

# Support for the Temporary Regional School Study Committee on Advisability of Regionalization

Ansonia and Derby: Task 1 & 2 Reports

November 25, 2019



District Management Group | Helping Schools and Students Thrive



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**This evening, we will be discussing findings in the Task 1 and 2 reports, as well as the timeline for a TRSSC vote.**

## Agenda

### Overview

Task 1 Report

Task 2 Report

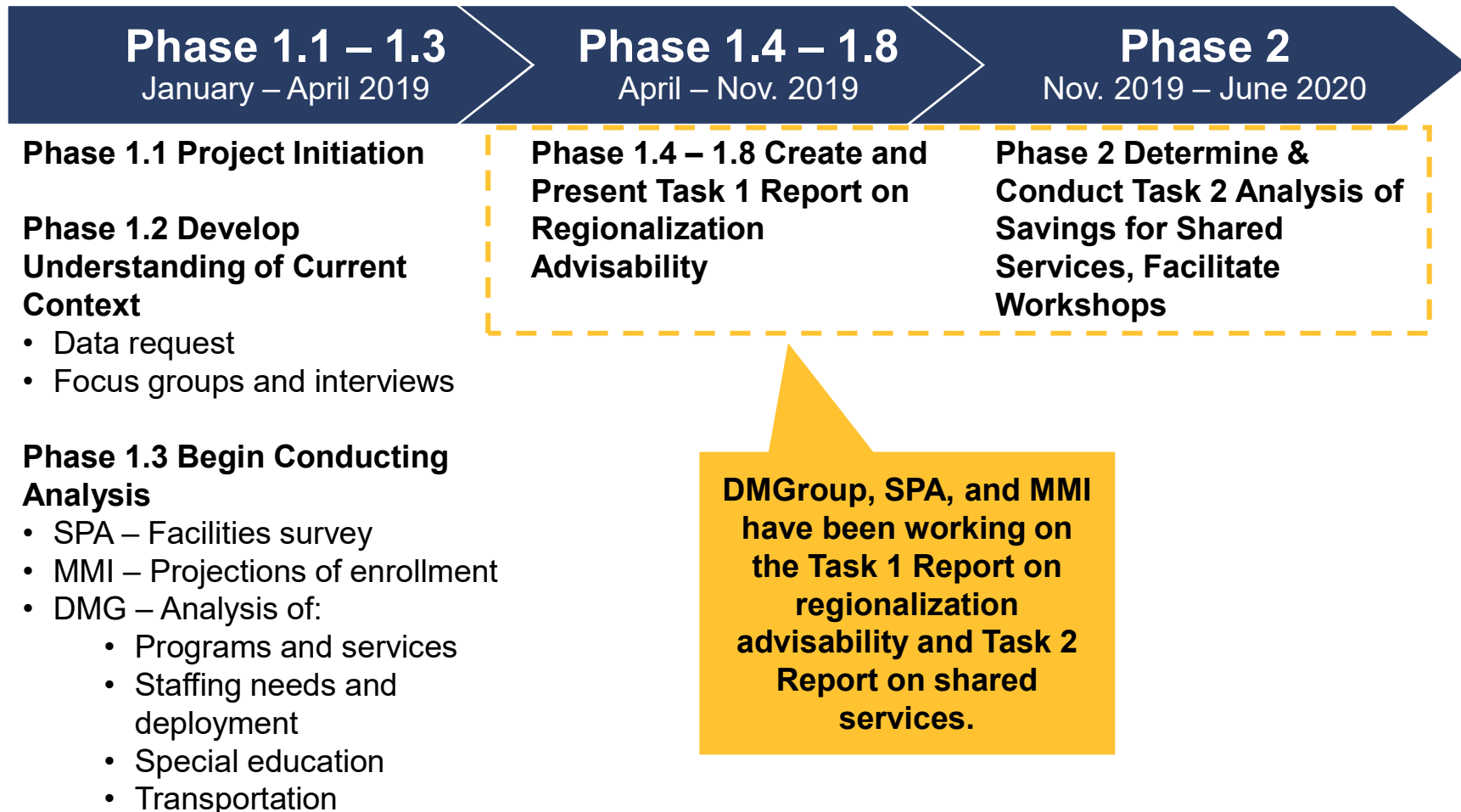
Timeline and Next Steps



# DMGroup, MMI, and SPA are pleased to share the Task 1 and Task 2 reports this evening to complete Phase 1 and address much of Phase 2.

## 18 Month Workplan

OVERVIEW

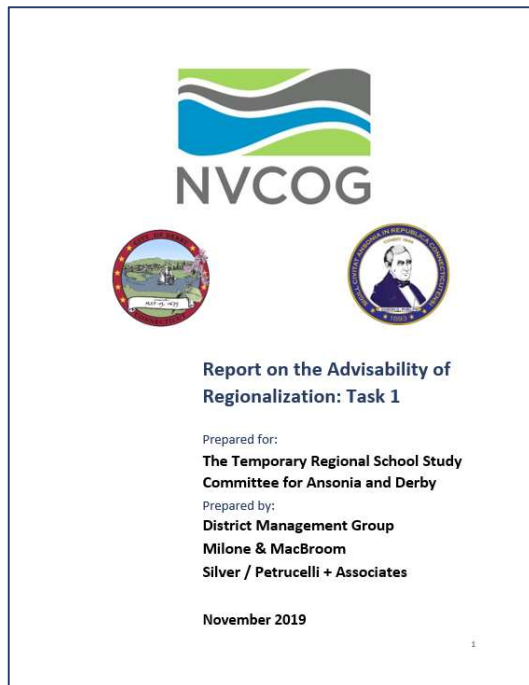


The Task 1 report discusses the advisability of regionalization, while the Task 2 report discusses potential shared services without regionalization.

## Goals of Task 1 Report vs. Task 2 Report

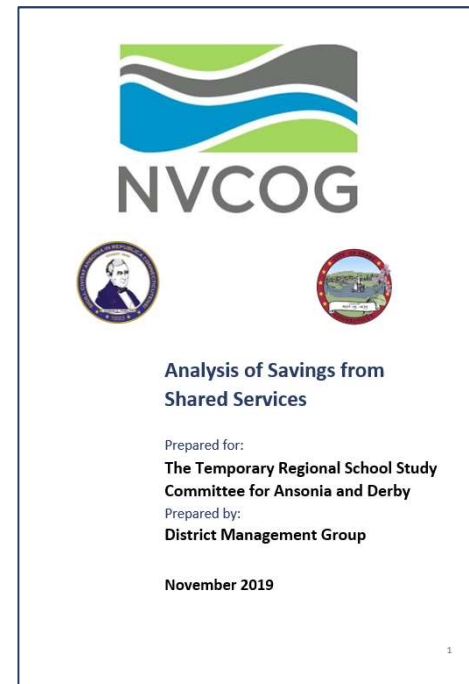
OVERVIEW

### Task 1 Report



*“A study on the advisability of establishing a regional school district, in a manner that fulfills the requirements of § 10-39 through § 10-43 of the Connecticut General Statutes”*

### Task 2 Report



*“An analysis of potential savings or operational efficiencies related to shared services, in a scenario where the districts do not merge”*

Source: DMGroup proposal



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Combined, the reports consider seven potential configurations, ranging from status quo to a PK-12 regional district with 3 elementary schools.

## Scenarios / Regional Configurations for Discussion

OVERVIEW

	Configuration	# of Boards of Education and Central Offices	Facility Changes
<p>Less Regional</p>   <p>More Regional</p>	Status Quo – 2 independent districts	2 local	None
	2 independent districts with shared services	2 local	None
	2 independent districts with shared services and a shared central office	2 local	Central Office
	9-12 regional district	2 local, 1 regional	1 regional high school (current AHS)
	6-12 regional district	2 local, 1 regional	1 regional high school (current AHS), 1 regional middle school (current DMS)
	PK-12 regional district (4 elementary)	1 regional	1 regional high school (current AHS), 1 regional middle school (current DMS)
	PK-12 regional district (3 elementary)	1 regional	1 regional high school (current AHS), 1 regional middle school (current DMS), 3 regional elementary schools (current Prendergast, Mead, Bradley)



Current State  
(Task 1 & 2)

Shared Services  
(Task 2)

Regionalization  
(Task 1)

ES  
signers

**This evening, we will be discussing findings in the Task 1 and 2 reports, as well as the timeline for a TRSSC vote.**

## **Agenda**

Overview

**Task 1 Report**

Task 2 Report

Timeline and Next Steps



The Task 1 report includes seven main sections, plus an executive summary and appendices.

## Task 1 Report Sections

## Task 1



Connecticut  
Regionalization



Academics &  
Educational Plan



Facilities



Enrollment



Finance



Governance &  
Administration



Culture



# Regionalization in Connecticut takes on many shapes and forms.

## Regionalization in CT: Configurations

### Task 1

Towns / Cities	Grades in Regional District	Number of Boards of Education in Cities	Number of Superintendents in Cities	Regional Board of Education Make-up
Canaan, Cornwall, Kent, North Canaan, Salisbury, Sharon	9-12	7	1	1 member per municipality, each vote weighted by enrollment
Chester, Deep River, Essex, Region 4 (Supervision District)	K-12	4	1	Chester – N/A Deep River – N/A Essex – N/A
Bethany, Orange, Woodbridge	7-12	4	4	Bethany - 2 seats (1 vacant) Orange - 7 seats Woodbridge - 4 seats
Warren, Morris, Goshen	K-12	1	1	Goshen - 3 seats Morris - 3 seats Warren - 3 seats
Barkhamsted, Colebrook, New Hartford, Norfolk	7-12	5	5	Barkhamsted - 2 seats Colebrook - 2 seats New Hartford - 2 seats Norfolk - 2 seats
Andover, Hebron, Marlborough	7-12	4	4	Andover - 2 seats Hebron - 5 seats Marlborough - 4 seats
Easton, Redding	9-12	3	1	Easton – 4 seats Redding – 4 seats
Burlington, Harwinton	K-12	1	1	Burlington - 6 seats Harwinton - 4 seats





## Regionalization in Connecticut takes on many shapes and forms.

### Regionalization in CT: Regional Configurations (cont.)

#### Task 1

Towns / Cities	Grades in Regional District	Number of Boards of Education in Cities	Number of Superintendents in Cities	Regional Board of Education Make-up
Chaplin, Hampton, Scotland	7-12	4	3	Chaplin – N/A Hampton – N/A Scotland – N/A
Bridgewater, Roxbury, Washington	K-12	1	1	Bridgewater - 3 seats Roxbury - 3 seats Washington - 6 seats
Durham, Middlefield	K-12	1	1	Durham - 6 seats Middlefield - 4 seats
Bethlehem, Woodbury	K-12	1	1	Bethlehem - 4 seats Woodbury - 4 seats
Middlebury, Southbury	K-12	1	1	Middlebury - 4 seats Southbury - 6 seats
Beacon Falls, Prospect	K-12	1	1	Beacon Falls - 4 seats Prospect - 4 seats
Haddam, Killingworth	K-12	1	1	Haddam - 4 seats Higganum - 2 seats Killingworth - 5 seats
Lyme, Old Lyme	K-12	1	1	Lyme – N/A Old Lyme – N/A
Ashford, Mansfield, Willington	9-12	4	4	Ashford - 4 seats Mansfield - 4 seats Willington - 4 seats



Source: Various district websites



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**Though a regionalized district would have similar academic performance, high school students would be able to enroll in new, different courses.**

## Academics: Key Points

## Task 1

### Academic Performance

There is no evidence to suggest that regionalization would dramatically improve or worsen academic performance.

### Course Offerings

High school students from both districts would have more courses to choose from at a regionalized school.

### Stress or Anxiety

Students, staff, and parents could experience stress or anxiety related to the closing of one school and transition to another.

### SPED and EL

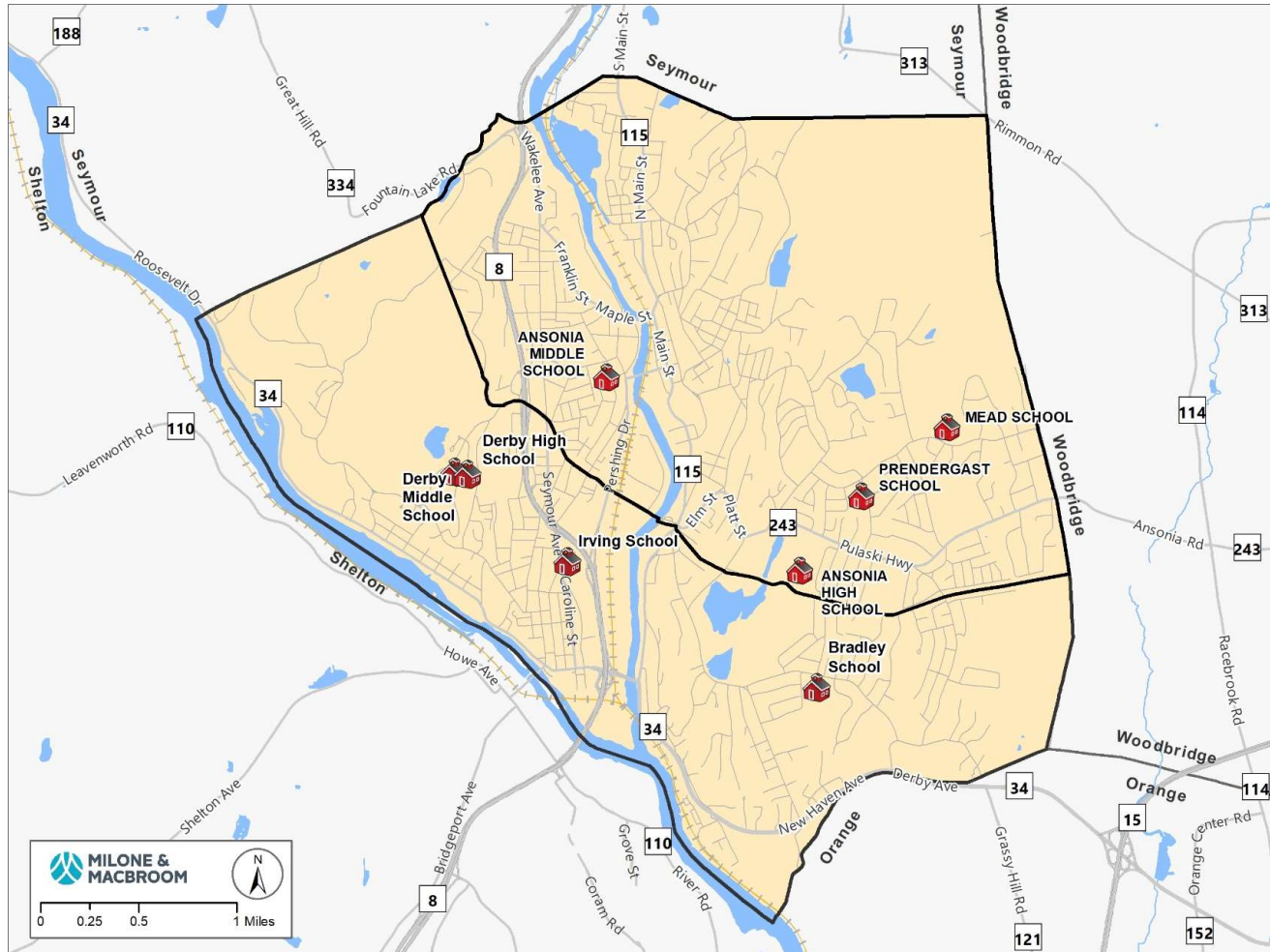
Most students with disabilities and English Learners would not see significant programming impact, though students currently served out of the district could potentially be served in-district.



Combined, Ansonia and Derby have four elementary schools, two middle schools, and two high schools.

## Facilities: Current Schools

## Task 1



# Architects and engineers conducted site evaluations and identified costs associated with necessary changes.

## Facilities: Sample Evaluation

## Task 1

TAG NO.	ASSESSMENT	SYSTEM/ CODE REFERENCE	RANKING					CORRECTIVE ACTION	ITEMIZED ESTIMATED COST	REMARKS
			4	3	2	1	n/a			
<b>ARCHITECTURE CONDITIONS</b>										
A01	Brick is spalling or mortar is in need of repointing	General		3				Patch, repair, or replace brick and repoint as necessary.	\$ 390,000	
A02	Chimney repointing	General		3				Patch, repair, or replace brick and repoint as necessary.	\$ 10,000	
A03	Old windows are past their useful life expectancy	General			2			Replace windows with more efficient aluminum systems	\$ 150,000	
A04	Some exterior doors, lintel and frames are rusting or need replacement	General			2			Scrape prime and paint lintel and provide new doors and frames	\$ 21,000	
A05	Egress doors have a greater than 1/2" transition to grade	ANSI 117 (ADA)			2			Provide ramp or re-grade asphalt/concrete to allow for 1/2" maximum vertical transition.	\$ 12,000	

LEGEND PRIORITY - RANK	
1	Urgent priority - These items should be corrected as soon as possible and most likely encompass code, health and life safety issues.
2	High priority - These items should be corrected within a reasonable amount of time after the highest priorities referenced above. These may be associated with high priority maintenance issues or accessibility issues for the physically challenged. Maintenance items have a remaining useful life from 1-3 years.
3	Moderate priority - These items may be associated with aesthetic or general maintenance issues. Remaining useful life of 3-5 years.
4	Low priority - These items include maintenance and aesthetic issues that are not in current need of replacement, but should continue to be monitored on a regular basis. These items typically have a remaining useful life of 5-10 years or greater.

*Changes include those needed for code compliance, ADA violations, physical infrastructure upgrades, architectural upgrades and site upgrades.*



**Based on regionalization configuration, Ansonia and Derby could be eligible for state reimbursement on certain projects.**

## Facilities: State Reimbursement & Project Types

### Task 1

State  
Reimbursement

**Ansonia = 77.5%**

**Assumed Regional =  
76.78%**

**Derby = 76.07%**

Project Types

- Alterations
  - Address portions of the existing building however many items may be ineligible for reimbursement
  - Introduce new programs allow for reimbursement - PreK
  - Price per square foot typically around \$300.00 - \$350.00
- Extension (Addition)
  - Provide new addition, likely to meet High Performance (Green) Building Standards
  - Certify the addition is like new and will remain for 20-50 years
  - Price per square foot is typically around \$450.00 - \$500.00
- Renovate As New
  - Strip the building to the structure and rebuild (some newer items and systems can remain depending on age and condition)
  - Certify the building meets High Performance (Green) Building Standards, is like new, and will remain for 20-50 years
  - Price per square foot is typically around \$350.00 - \$400.00
  - Students could likely stay in buildings during Renovate As New, but may need to shift classrooms or wings within a building.



If the districts make no configuration changes, capital costs are estimated at about \$62,090,000.

## Facilities Configuration: Status Quo

## Task 1

ANSONIA & DERBY SCHOOLS		Existing Classroom/Capacity Evaluation					Facility Cost		
		Existing School area square feet	Current Enrollment	Max Current Student Capacity	Current Utilization	Existing "Total full size classrooms"	Ansonia Cost	Derby Cost	Renovates as new cost after state reimbursement (for evaluation)
							Facility & Site Conditions	Facility & Site Conditions	
Elementary Schools PreK - 5th	Ansonia - Mead Elementary School	81,051	619	600	103%	31	\$ 4,108,500		\$ 6,382,766
	Ansonia - Prendergast Elementary School	87,052	644	650	99%	34	\$ 4,952,550		\$ 6,855,345
	Derby - Bradley Elementary School	45,500	252	486	52%	21		\$ 7,745,700	\$ 6,718,248
	Derby - Irving Elementary School	59,100	313	509	62%	22		\$ 6,735,500	\$ 11,401,303
Middle Schools	Ansonia Middle School	134,211	339	700	48%	35	\$ 14,734,000		\$ 19,306,252
	Derby Middle School	72,311	350	529	66%	21		\$ 55,500	\$ 6,056,408
High Schools	Ansonia High School	165,420	609	700	87%	35	\$ 5,048,500		\$ 30,974,895
	Derby High School	144,350	347	744	47%	32		\$ 18,710,900	\$ 32,677,397
Total							\$ 28,843,550	\$ 33,247,600	



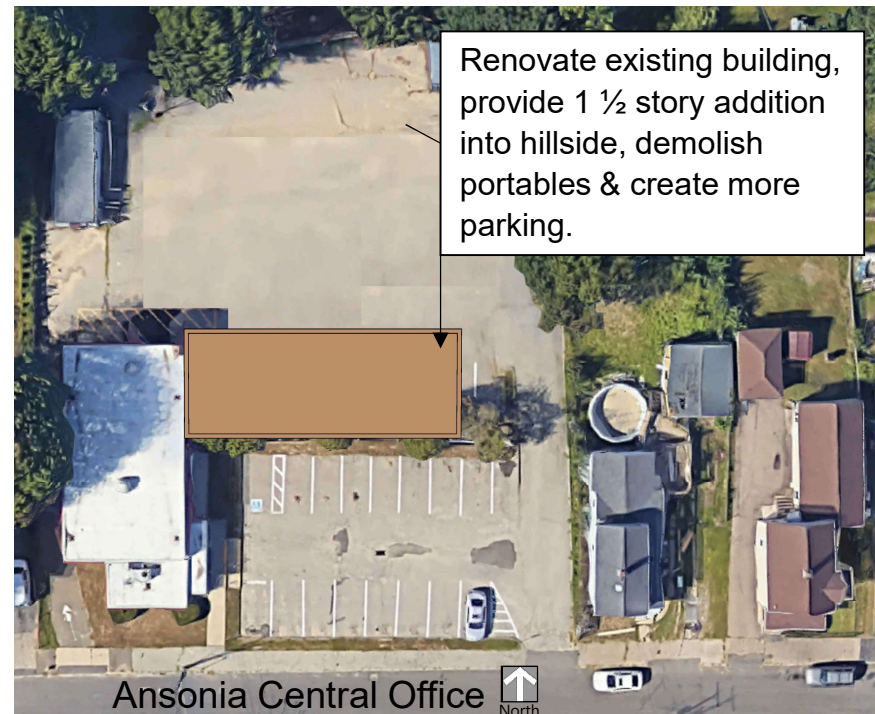


**Any configuration with a shared central office would require about \$1,240,000 in renovations, or \$770,000 after state reimbursement.**

## Shared Central Office: Capital Cost

### Task 1

- In this option there would be one superintendent and "merged" staff, but separate BOEs, separate districts, and no consolidations.
- Derby Central Office is in a shared town office building with other tenants. It doesn't appear to be a good fit for a merged regional central office space without more detailed information.
- Ansonia Central Office is in a small free-standing building with some potential room. It would entail removing portables, light renovations and an addition to meet the needs of a 25-person office.
- State reimbursement of 38.39% has been applied to total project of \$1,244,025.



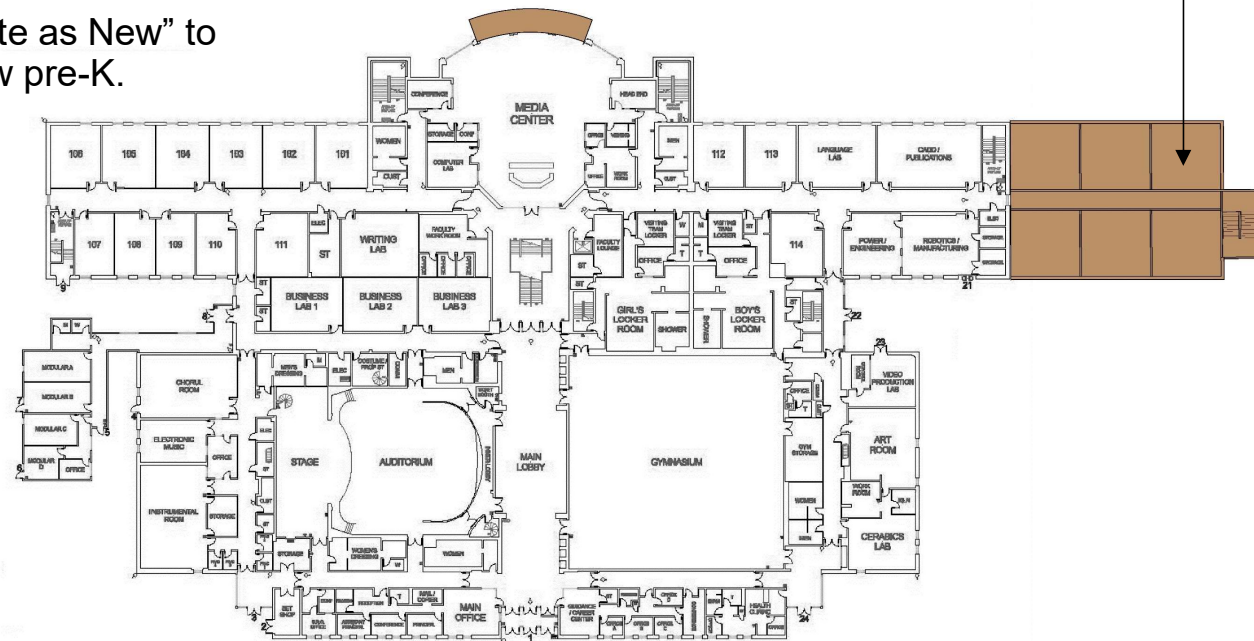
In 9-12 regionalization, Ansonia High is used and Derby PK relocates to elementary schools, for a capital cost of \$45,770,000 after reimbursement.

## Facilities Configuration: 9-12 Regionalization

### Task 1

- Since DHS needs significant more investment for improvements and AHS is still like new, AHS would be the chosen facility to work with.
- It makes sense to avoid the cost of renovations to DHS and provide the needed addition at AHS.
- Bradley gets “Renovate as New” to accommodate the new pre-K.

Address Facility Conditions and provide a 2-story 15,228 s.f. addition including 10+ classrooms, support space and cafeteria addition.



Ansonia High School



North



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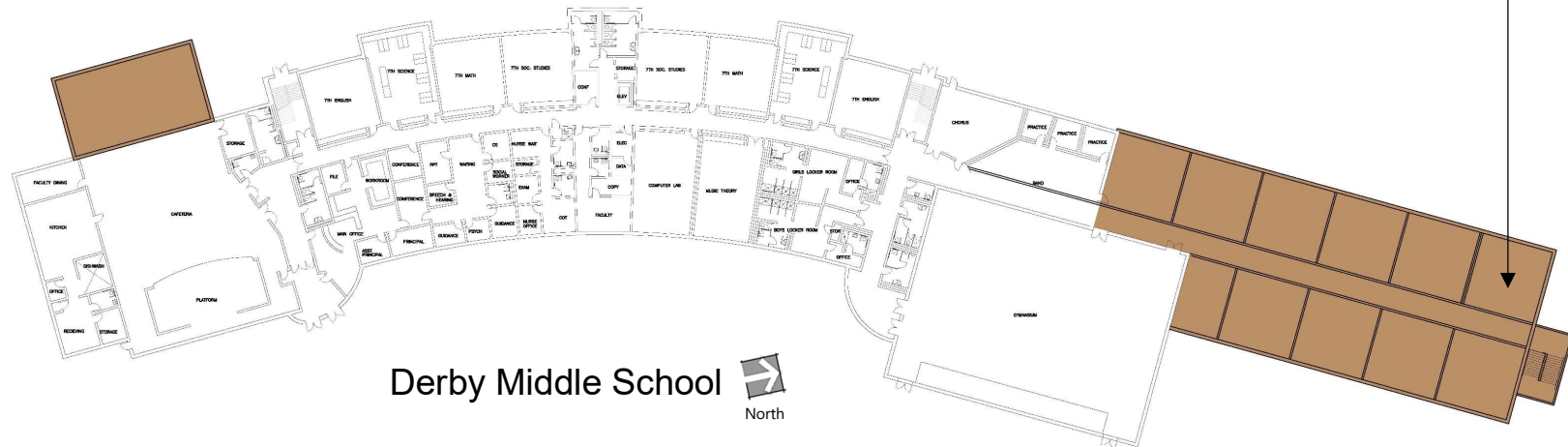
In 6-12 regionalization, AHS and DMS are used and PK relocates to elementary schools, for a cost of \$34,160,000 after reimbursement.

## Facilities Configuration: 6-12 Regionalization

### Task 1

- Since AMS needs significant more investment for improvements and DMS is still like new, DMS would be the chosen facility to work with.
- The site is a challenge to add on to. Sides are the best option. Location requires infrastructure modifications.
- Students at DMS would only have the cafetorium and not an auditorium (as DHS would be closed).

Address Facility Conditions and provide a 2-story 26,244 s.f. addition including 16+ classrooms, support space and cafeteria addition.



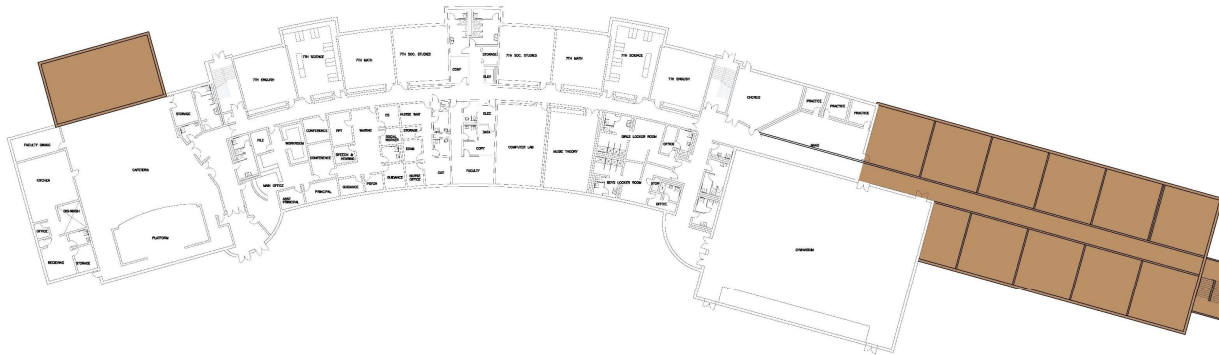
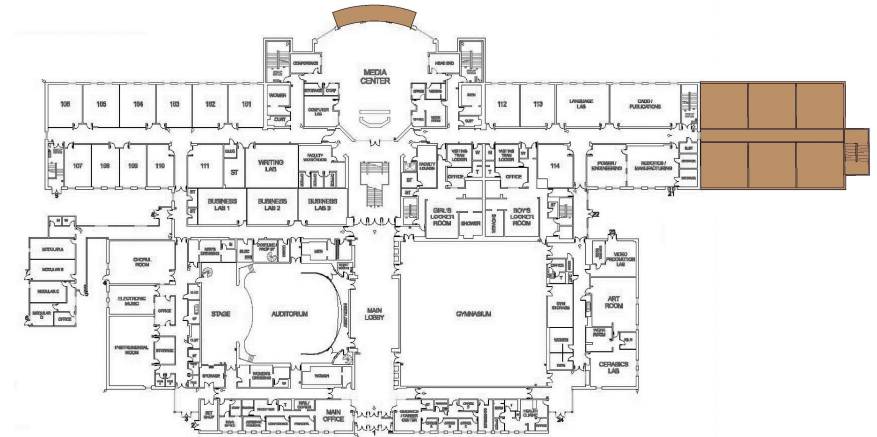
In PK-12 regionalization with four elementary schools, the same facilities as 6-12 regionalization are used, for a cost of \$32,240,000.

## Facilities Configuration: PK-12 Regionalization (4 elementary)

### Task 1

#### Facilities used:

- Ansonia High School (Grades 9-12)
- Derby Middle School (Grades 6-8)
- Bradley, Irving, Mead, Prendergast Elementary Schools (Grades PK-5)



Middle School and High School renovations would be the same as in a 9-12 and 6-12 scenario



In PK-12 regionalization with three elementary schools, AHS, DMS, Prendergast, Mead, and Bradley are used, for a cost of \$24,990,000.

## Facilities Configuration: PK-12 Regionalization (3 elementary)

### Task 1

Renovate as New entire facility and site. Provide a 4-classroom addition and expand café as needed.



Bradley Elementary School



The table below lists the combined capital costs under each regionalization configuration after state reimbursement.

Facilities: Configuration Summary Table

Task 1

	Status Quo		9-12 Regional			6-12 Regional			PK-12 Regional (4 Elementary)	PK-12 Regional (3 Elementary)
	Ansonia Cost	Derby Cost	Ansonia Cost	Derby Cost	Regional Cost	Ansonia Cost	Derby Cost	Regional Cost	Regional Cost	Regional Cost
ELEMENTARY SCHOOLS	Facility Conditions	Facility Conditions	Facility Conditions	Irving: Facility Conditions & PreK Bradley: Renovates as New		Facility Conditions & PreK renovations	Irving: Facility Conditions & PreK Bradley: Renovates as New		Keep all 4 elementary school open, address facility and site conditions, Renovate as New at Bradley	Consolidate into 3: Close Irving & add additions and Renovate as New to Bradley
	\$ 9,061,050	\$14,481,200	\$ 9,061,050	\$13,467,677		\$ 9,144,624	\$13,467,677		\$ 20,691,563	\$ 13,443,346
MIDDLE SCHOOLS	Facility Conditions	Facility Conditions	Facility Conditions	Facility Conditions				Consolidate into 1 6-12 regional MS: Close AMS & add on to DMS	Consolidate into 1 6-12 regional MS: Close AMS & add on to DMS	Consolidate into 1 6-12 regional MS: Close AMS & add on to DMS
	\$14,734,000	\$ 55,500	\$14,734,000	\$ 55,500				\$ 3,101,772	\$ 3,101,772	\$ 3,101,772
HIGH SCHOOLS	Facility Conditions	Facility Conditions			Close Derby HS and convert Ansonia to Regional HS with additions			Close Derby HS and convert Ansonia to Regional HS with additions	Close Derby HS and convert Ansonia to Regional HS with additions	Close Derby HS and convert Ansonia to Regional HS with additions
	\$ 5,048,500	\$18,710,900			\$ 7,681,750			\$ 7,681,750	\$ 7,681,750	\$ 7,681,750
CENTRAL OFFICES	Status Quo or at districts discretion	Status Quo or at districts discretion			Use Ansonia Central Office - Renovate and Expand for merged staff Office Space			Use Ansonia Central Office - Renovate and Expand for merged staff Office Space	Use Ansonia Central Office - Renovate and Expand for merged staff Office Space	Use Ansonia Central Office - Renovate and Expand for merged staff Office Space
					\$ 766,444			\$ 766,444	\$ 766,444	\$ 766,444
Totals	\$28,843,550	\$33,247,600	\$23,795,050	\$13,523,177	\$ 8,448,194	\$ 9,144,624	\$13,467,677	\$11,549,967	\$ 32,241,529	\$ 24,993,312
Overall Total		\$62,091,150			\$45,766,421			\$34,162,267	\$ 32,241,529	\$ 24,993,312

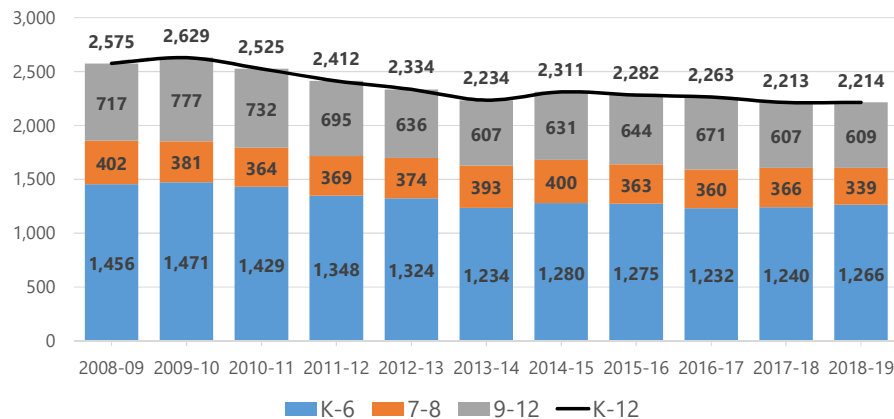


**Derby's total enrollment about 60% that of Ansonia. While both districts have experienced decline in enrollment over the past five years, Ansonia appears to be stabilizing.**

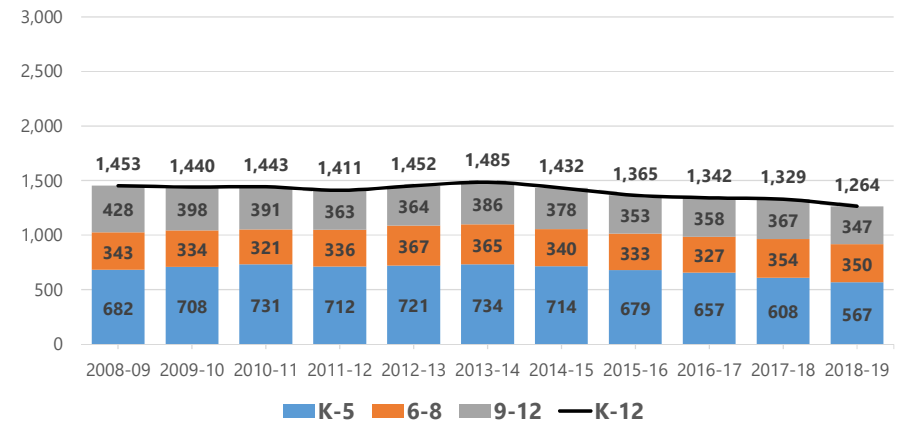
## Enrollment: History

## Task 1

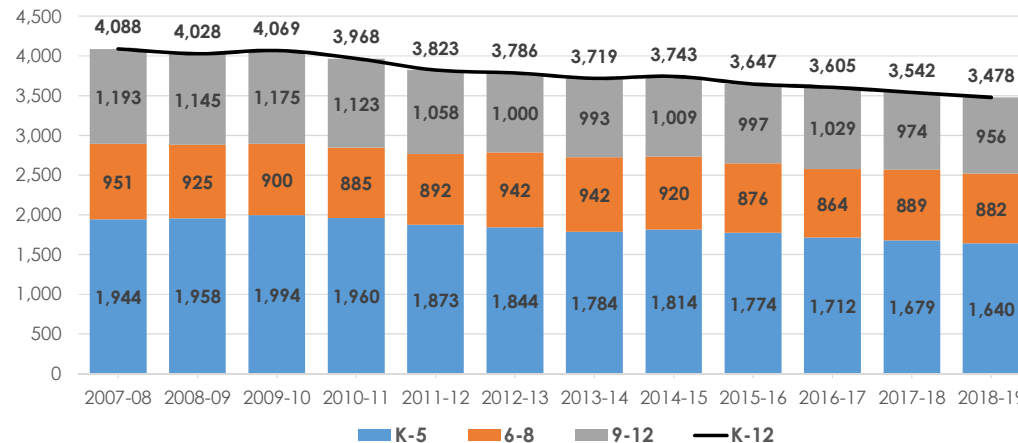
**Ansonia Public Schools K-12 Enrollment**



**Derby Public Schools K-12 Enrollment**



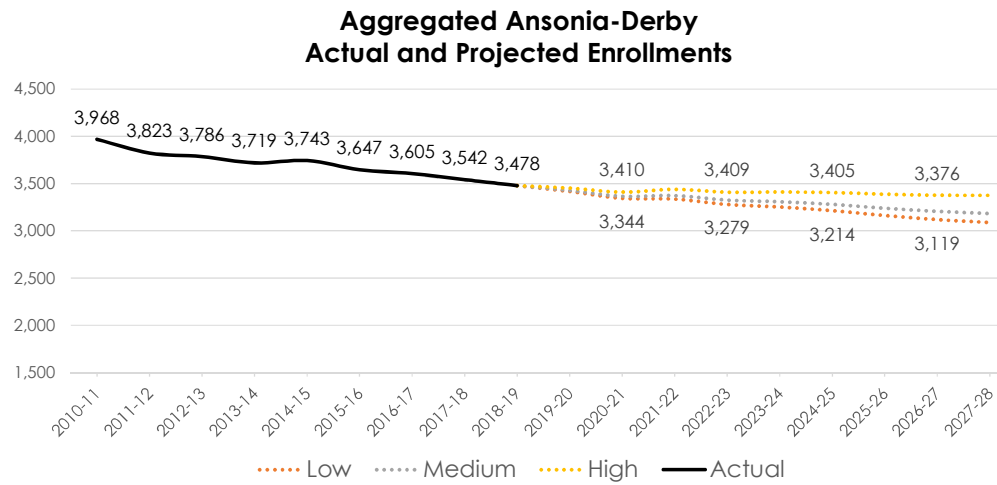
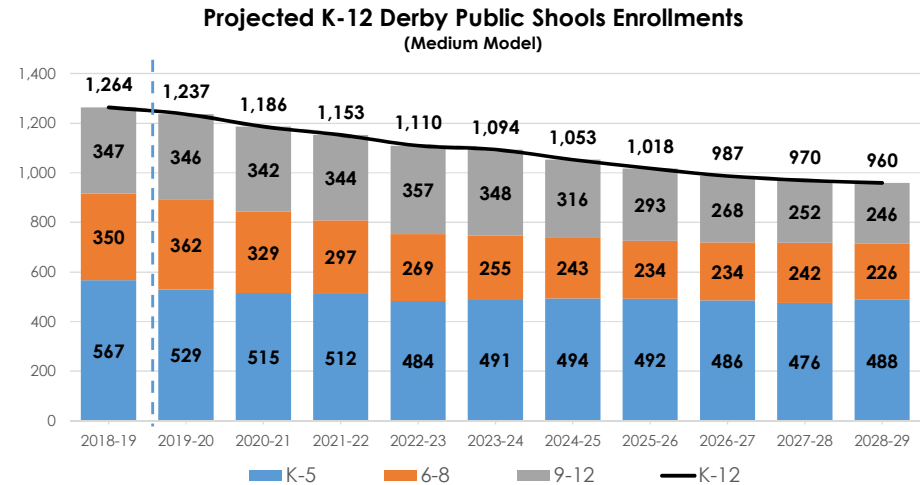
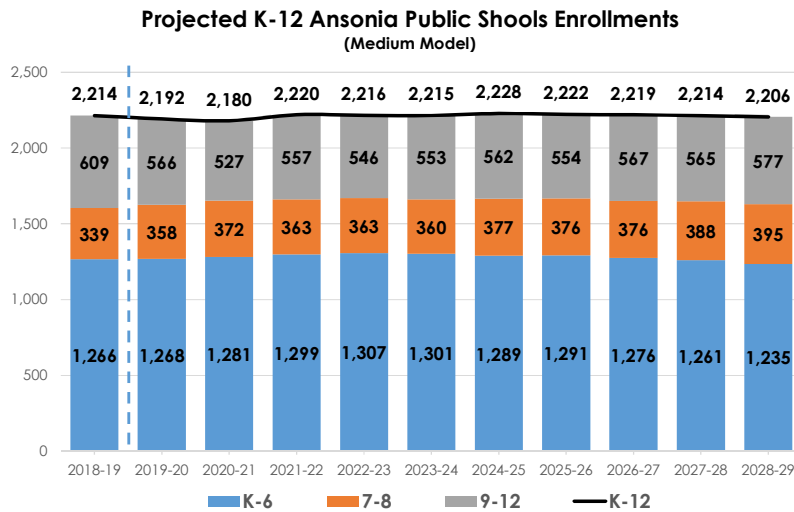
**Combined Ansonia-Derby K-12 Enrollment History**



Due to recent trends, Ansonia enrollment projected to increase 3% over the next five years, while Derby enrollment is projected to decrease 13% over the next five years.

## Enrollment: Projections

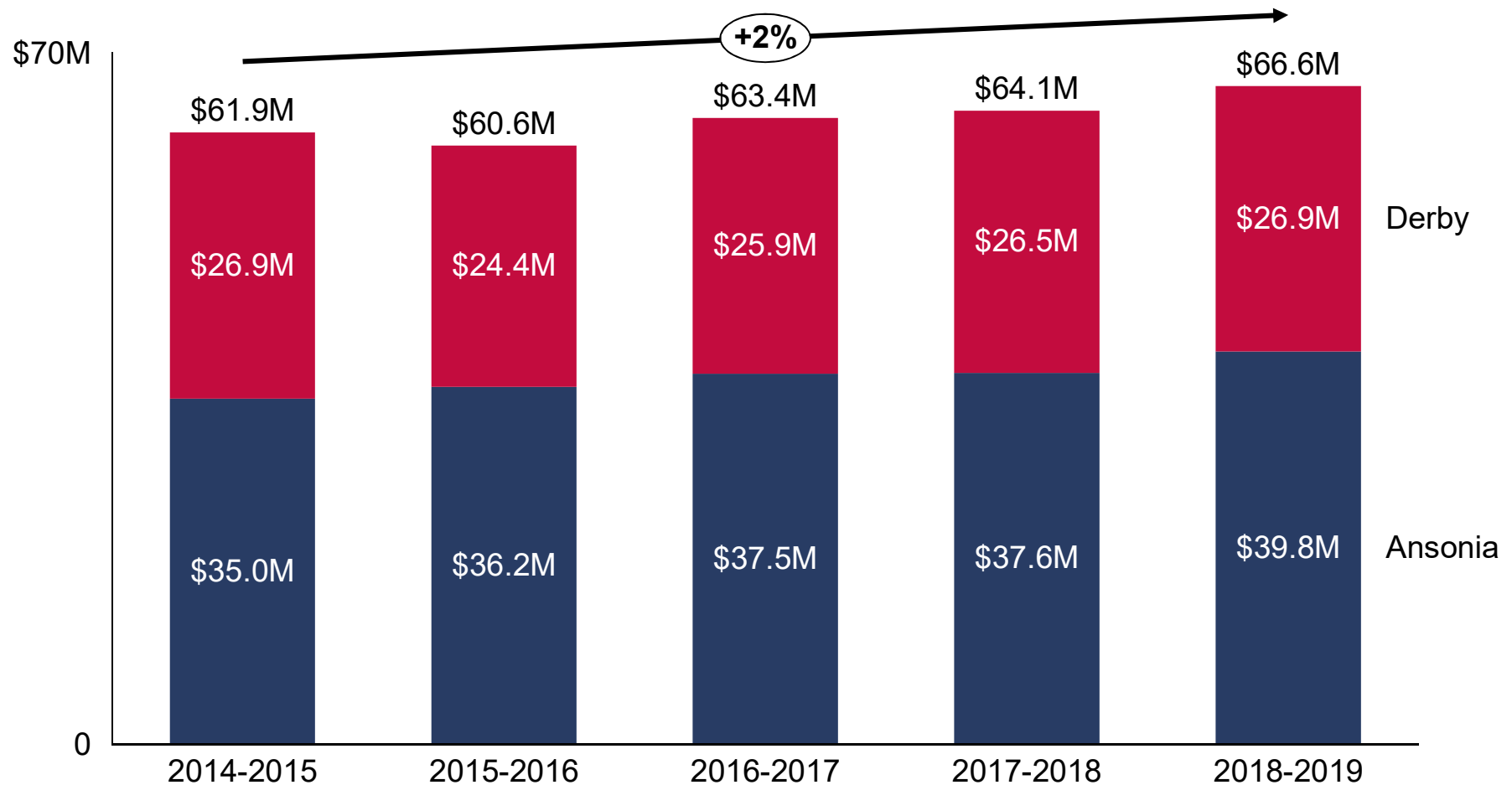
## Task 1



The districts' combined expenditures have grown 2% annually over the past five years, and reached \$66.6 million last school year.

Finance: Historical Expenditures, SY14-15 through SY18-19

Task 1



If each city paid for its proportion of enrollment and sold unused buildings, total capital costs could range from \$6,770,000 to \$62,090,000.

## Finance: Capital Expenditures

## Task 1

Since each building is appraised at this amount...

...each city would owe this *additional* capital (after contributing facilities and selling unused buildings)

School	Appraisal
Mead (A)	\$10,889,100
Prendergast (A)	\$8,699,300
Bradley (D)	\$4,074,700
Irving (D)	\$6,394,380
Ansonia Middle (A)	\$11,832,800
Derby Middle (D)	\$25,810,100
Ansonia High School (D)	\$32,863,000
Derby High School (D)	See Derby MS

	Status Quo	9 – 12 Regional	6 – 12 Regional	PK – 12 Regional (4 elem.)	PK-12 Regional (3 elem.)
Ansonia	\$28,840,000	\$17,960,000 (\$10,880,000 less than status quo)	\$6,810,000 (\$22,040,000 less than status quo)	\$12,780,000 (\$16,060,000 less than status quo)	\$4,090,000 (\$24,760,000 less than status quo)
Derby	\$33,250,000	\$27,810,000 (\$5,440,000 less than status quo)	\$15,520,000 (\$17,720,000 less than status quo)	\$7,630,000 (\$25,620,000 less than status quo)	\$2,680,000 (\$30,570,000 less than status quo)

Note: The table at right incorporates estimated renovation costs, but does not include existing debt service.





If the two central offices merged and eliminated redundant roles, the cities could save approximately \$720,000 in operating costs.

## Finance: Central Office Roles & Cost

### Task 1

Role	Ansonia	Derby
Superintendent	✓	✓
Assistant Superintendent	✓	
Director of Curriculum, Instruction, and Assessments		✓
PK/Early Childhood	✓	✓
Director of Special Services (SPED)	✓	✓
ELA Consultant	✓	
Math Consultant	✓	
School Business Administrator/Business Manager	✓	✓
Assistant Business Manager		✓
Facilities/Maintenance Manager	✓	✓
Grants Manager/Community Liaison	✓	
Food Services Director	✓	✓
Assistant Cafeteria Manager	✓	
Technology Director	✓	✓
IT Technology Staff		✓
Data Analyst		✓
Human Resource Director		✓
Accounts Payable		✓
Clerical Staff	✓	✓

Number of Central Offices	Approximate Cost
One	\$2,020,000
Two (Status Quo)	\$2,740,000
Three	\$3,320,000



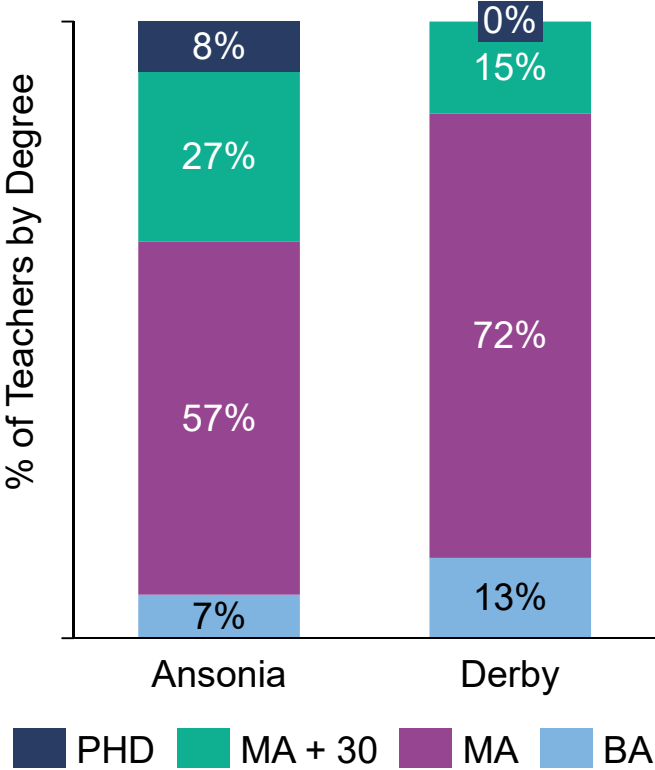
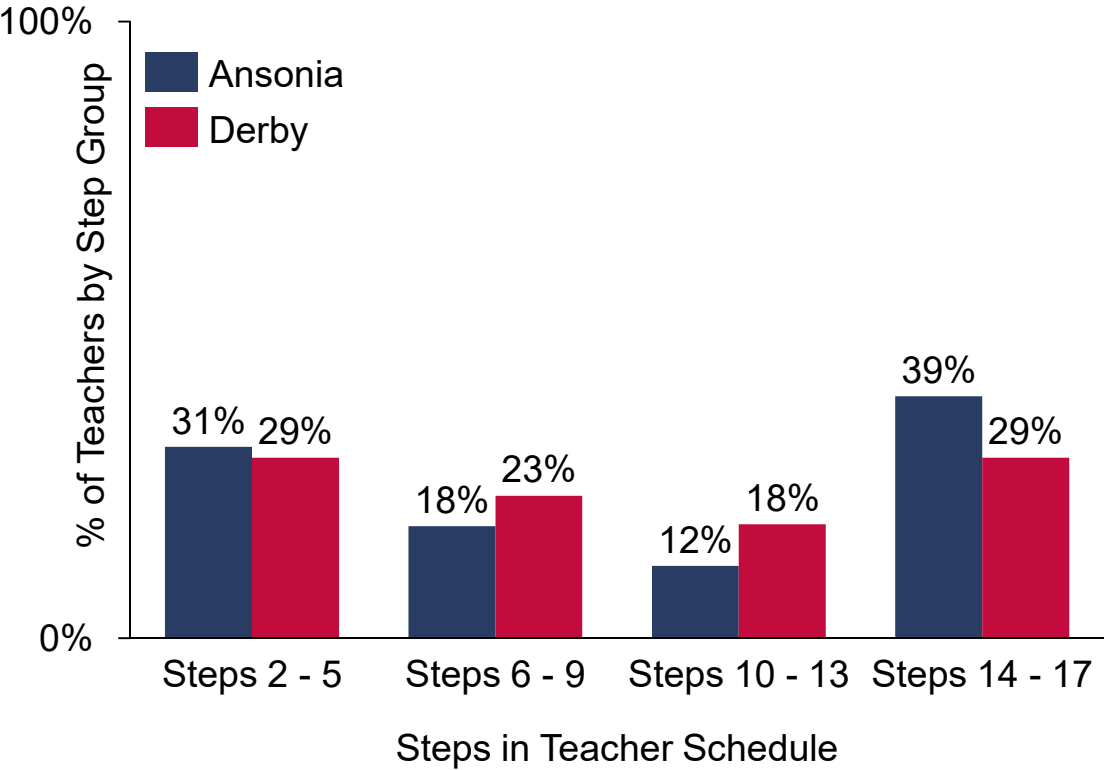
Ansonia's average teacher salary is higher than Derby's because Ansonia's staff generally is more experienced and has higher levels of education.

Finance: Teaching Staff Step and Education Levels

Task 1

Certified Staff at Each Step by Group  
(2018-2019)

Teachers' Level of Education  
(2018-2019)



**Avg. Teacher Salary:** Derby: \$64,600  
Ansonia: \$68,100



**A regional district would negotiate a new salary scale and benefits; if it used Derby's salary scale and benefits package, it would save up to \$550,000.**

**Finance: Savings from Teacher Salaries and Benefits**

**Task 1**

**Savings/Cost of Transitioning to Other Salary Scale**

	Regional 9-12	Regional 6-12	Regional PK-12 (both)
<b>Ansonia staff shift to Derby's pay scale</b>	\$90,000 - \$200,000 additional cost	\$140,000 - \$310,000 additional cost	\$270,000 - \$610,000 additional cost
<b>Derby staff shift to Ansonia's pay scale</b>	\$30,000 savings	\$90,000 savings	\$220,000 savings

**Used in tables**

**Savings/Cost of Transitioning to Other Health/Dental Plans: Premiums\***

	Regional 9-12	Regional 6-12	Regional PK-12 (both)
<b>Ansonia staff shift to Derby's health/dental plans</b>	\$350,000 savings	\$520,000 savings	\$1,000,000 savings
<b>Derby staff shift to Ansonia's health/dental plan</b>	\$100,000 additional cost	\$180,000 additional cost	\$320,000 additional cost

**Used in tables**

All estimates are based on the current levels of staffing.

\*Estimates represent the savings/cost in premiums, but does not include any differing costs based on stop-gap (ISL)



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**Regionalization would reduce the number of school-based administrators needed, with savings up to \$510,000 annually.**

## Finance: School-Based Administrators

## Task 1

### Number of Current Administrators

	Number of principals and assistant principals in Ansonia	Number of principals and assistant principals in Derby
Elementary School	4	2
Middle School	2	2
High School	3	2

### Administrators Needed in Scenarios

	Regional 9-12	Regional 6-12	Regional PK-12 (4 elem.)	Regional PK-12 (3 elem.)
Admin. Needed for Elementary Schools	6	6	6	5
Admin. Needed for Middle School(s)	4	3	3	3
Admin. Needed for High Schools	3	3	3	3
Positions Reduced	2	3	3	4

	Status Quo	9 – 12 Regional	6 –12 Regional	PK – 12 Regional (4 elem.)	PK-12 Regional (3 elem.)
Savings	-	\$(270,000)	\$(380,000)	\$(380,000)	\$(510,000)



## 6-12 and PK-12 regional scenarios would require moving 6<sup>th</sup> grade positions to middle schools and pre-K positions to elementary schools.

### Finance: Teaching Positions

### Task 1

	Status Quo	9 – 12 Regional	6 –12 Regional	PK – 12 Regional (4 elem.)	PK-12 Regional (3 elem.)
<b>Staffing Saved</b>	-	-	10.4 FTE at Elementary	10.4 FTE at Elementary	10.4 FTE at Elementary
<b>New Staffing Required</b>	-	-	10.4 FTE at Middle School	10.4 FTE at Middle School	10.4 FTE at Middle School
<b>Change in Cost</b>	-	-	-	-	-

Note: 6-12 Regionalization and PK-12 Regionalization will require shifting 6th grade teaching positions from elementary schools to the middle school, and Pre-K to elementary buildings.

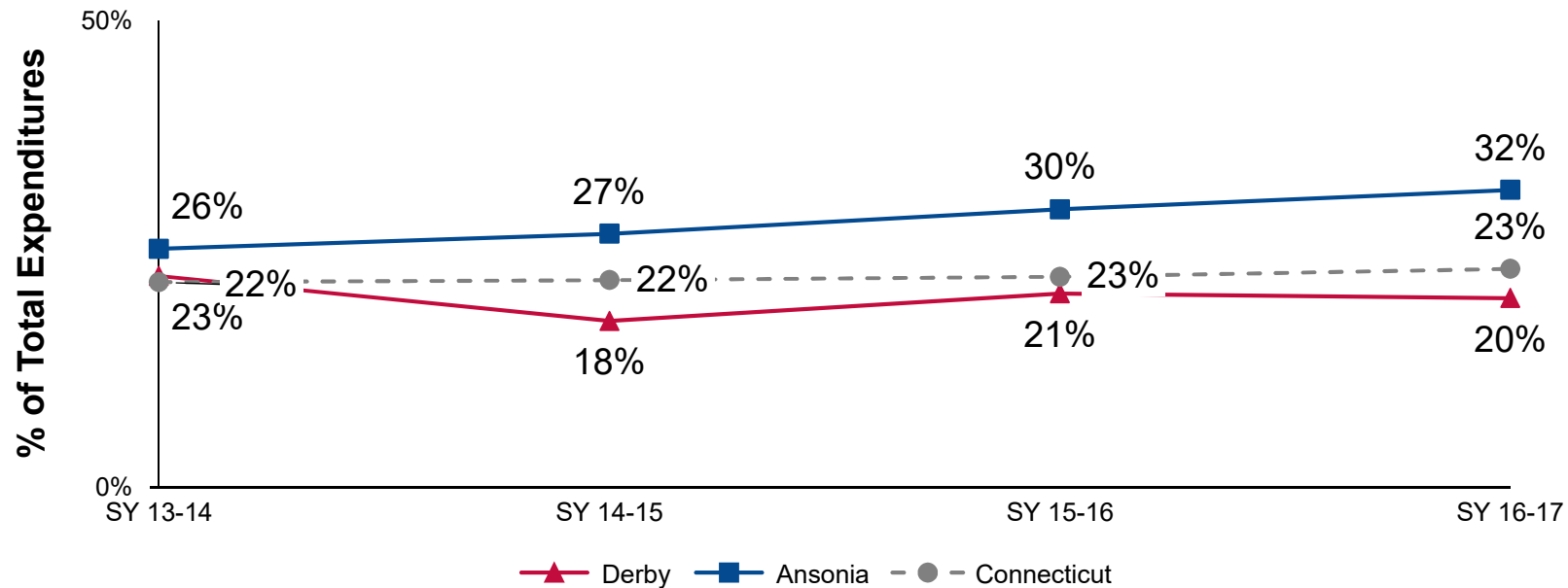


Both spend significant sums on special education, but a regional district would have more control saving money in-district.

## Finance: Special Education

## Task 1

Percent of Total Budget Spent on Special Education



	Status Quo	9 – 12 Regional (2% assumed)	6 –12 Regional (5% assumed)	PK – 12 Regional (4 elem.) (10% assumed)	PK-12 Regional (3 elem.) (10% assumed)
Special education	-	\$(40,000)	\$(90,000)	\$(190,000)	\$(190,000)



**Factoring in consolidations and renovations, a regionalized district could expect to save up to \$700,000 on utilities annually.**

## Finance: Utilities

### Task 1

Level		9-12 Regional	6-12 Regional and PK-12 Regional (4 elem.)	PK-12 Regional (3 elem.)
Elementary	School Consolidated	N/A	N/A	Closing of Irving Elementary
	Building Addition	N/A	N/A	11% addition to Bradley Elementary
	Increase on Existing Utilities	N/A	N/A	15% at Bradley Elementary
	Savings	N/A	N/A	\$310,000
Middle	School Consolidated	N/A	Closing of Ansonia Middle School	Closing of Ansonia Middle School
	Building Addition	N/A	36% addition to Derby Middle School	36% addition to Derby Middle School
	Increase on Existing Utilities	N/A	40% at Derby Middle School	40% at Derby Middle School
	Savings	N/A	\$250,000	\$250,000
High	School Consolidated	Closing of Derby High	Closing of Derby High	Closing of Derby High
	Building Addition	10% at Ansonia High School	10% at Ansonia High School	10% at Ansonia High School
	Increase on Existing Utilities	15% at Ansonia High School	15% at Ansonia High School	15% at Ansonia High School
	Savings	\$130,000	\$130,000	\$130,000
Total Savings		\$(130,000)	\$(380,000)	\$(700,000)



Since bus routes in both cities currently have space for all students, there would be no additional transportation costs in any scenario.

## Finance: Transportation

### Task 1

- **General Education Transportation:** While more students may take buses if schools consolidate, the current bus routes already have enough space to account for all students in both districts. Therefore, there would be no need for new bus routes in a regional district.
- **Special Education Transportation:** There may be significant opportunity to save on special education transportation costs. For example, the districts may be able to share transportation for out-of-district special education students. However, these savings ultimately depend on students' placements and the proximity of their homes.

	Status Quo	9 – 12 Regional	6 –12 Regional	PK – 12 Regional (4 elem.)	PK-12 Regional (3 elem.)
Transportation	-	-	-	-	-





**A larger, regionalized district could save money through efficiencies in technology, curriculum, PD, maintenance, and more.**

**Finance: Economies of Scale**

**Task 1**

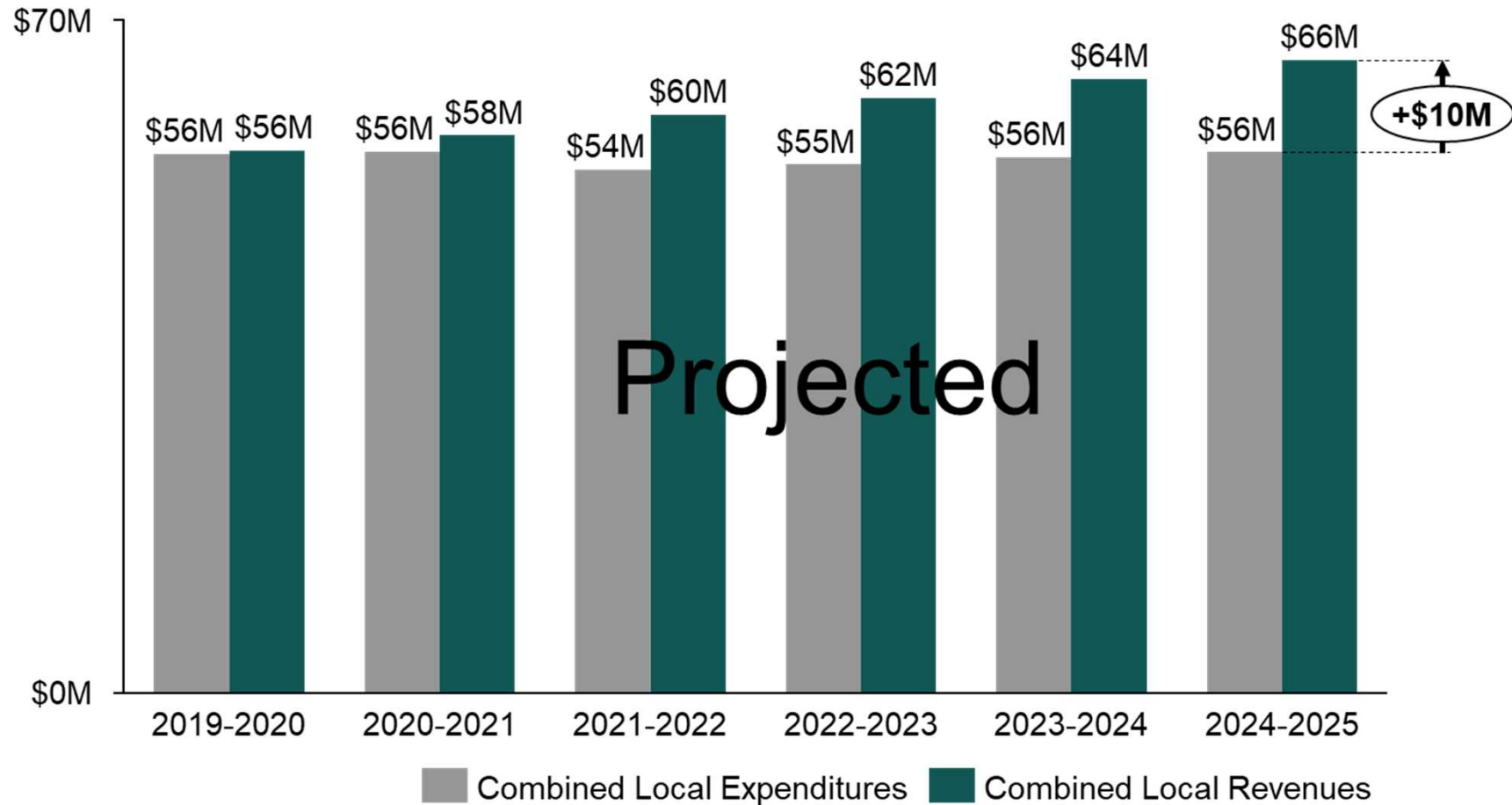
	Status Quo	9 – 12 Regional	6 –12 Regional	PK – 12 Regional (4 elem.)	PK-12 Regional (3 elem.)
<b>Assumed District Savings</b>	-	-	-	10%	10%
<b>Assumed School Savings</b>	-	2%	5%	10%	10%
<b>Savings</b>	-	\$(80,000)	\$(150,000)	\$(270,000)	\$(270,000)



All put together, a regional district PK-12 with three elementary schools could have up to a \$10,000,000 surplus by 2024-2025.

Finance: Regional 5-Year Projected Local Expenditures and Revenues (PK-12, 3 Elementary)

Task 1



\*Regional bonus represents PK-12 scenario.



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**As Derby currently spends more per child, it would reap more of the savings, because in a regional district, they would pay the same amount per-pupil.**

**Finance: Total Operating Costs by City**

**Task 1**

	Status Quo	9-12 Regional	6-12 Regional	PK-12 Regional (4 elem.)	PK-12 Regional (3 elem.)
Ansonia	\$37,890,000	\$37,260,000 <i>(\$620,000 saved)</i>	\$37,160,000 <i>(\$730,000 saved)</i>	\$37,390,000 <i>(\$500,000 saved)</i>	\$37,110,000 <i>(\$780,000 saved)</i>
Derby	\$23,040,000	\$22,230,000 <i>(\$810,000 saved)</i>	\$21,620,000 <i>(\$1,420,000 saved)</i>	\$21,050,000 <i>(\$1,990,000 saved)</i>	\$20,890,000 <i>(\$2,150,000 saved)</i>



**In existing CT regional districts, there are many different configurations for oversight and administration.**

**Governance: Sample Governance in CT Regional Districts**

**Task 1**

Regional School District Number	Towns / Cities	Grades in Regional District	Number of Boards of Education	Number of Superintendents	Regional Board of Education Make-up
1	Canaan, Cornwall, Kent, North Canaan, Salisbury, Sharon	9-12	7	1	1 member per municipality, each vote weighted by enrollment
7	Barkhamsted, Colebrook, New Hartford, Norfolk	7-12	5	5	2 seats per municipality
10	Burlington, Harwinton	K-12	1	1	Burlington - 6 seats Harwinton - 4 seats



In a future Ansonia and Derby with a regional district, there could be anywhere from one to three Boards of Education.

## Governance: Regional Configurations

### Task 1

	Configuration	Boards of Education	Board Roles
Less Regional	Status Quo – 2 independent districts	2 local	Oversee each city's independent district
↑	9-12 Regional district	2 local, 1 regional	Local boards oversee each city's local PK-8 district, and regional board oversees regional 9-12
↓	6-12 Regional district	2 local, 1 regional	Local boards oversee each city's local PK-5 district, and regional board oversees 6-12
More Regional	PK-12 Regional district	1 regional	Oversee PK-12



The authors suggest three potential regional board configurations, of which each includes “crossover voting” rule.

## Governance: Potential Regional Board Configurations

### Task 1

#### 6 Ansonia, 3 Derby

- Nine-member board
- Six board members elected from Ansonia and three board members elected from Derby
- Each member has equal voting rights

#### 10 Member, Weighted Voting

- Five board members elected from each city
- Each Ansonia member vote counts for 12.8% (64% total divided by 5 members)
- Each Derby member vote counts for 7.2% (36% divided by 5 members)

#### 9 At Large

- Nine at-large board members elected from across Ansonia and Derby
- Each member has equal voting rights

A “crossover voting” rule would require all approvals to have at least one affirmative vote from each city.



Though financial difficulties and athletics pose obstacles, every focus group said it was open to the idea of regionalization if students benefit.

## Culture: Context in Ansonia and Derby

## Task 1

### City Contexts

- Ansonia focus groups spoke about the concerns of **higher taxes**.
- Derby focus groups referenced the **new athletic fields**, as well as the **different student populations at Bradley and Irving**.
- Both experienced significant **financial challenges** over the past year.

### Athletics

- The sports rivalry, which dates back to 1902, had been an **obstacle to regionalization in the past**.
- There would be greater competition for spots on teams, but there could be JV or Freshman teams.
- Students in both districts could have access to **more sports programs** at a regionalized high school.

### Identity

- Both communities have **strong cultural identities**.
- A new regionalized district would need to find a way to both **respect and honor the past** while also **creating a new identity**.



The table below summarizes findings in the Task 1 report.

Task 1 Summary Table

Task 1

Less Regional

More Regional

		No Change / Status Quo	9-12 Regionalized	6-12 Regionalized	PK-12 Regionalized (4 elem.)	PK-12 Regionalized (3 elem.)
District Structure	Grade Levels	All grades local	PK-8 local 9-12 regional	PK-5 local 6-12 regional	All grades regional	All grades regional
	Facilities Used	4 Elementary 2 Middle 2 High	4 Elementary 2 Middle 1 High (Ansonia HS)	4 Elementary 1 Middle (Derby MS) 1 High (Ansonia HS)	4 Elementary 1 Middle (Derby MS) 1 High (Ansonia HS)	3 Elementary (Irving closes) 1 Middle (Derby MS) 1 High (Ansonia HS)
	Number of Central Offices	2	1	1	1	1
	Number of Boards of Education	2	3	3	1	1
Academics	Academic Performance	None	None	None	None	None
	Programming	None	Significant	Significant	Significant	Significant
	Special Education	None	Some	Some	Some	Some
	Extracurriculars	None	Significant	Significant	Significant	Significant
	Curriculum	None	Mixed Effect	Mixed Effect	Significant	Significant
	Social Emotional and Student Health	None	Some (Negative)	Some (Negative)	Some (Negative)	Some (Negative)
Enrollment	English Learners	None	Some	Some	Some	Some
	Student Movement Needed	None	Some (Negative)	Some (Negative)	Some (Negative)	Significant (Negative)
Financial	Total Capital Spending	\$62,090,000	\$45,770,000	\$22,330,000	\$20,410,000	\$6,770,000
	Total Savings (Operating Budget)	None	Significant (Savings)	Significant (Savings)	Significant (Savings)	Significant (Savings)
	Central Office Savings	None	Significant (Savings)	Significant (Savings)	Significant (Savings)	Significant (Savings)
	Salaries, Benefits, and Collective Bargaining Agreements	None	Some (Savings)	Some (Savings)	Significant (Savings)	Significant (Savings)
	School-Based Administrators	None	Some (Savings)	Some (Savings)	Some (Savings)	Significant (Savings)
	Teachers	None	Some (Savings)	Some (Cost)	Some (Cost)	Some (Cost)
	Special Education	None	None	None	Some (Savings)	Some (Savings)
	Utilities	None	Some (Savings)	Some (Savings)	Some (Savings)	Significant (Savings)
	Transportation	None	None	None	None	None
	Economies of Scale	None	None	Some (Savings)	Some (Savings)	Some (Savings)
Governance & Administration	Governance	None	Mixed Effect	Mixed Effect	Mixed Effect	Mixed Effect
	Administration	None	Some (Negative)	Some (Negative)	Some (Negative)	Some (Negative)
Culture	Community Perception of Regionalization	None	Mixed Effect	Mixed Effect	Mixed Effect	Mixed Effect
	Athletics	None	Mixed Effect	Mixed Effect	Mixed Effect	Mixed Effect

No Impact: < \$100k

Some: \$100k-\$499k

Significant: \$500k+





**This evening, we will be discussing findings in the Task 1 and 2 reports, as well as the timeline for a TRSSC vote.**

## **Agenda**

Overview

Task 1 Report

**Task 2 Report**

Timeline and Next Steps



**Shorter than the Task 1 report, the Task 2 report includes five main sections, plus an executive summary.**

## Task 2 Report Sections

## Task 2



**Shared Services  
in Connecticut**



**History of Shared Services  
In Ansonia and Derby**



**Potential Areas  
for Saving**



**New Opportunities  
for Students**



**Implementation**



Services can be shared through cooperative arrangements, and can include most any district function without a referendum.

## Cooperative Arrangements in Connecticut

## Task 2

### Definition

*“Any two or more boards of education may, in writing, agree to establish cooperative arrangements to provide school accommodations services, programs or activities, special education services or health care services to enable such boards to carry out the duties specified in the general statutes.” CGS 10-158a*

### Examples

- Teachers from both districts could attend the **same professional development**
- Students could participate in **classes or extracurriculars** in the other city
- The districts join the **same insurance policy** to avoid wide swings in premium increases
- Students from one city could **attend a school in the other city**

Any district function can be shared  
BUT

Unlike regionalization, these arrangements **do not require a referendum** and are therefore **less “permanent”**



The districts could save \$1.05 million combined, with most of the savings coming from sharing a central office.

## Areas for Potential Shared Service Savings

## Task 2

	Status Quo	Shared Services (Separate Central Offices)	Shared Services (Shared Central Office)
Number of Central Offices	-	-	\$(720,000)
Salaries, benefits, and collective bargaining agreements	-	-	-
School-based Administrators	-	-	-
Teacher staffing changes	-	-	-
Special education	-	\$(190,000)	\$(190,000)
Utilities	-	-	-
Transportation	-	-	-
Economies of Scale	-	\$(140,000)	\$(140,000)
Overall	-	\$ (330,000)	\$ (1,050,000)



**With prior attempts leading to mixed success, the districts would need to be intentional to ensure that any future agreement is successful.**

## Previous Sharing & Making Future Sharing Successful

## Task 2

### Past Attempts at Shared Services

- **Transportation:** Both districts currently share a transportation manager and facilities with Seymour and Beacon Hills.
- **Food Services:** Derby used to work with Ansonia to provide food services.
- **Information Technology:** The districts formerly shared an IT manager.

### Making Future Service Sharing Successful

The districts need an agreement that spells out how the shared service would operate. It might include:

- the **cost** to each district
- the **division of students** from each district who can participate, including any rules that give priority to local students
- the **responsibilities** for each district's staff
- the **facilities** to be used for each service
- the **supervision and division of time** for any shared positions
- a clause that penalizes either district for **breaking an agreement**

Source: Focus groups



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**This evening, we will be discussing findings in the Task 1 and 2 reports, as well as the timeline for a TRSSC vote.**

## **Agenda**

Overview

Task 1 Report

Task 2 Report

**Timeline and Next Steps**



The authors believe that the TRSSC should consider the status quo, sharing services, and the two PK-12 regionalization scenarios.

## Scenarios to Consider

TIMELINE AND NEXT STEPS

	Configuration	Authors Recommend Consideration?	Rationale
<div>Less Regional</div> <div>↑</div> <div>↓</div> <div>More Regional</div>	Status Quo – 2 independent districts	✓	<ul style="list-style-type: none"> <li>No change required</li> </ul>
	2 independent districts with shared services	✓	<ul style="list-style-type: none"> <li>Does not require referendum</li> <li>Leads to some savings</li> </ul>
	2 independent districts with shared services and a shared central office	✓	<ul style="list-style-type: none"> <li>Does not require referendum</li> <li>Greater savings than only shared services</li> </ul>
	9-12 regional district	✗	<ul style="list-style-type: none"> <li>Three boards to coordinate</li> <li>Less savings than alternatives</li> <li>Referendum required</li> </ul>
	6-12 regional district	✗	<ul style="list-style-type: none"> <li>Three boards to coordinate</li> <li>Less savings than alternatives</li> <li>Referendum required</li> </ul>
	PK-12 regional district (4 elementary)	✓	<ul style="list-style-type: none"> <li>New opportunities for HS students</li> <li>Significant savings</li> <li>No elementary consolidation required</li> <li>Referendum required</li> </ul>
	PK-12 regional district (3 elementary)	✓	<ul style="list-style-type: none"> <li>New opportunities for HS students</li> <li>Greatest savings of all</li> <li>Referendum required</li> </ul>



Current State  
(Task 1 & 2)

Shared Services  
(Task 2)

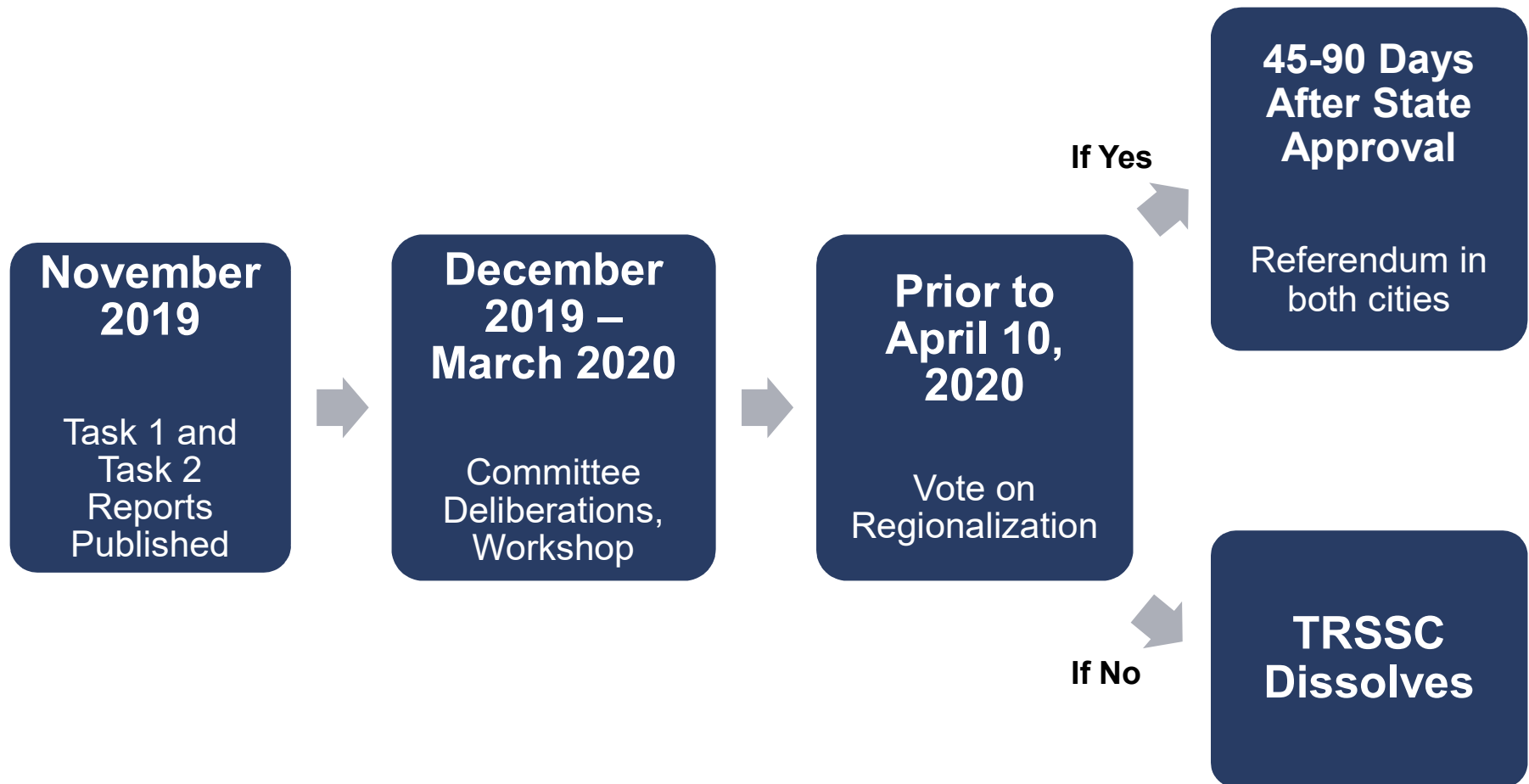
Regionalization  
(Task 1)

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The TRSSC has two years from its formation until its dissolution, so the committee should consider voting before April 10, 2020.

## Potential Timeline for TRSSC

TIMELINE AND NEXT STEPS



\*C.G.S. Section 10-39(b) allows the legislative bodies of the participating cities to vote and extend the life of the committee for up to two years beyond the initial two-year period that the committee is in operation. However, by making a decision prior to April 10, 2020, the committee can avoid the need for an extension from both cities.





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# Q & A





## District Management Group

Helping Schools and  
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