(860) 691.4110

Jeffrey Newton - Superintendent  
jeffrey.newton@elpsk12.org  
(860) 739.3966

### Stonington

Rob Simmons - First Selectman  
selectmen@stonington-ct.gov  
(860) 535.5050

Jason Vincent - Director of Dev.  
jvincent@stonington-ct.gov

Dave Hammond - EDC Chairman

### Stonington Borough

Jeffrey Callahan - Warden  
boroughstonington@snet.net  
(860) 535.1298

### Montville

Ron McDaniel - Mayor  
rmcdaniel@montville-ct.org  
(860) 848.6778

## Appendix: Interviews Contacts (continued)

Lucy Beit - Assessor  
 assessor@montville-ct.org  
 (860) 848.6774

Marcia Vlaun - Planning Director  
 mvlaun@montville-ct.org

### Ledyard

Fred Allyn III - Mayor  
 mayor@ledyardct.org  
 (860) 464.3221

Marcia Hancock - Finance Director  
 finance.director@ledyardct.org  
 (860) 464.3235

Jason Hartling - Superintendent  
 jhartling@ledyard.net  
 (860) 464.9255

### Griswold

Todd Babbitt - First Selectman  
 firstselectman@griswold-ct.org  
 (860) 376.7060

Mario Tristany, Jr. - Town Planner  
 townplanner@griswold-ct.org

Sean McKenna - Superintendent  
 smckenna@griswoldpublicschools.org  
 (860) 376.7600

### Jewett City

Alan Geer - Warden  
 lsharkey@boroughofjewettcity.us  
 (860) 376.7060 x211

### Colchester

Art Shilosky - First Selectman  
 selectman@colchesterct.gov  
 (860) 537.7220

John Chaponis - Assessor  
 assessor@colchesterct.gov  
 (860) 537.7205

Randall Benson - Town Planner  
 rbenson@colchesterct.gov

Jeffrey E. Burt - Superintendent  
 jburt@colchesterct.org  
 (860) 537.7208

### Lisbon

Tom Sparkman - First Selectman  
 tsparkman@lisbonct.com  
 (860) 376.3400

### Sprague

Catherine Osten - First Selectman  
 c.osten@ctsprague.org  
 (860) 822.3000 x201

**Preston** - no interviews

### Salem

Kevin Lyden - First Selectman  
 kevin.lyden@salemct.gov  
 (860) 859.3873

## Appendix: Interviews Contacts (continued)

Joseph Onofrio – Superintendent  
(860) 892.1223  
jonofrio@salem.cen.ct.gov

Don Bourdeau – Dir. of Facilities  
dbourdeau@salem.cen.ct.gov

### Lebanon

Betsy Petrie - First Selectman  
bpetrie@lebanonct.gov  
(860) 642.6100

Emma Sousa - Assessor  
esousa@lebanonct.gov  
(860) 642.6141

Phil Chester - Planner  
pchester@lebanonct.gov

Robert Angeli - Superintendent  
robert.angeli@lebanonct.org  
(860) 642.3560

### Bozrah

Glenn Pianka - First Selectman  
firstselectman@bozrahct.org  
(860) 889.2689 x202

John Welch - Superintendent  
jwelch@bozrah.org

### Franklin

Charles Grant - First Selectman  
franklin@99main.com  
(860) 642.6055

Richard J. Lasky - Assessor  
franklinassessor@99main.com  
(860) 642.6475 x19

### North Stonington

Michael Urgo - First Selectman  
murgo@northstoningtonct.gov  
(860) 535.0793



## General & Limiting Conditions

4ward Planning Inc. has endeavored to ensure that the reported data and information contained in this report are complete, accurate, and relevant. All estimates, assumptions, and extrapolations are based on methodological techniques employed by 4ward Planning Inc. and believed to be reliable. 4ward Planning Inc. assumes no responsibility for inaccuracies in reporting by the client, its agents, representatives, or any other third-party data source used in the preparation of this report.

Further, 4ward Planning Inc. makes no warranty or representation concerning the manifestation of the estimated or projected values or results contained in this study. This study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from 4ward Planning Inc. This study is qualified in its entirety by, and should be considered in light of, the above limitations, conditions, and considerations.



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