

DMGroup - Ansonia & Derby Temporary Regionalization School Study Committee (TRSSC)

Summary of Savings – PreK-12 Regionalization

The below tables provide detailed insights on the savings, by category, from regionalization between Ansonia and Derby in operating costs. The final pages of this document include a summary table with the rationale of each category and a breakdown of savings by city. This is based on providing levels of service and staffing of similar sized high performing districts. Ultimately any staffing decisions would be made by the new regional school board.

This document includes two chapters, each reflecting the savings from a different central office makeup. Below is an outline of the two chapters:

1. **Take advantage of appropriate economies of scale at the central office:** In this scenario, the central office savings is significant (approx. \$1,000,000), and economies of scale are maximized. There are fewer positions in almost all departments or functions. This matches the information we have already shared with the TRSSC.
2. **Improve and expand management and leadership functions at no additional cost at the central office:** In this scenario, the central office savings is smaller (approx. \$250,000), but the leadership and management is increased within existing resources. In this scenario leaders and managers can have greater focus and are spread less thin. Collectively, the combined central office would be able to better manage and better lead.
3. **Improve and expand management and leadership functions to the extent desired by existing leadership:** In this scenario, the new central office will cost the district additional dollars (approx. \$250,000). In this scenario, leaders and managers can have greater focus and are spread less thin. This combined central office would be easier to manage and lead. This option is provided at the requests of the committee. District Management Group is neither recommending this option, nor opposed to it. It is a question of what level of investment the communities wish to make in leadership and management.

All savings that come from a reduction in personnel are based on the lowest salaries. For example, the higher superintendent salary was included in the cost of the central office and the lower superintendent salary was included in the savings. *This does not reflect which superintendent would be hired by the regional district, just that the assumption is the larger salary may be required at the regional district.*

1. Take advantage of appropriate economies of scale at the central office

Central Office Leadership:

Category	Roles Included	Before		After		Savings	
		FTE	Cost	FTE	Cost	FTE	Cost
District Leaders	Superintendent	2	\$394,927	1	\$204,906	1	\$190,021
Teaching and learning leadership	Assistant Superintendent ELA Consultant Math Consultant Director of Curriculum & Instruction	4	\$440,869	2	\$300,000	2	\$140,869
Special populations Leadership	Director of Special Education	2	\$228,717	1	\$132,867	1	\$95,850
Early Childhood/ PreK	PreK Director of Early Childhood	2	\$134,191	1	\$67,096	1	\$67,096
Business office	Business Manager Assistant Business Manager Accounts Payable Grants Manager School Business Administrator Human Resources Data Analyst	7	\$474,716	4	\$301,858	3	\$172,858
Operations & Facilities	Facilities Director Maintenance Manager	2	\$171,989	1	\$92,993	1	\$78,996
IT	Technology & Network Manager IT Director	3	\$210,504	2	\$169,184	1	\$41,320
Food Service	Food service director Cafeteria Manager	3	\$225,874	1	\$77,532	2	\$148,352
Clerical	Clerical Staff Executive Assistant	9	\$458,822	6	\$330,931	3	\$127,891
Total	All	34	\$2,740,609	19	\$1,677,367	15	\$1,063,242

School Based Leadership:

4 Elementary Schools

School Level	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
High School Principals & Assistant Principals	5	\$644,454	3	\$399,145	2 (1 principal, 1 AP)	\$265,309
Middle School Principals & Assistant Principals	4	\$455,135	3	\$341,351	1 (1 principal)	\$113,784
Elementary School Principals & Assistant Principals	5	\$665,764	5	\$665,764	0	0
Total	14	\$1,765,353	11	\$1,396,160	3	\$379,093

3 Elementary Schools

School Level	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
High School Principals & Assistant Principals	5	\$644,454	3	\$399,145	2	\$265,309
Middle School Principals & Assistant Principals	4	\$455,135	3	\$341,351	1	\$113,784
Elementary School Principals & Assistant Principals	5	\$665,764	4	\$537,244	1	\$128,520
Total	14	\$1,765,353	10	\$1,267,640	4	\$517,613

Staffing Changes:

Other District Wide Staff (including district wide crossing guards, psychologists, maintenance staff, substitute teachers, homebound teachers):

Category	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
Staff Shared Across the District	Exact FTE Unknown	\$734,027	Exact FTE Unknown	\$734,027	Exact FTE Unknown	\$0

General Education Teachers:

School Level	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
High School General Education Teachers	78	\$5,492,020	78	\$5,492,020	0	\$0
Middle School General Education Teachers	40	\$2,722,937	50.4	\$3,431,862	(10.4) Moving from elementary to middle	\$(708,925) (additional spending)
Elementary General Education Teachers	94.6	\$5,881,441	84.2	\$5,172,516	10.4 Moving from elementary to middle	\$708,925 (Savings)
Total	212.6	\$14,096,398	212.6	\$14,096,398	0	\$0

Other Staff:

School Level	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
High School Other Staff	66.5	\$3,301,712	66.5	\$3,301,712	0	\$0
Middle School Other Staff	43.5	\$2,397,633	43.5	\$2,397,633	0	\$0
Elementary School Other Staff	103.3	\$5,320,531	103.3	\$5,320,531	0	\$0
Total	213.3	\$11,019,876	213.3	\$11,019,876	0	\$0

Contractual Changes:

Salary Changes (moving to Derby contract):

School Level	Increased Cost
High School	\$143,429
Middle School	\$83,368
Elementary School	\$210,819
Total	\$437,616

Benefit Changes (moving to Derby contract):

School Level	Savings
High School	\$345,487
Middle School	\$178,398
Elementary School	\$463,145
Total	\$987,030

Total Savings from Moving to Derby Contract	\$549,414
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School Utilities:

4 Elementary Schools

School Level	Before	After	Savings
High School	\$601,072	\$471,582	\$129,490
Middle School	\$530,705	\$277,200	\$253,505
Elementary School	\$805,723	\$805,723	\$0
Total	\$1,937,500	\$1,554,505	\$382,995

3 Elementary Schools

School Level	Before	After	Savings
High School	\$601,072	\$471,582	\$129,490
Middle School	\$530,705	\$277,200	\$253,505
Elementary School	\$805,723	\$492,623	\$313,100
Total	\$1,937,500	\$1,241,405	\$696,095

School Based Costs (maintenance, PD, curriculum, technology, etc.):

School Level	Before	After	Savings
High School	\$507,336	\$456,602	\$50,734
Middle School	\$269,310	\$242,379	\$26,931
Elementary School	\$522,145	\$469,930	\$52,215
Total	\$1,298,791	\$1,168,911	\$129,880

Systemwide Costs (including district wide operations, maintenance, PD, curriculum, technology, etc.):

Category	Before	After	Savings
Systemwide Costs	\$1,377,335	\$1,239,602	\$137,733

Other District-Wide Costs:

Category	Before	After	Savings
Transportation	\$1,559,808	\$1,559,808	\$0
Athletic costs	\$154,816	\$154,816	\$0
Non-SPED tuition	\$912,550	\$912,550	\$0
Total	\$2,627,174	\$2,627,174	\$0

Special Education Costs:

Category	Before	After	Savings
In District Special Education	\$1,882,507	\$1,694,256	\$188,251
Out of District Special Education	\$7,641,677	\$7,641,677	\$0
Total	\$9,524,184	\$9,335,933	\$188,251

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Below is a summary of all of the above tables with rationale.

Note: Any savings are listed as negative dollars and are put in parenthesis; additional spending is listed as positive dollars.

Category	Savings (\$) PreK-12 (4 Elem.)	Savings (\$) PreK-12 (3 Elem.)	Rationale
Central office administration	\$ (1,063,242)	\$ (1,063,242)	Reduction in central office staff to align to typical size of central office for district of 3,600 students.
Other district-wide staff	-	-	In the regional school district other district-wide staffing remains at the exact same level that it is currently at and did not cut or hire any additional staff.
School-based administrators	\$ (379,093)	\$ (507,613)	Reduction in high school principal and one assistant principal, middle school principal, and elementary principal in the 3 elementary school scenario.
School staff salaries & benefits (contract change)	\$ (549,414)	\$ (549,414)	If the regional district adopts Derby's contract salary and benefits, there will be a net savings of about \$500,000 because while Derby's salaries are higher than Ansonia's, the benefits cost less. If the regional district adopts Ansonia's contract salary and benefits, there will be a net additional spending of about \$100,000 because of the higher benefit cost. If the regional district adopts some combination of the two the additional spending could be as high as about \$750,000 or savings as high as about \$1,200,000.
Teacher	-	-	In the regional school district general education staffing remains at the exact same level that it is currently at and did not cut or hire any additional teachers.
Other school-based staff	-	-	In the regional school district other staffing (counselors, special educators, paraprofessionals, etc.) remains at the exact same level that it is currently at and did not cut or hire any additional staff.
School utilities	\$ (382,995)	\$ (696,095)	In the 4 elementary school scenario, savings are yielded from the utilities at Derby High School and Ansonia Middle School. There is a slight increase in utility costs at Ansonia High School and Derby

Category	Savings (\$) PreK-12 (4 Elem.)	Savings (\$) PreK-12 (3 Elem.)	Rationale
			<p>Middle School to accommodate the larger number of students and larger buildings.</p> <p>In addition to the above, in the 3 elementary school scenario there is also utility savings at Irving School and a slight increase in utilities at the Bradley School.</p>
School-based savings (maintenance, PD, curriculum, technology, etc.)	\$ (129,880)	\$ (129,880)	<p>Marginal, 5% savings, on systemwide costs were calculated to account for redundant purchases and slight discounts based on higher student enrollment. 5% is typical for other districts of this size who have regionalized, however, if the districts only consider shared services 5% may be the higher end of potential savings.</p>
Transportation (In-district)	-	-	<p>Because both districts currently route for every student within the district to be transported to school, there would not be any increase in transportation costs as no new routes would be needed</p>
Systemwide costs	\$ (137,733)	\$ (137,733)	<p>Marginal, 5% savings, on systemwide costs were calculated to account for redundant purchases and slight discounts based on higher student enrollment. 5% is typical for other districts of this size who have regionalized, however, if the districts only consider shared services 5% may be the higher end of potential savings.</p>
Athletic costs	-	-	<p>In the regional school district athletic costs remain at the exact same level that it is currently as the increase in the number of sports offered is offset by the combination of sports that already in both communities.</p>
Non-SPED tuition	-	-	<p>In the regional school district tuition costs remain at the exact same level that it is currently.</p>
Special Education in district costs	\$ (188,251)	\$ (188,251)	<p>With more students in special education, costs of programming, especially severe needs programming, can be reduced by combining of similar programs across districts.</p>

Category	Savings (\$) PreK-12 (4 Elem.)	Savings (\$) PreK-12 (3 Elem.)	Rationale
Special Education out of district costs	-	-	<p>In the regional school district tuition costs remain at the exact same level that it is currently.</p> <p>However, with thoughtful programming in district and a larger student body, there is potential for out of district costs to be reduced over time.</p>
Total	\$ (2,839,698)	\$ (3,272,228)	

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Total Savings by City:

In a regional school district, Ansonia and Derby will contribute an equal per-pupil amount to the operating budget. This means that savings by city are in comparison to the current per pupil spending in the two cities. The tables below demonstrate those differences.

Per Pupil Expenditures:

City	Current	4 Elementary School	3 Elementary School
Ansonia	\$16,303	\$15,994	\$15,875
Derby	\$17,618	\$15,994	\$15,875

Total Spending:

City	Current		4 Elementary School		3 Elementary School	
	Per Pupil	Total	Per Pupil	Total	Per Pupil	Total
Ansonia	\$16,303	\$37,887,072	\$15,994	\$37,170,881	\$15,875	\$36,894,118
Derby	\$17,618	\$23,044,123	\$15,994	\$20,920,616	\$15,875	\$20,764,848

Total Savings in First Year of Regionalization:

City	Current	4 Elementary School	3 Elementary School
Ansonia	\$0	\$716,191	\$992,954
Derby	\$0	\$2,123,507	\$2,279,275

Total Savings by Town Projected for 4 Years:

Moving beyond the year of regionalization, Ansonia and Derby will continue to contribute an equal per-pupil amount to the operating budget of the regional school district. As enrollment shifts, the savings, or difference from the status quo (no regional school district) may grow or shrink for the cities depending on the change in enrollment.

The below tables outline the total cost by city in the status quo, and then for each of the two PK-12 regional districts the total spending by city over 5 years and the difference from status quo for the 4 years from 2021-22 through 2024-25.

Projections for this set of tables was done based on the annual growth of the operating budget for Ansonia and for Derby, respectively. DMGroup assumed that each district budget would increase at the rate it has increased for the past 5 years, regardless of changes in enrollment. When a district has a decline in enrollment, DMGroup assumed that there still would be an increase in the overall budget by the growth rate of the past 5 years. This assumes that neither Ansonia, Derby, nor the regional district would make changes in staffing due to enrollment.

Status Quo, Ansonia (General Fund):

	2020-21*	2021-22	2022-23	2023-24	2024-25
Projected total budget	\$36,403,315	\$37,135,785	\$37,694,354	\$38,338,860	\$39,006,816
Projected Enrollment	2,280	2,319	2,316	2,323	2,328
Projected per pupil expenditures	\$15,966	\$16,014	\$16,276	\$16,504	\$16,756

*2020-21 represents the projected budget of the district, not the actual budget of the district during that year.

Status Quo, Derby (General Fund):

	2020-21*	2021-22	2022-23	2023-24	2024-25
Projected total budget	\$19,953,425	\$19,993,348	\$19,945,093	\$20,149,064	\$20,048,392
Projected Enrollment	1228	1195	1152	1136	1095
Projected per pupil expenditures	\$16,249	\$16,731	\$17,313	\$17,737	\$18,309

*2020-21 represents the projected budget of the district, not the actual budget of the district during that year.

PK – 12 4 Elementary School Regional District (General Fund):

	2020-21*	2021-22	2022-23	2023-24	2024-25
Projected total budget	N/A	\$54,848,361	\$55,380,330	\$56,101,644	\$56,666,964
Projected Enrollment	N/A	3514	3468	3459	3423
Projected per pupil expenditures	N/A	\$15,609	\$15,969	\$16,219	\$16,555

*2020-21 represents the projected budget of the district, not the actual budget of the district during that year.

Breakdown of Spending by City – 4 Elementary School Regional (General Fund):

City	2021-22		2022-23		2023-24		2024-25	
	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending
Ansonia	2,319	\$36,196,172	2,316	\$36,984,096	2,323	\$37,676,820	2,328	\$38,539,495
Derby	1,195	\$18,652,189	1,152	\$18,396,234	1,136	\$18,424,824	1,095	\$18,127,469
Total	3,514	\$54,848,361	3,468	\$55,380,330	3,459	\$56,101,644	3,423	\$56,666,964

Difference from Status Quo – 4 Elementary School Regional (General Fund):

City	2021-22	2022-23	2023-24	2024-25
Ansonia	\$939,613	\$710,259	\$662,040	\$467,321
Derby	\$1,341,160	\$1,548,859	\$1,724,241	\$1,920,924
Total	\$2,280,773	\$2,259,118	\$2,386,281	\$2,388,245

PK – 12 3 Elementary School Regional District (General Fund):

	2021-22	2022-23	2023-24	2024-25
Projected total budget	\$54,137,976	\$54,654,350	\$55,359,726	\$55,908,759
Projected Enrollment	3514	3468	3459	3423
Projected per pupil expenditures	\$15,406	\$15,760	\$16,005	\$16,333

Breakdown of Spending by City – 3 Elementary School Regional (General Fund):

City	2021-22		2022-23		2023-24		2024-25	
	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending
Ansonia	2,319	\$35,727,367	2,316	\$36,499,272	2,323	\$37,178,561	2,328	\$38,023,836
Derby	1,195	\$18,410,609	1,152	\$18,155,078	1,136	\$18,181,165	1,095	\$17,884,923
Total	3,514	\$54,137,976	3,468	\$54,654,350	3,459	\$55,359,726	3,423	\$55,908,759

Difference from Status Quo – 3 Elementary School Regional (General Fund):

City	2021-22	2022-23	2023-24	2024-25
Ansonia	\$1,408,419	\$1,195,083	\$1,160,298	\$982,980
Derby	\$1,582,739	\$1,790,015	\$1,967,900	\$2,163,469
Total	\$2,991,158	\$2,985,098	\$3,128,198	\$3,146,449

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2. Improve and expand management and leadership functions at no additional cost at the central office

Central Office Leadership – Maximizing the Impact of Existing Resources:

Category	Roles Included	Before		After		Savings	
		FTE	Cost	FTE	Cost	FTE	Cost
District Leaders	Superintendent	2	\$394,927	1	\$204,906	1	\$190,021
Teaching and learning leadership	Assistant Superintendent ELA Consultant Math Consultant Director of Curriculum & Instruction	4	\$440,869	4	\$440,869	0	-
Special populations Leadership	Director of Special Education	2	\$228,717	3	\$343,076	+1	(\$114,359)
Early Childhood/ PreK	PreK Director of Early Childhood	2	\$134,191	2	\$134,191	0	-
Business office	Business Manager Assistant Business Manager Accounts Payable Grants Manager School Business Administrator Human Resources Data Analyst	7	\$474,716	6	\$361,858	1	\$112,858
Operations & Facilities	Facilities Director Maintenance Manager	2	\$171,989	2	\$171,989	0	-
IT	Technology & Network Manager IT Director	3	\$210,504	3	\$210,504	0	-
Food Service	Food service director Cafeteria Manager	3	\$225,874	2	\$148,352	1	\$77,532
Clerical	Clerical Staff Executive Assistant	9	\$458,822	9	\$458,822	0	-
Total	All	34	\$2,740,609	32	\$2,474,567	2	\$266,052

School Based Leadership:

4 Elementary Schools

School Level	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
High School Principals & Assistant Principals	5	\$644,454	3	\$399,145	2 (1 principal, 1 AP)	\$265,309
Middle School Principals & Assistant Principals	4	\$455,135	3	\$341,351	1 (1 principal)	\$113,784
Elementary School Principals & Assistant Principals	5	\$665,764	5	\$665,764	0	0
Total	14	\$1,765,353	11	\$1,396,160	3	\$379,093

3 Elementary Schools

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Staffing Changes:

Other District Wide Staff (including district wide crossing guards, psychologists, maintenance staff, substitute teachers, homebound teachers):

Category	Before		After		Savings	
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Staff Shared Across the District	Exact FTE Unknown	\$734,027	Exact FTE Unknown	\$734,027	Exact FTE Unknown	\$0

General Education Teachers:

School Level	Before		After		Savings	
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Total	213.3	\$11,019,876	213.3	\$11,019,876	0	\$0

Contractual Changes:

Salary Changes (moving to Derby contract):

School Level	Increased Cost
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School Utilities:

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Below is a summary of all of the above tables with rationale.

Note: Any savings are listed as negative dollars and are put in parenthesis; additional spending is listed as positive dollars.

Category	Savings (\$) PreK-12 (4 Elem.)	Savings (\$) PreK-12 (3 Elem.)	Rationale
Central office administration	\$ (266,052)	\$ (266,052)	Maximized leadership and management capacity at the central office.
Other district-wide staff	-	-	In the regional school district other district-wide staffing remains at the exact same level that it is currently at and did not cut or hire any additional staff.
School-based administrators	\$ (379,093)	\$ (507,613)	Reduction in high school principal and one assistant principal, middle school principal, and elementary principal in the 3 elementary school scenario.
School staff salaries & benefits (contract change)	\$ (549,414)	\$ (549,414)	If the regional district adopts Derby's contract salary and benefits, there will be a net savings of about \$500,000 because while Derby's salaries are higher than Ansonia's, the benefits cost less. If the regional district adopts Ansonia's contract salary and benefits, there will be a net additional spending of about \$100,000 because of the higher benefit cost. If the regional district adopts some combination of the two the additional spending could be as high as about \$750,000 or savings as high as about \$1,200,000.
Teacher	-	-	In the regional school district general education staffing remains at the exact same level that it is currently at and did not cut or hire any additional teachers.
Other school-based staff	-	-	In the regional school district other staffing (counselors, special educators, paraprofessionals, etc.) remains at the exact same level that it is currently at and did not cut or hire any additional staff.
School utilities	\$ (382,995)	\$ (696,095)	In the 4 elementary school scenario, savings are yielded from the utilities at Derby High School and Ansonia Middle School. There is a slight increase in utility

Category	Savings (\$) PreK-12 (4 Elem.)	Savings (\$) PreK-12 (3 Elem.)	Rationale
			<p>costs at Ansonia High School and Derby Middle School to accommodate the larger number of students and larger buildings.</p> <p>In addition to the above, in the 3 elementary school scenario there is also utility savings at Irving School and a slight increase in utilities at the Bradley School.</p>
School-based savings (maintenance, PD, curriculum, technology, etc.)	\$ (129,880)	\$ (129,880)	<p>Marginal, 5% savings, on systemwide costs were calculated to account for redundant purchases and slight discounts based on higher student enrollment. 5% is typical for other districts of this size who have regionalized, however, if the districts only consider shared services 5% may be the higher end of potential savings.</p>
Transportation (In-district)	-	-	<p>Because both districts currently route for every student within the district to be transported to school, there would not be any increase in transportation costs as no new routes would be needed</p>
Systemwide costs	\$ (137,733)	\$ (137,733)	<p>Marginal, 5% savings, on systemwide costs were calculated to account for redundant purchases and slight discounts based on higher student enrollment. 5% is typical for other districts of this size who have regionalized, however, if the districts only consider shared services 5% may be the higher end of potential savings.</p>
Athletic costs	-	-	<p>In the regional school district athletic costs remain at the exact same level that it is currently as the increase in the number of sports offered is offset by the combination of sports that already in both communities.</p>
Non-SPED tuition	-	-	<p>In the regional school district tuition costs remain at the exact same level that it is currently.</p>
Special Education in district costs	\$ (188,251)	\$ (188,251)	<p>With more students in special education, costs of programming, especially severe needs programming, can be reduced by</p>

Category	Savings (\$) PreK-12 (4 Elem.)	Savings (\$) PreK-12 (3 Elem.)	Rationale
			combining of similar programs across districts.
Special Education out of district costs	-	-	In the regional school district tuition costs remain at the exact same level that it is currently. However, with thoughtful programming in district and a larger student body, there is potential for out of district costs to be reduced over time.
Total	\$(2,033,418)	\$(2,475,038.00)	

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Total Savings by City:

In a regional school district, Ansonia and Derby will contribute an equal per-pupil amount to the operating budget. This means that savings by city are in comparison to the current per pupil spending in the two cities. The tables below demonstrate those differences.

Per Pupil Expenditures:

City	Current	4 Elementary School	3 Elementary School
Ansonia	\$16,303	\$16,216	\$16,095
Derby	\$17,618	\$16,216	\$16,095

Total Spending:

City	Current		4 Elementary School		3 Elementary School	
	Per Pupil	Total	Per Pupil	Total	Per Pupil	Total
Ansonia	\$16,303	\$37,887,072	\$16,216	\$37,686,793	\$16,095	\$37,404,215
Derby	\$17,618	\$23,044,123	\$16,216	\$21,210,983	\$16,095	\$21,051,942

Total Savings in First Year of Regionalization:

City	Current	4 Elementary School	3 Elementary School
Ansonia	\$0	\$200,279	\$482,857
Derby	\$0	\$1,833,139	\$1,992,181

Total Savings by Town Projected for 4 Years:

Moving beyond the year of regionalization, Ansonia and Derby will continue to contribute an equal per-pupil amount to the operating budget of the regional school district. As enrollment shifts, the savings, or difference from the status quo (no regional school district) may grow or shrink for the cities depending on the change in enrollment.

The below tables outline the total cost by city in the status quo, and then for each of the two PK-12 regional districts the total spending by city over 5 years and the difference from status quo for the 4 years from 2021-22 through 2024-25.

Projections for this set of tables was done based on the annual growth of the operating budget for Ansonia and for Derby, respectively. DMGroup assumed that each district budget would increase at the rate it has increased for the past 5 years, regardless of changes in enrollment. When a district has a decline in enrollment, DMGroup assumed that there still would be an increase in the overall budget by the growth rate of the past 5 years. This assumes that neither Ansonia, Derby, nor the regional district would make changes in staffing due to enrollment.

Status Quo, Ansonia (General Fund):

	2020-21*	2021-22	2022-23	2023-24	2024-25
Projected total budget	\$36,403,315	\$37,135,785	\$37,694,354	\$38,338,860	\$39,006,816
Projected Enrollment	2,280	2,319	2,316	2,323	2,328
Projected per pupil expenditures	\$15,966	\$16,014	\$16,276	\$16,504	\$16,756

*2020-21 represents the projected budget of the district, not the actual budget of the district during that year.

Status Quo, Derby (General Fund):

	2020-21*	2021-22	2022-23	2023-24	2024-25
Projected total budget	\$19,953,425	\$19,993,348	\$19,945,093	\$20,149,064	\$20,048,392
Projected Enrollment	1228	1195	1152	1136	1095
Projected per pupil expenditures	\$16,249	\$16,731	\$17,313	\$17,737	\$18,309

*2020-21 represents the projected budget of the district, not the actual budget of the district during that year.

PK – 12 4 Elementary School Regional District (General Fund):

	2020-21*	2021-22	2022-23	2023-24	2024-25
Projected total budget	N/A	\$55,663,052	\$56,212,905	\$56,952,496	\$57,536,495
Projected Enrollment	N/A	3514	3468	3459	3423
Projected per pupil expenditures	N/A	\$15,840	\$16,209	\$16,465	\$16,809

*2020-21 represents the projected budget of the district, not the actual budget of the district during that year.

Breakdown of Spending by City – 4 Elementary School Regional (General Fund):

City	2021-22		2022-23		2023-24		2024-25	
	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending
Ansonia	2,319	\$36,733,812	2,316	\$37,540,106	2,323	\$38,248,236	2,328	\$39,130,868
Derby	1,195	\$18,929,239	1,152	\$18,672,799	1,136	\$18,704,260	1,095	\$18,405,627
Total	3,514	\$55,663,051	3,468	\$56,212,905	3,459	\$56,952,496	3,423	\$57,536,495

Difference from Status Quo – 4 Elementary School Regional (General Fund):

City	2021-22	2022-23	2023-24	2024-25
Ansonia	\$401,973	\$154,248	\$90,624	\$(124,052)
Derby	\$1,064,109	\$1,272,294	\$1,444,805	\$1,642,765
Total	\$1,466,082	\$1,426,542	\$1,535,429	\$1,518,713

PK – 12 3 Elementary School Regional District (General Fund):

	2021-22	2022-23	2023-24	2024-25
Projected total budget	\$54,952,667	\$55,486,925	\$56,210,579	\$56,778,291
Projected Enrollment	3514	3468	3459	3423
Projected per pupil expenditures	\$15,638	\$16,000	\$16,251	\$16,587

Breakdown of Spending by City – 3 Elementary School Regional (General Fund):

City	2021-22		2022-23		2023-24		2024-25	
	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending
Ansonia	2,319	\$36,265,007	2,316	\$37,055,282	2,323	\$37,749,978	2,328	\$38,615,209
Derby	1,195	\$18,687,660	1,152	\$18,431,643	1,136	\$18,460,601	1,095	\$18,163,082
Total	3,514	\$54,952,667	3,468	\$55,486,925	3,459	\$56,210,579	3,423	\$56,778,291

Difference from Status Quo – 3 Elementary School Regional (General Fund):

City	2021-22	2022-23	2023-24	2024-25
Ansonia	\$870,779	\$639,072	\$588,882	\$391,607
Derby	\$1,305,689	\$1,513,450	\$1,688,464	\$1,885,311
Total	\$2,176,468	\$2,152,522	\$2,277,346	\$2,276,918

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3. Improve and expand management and leadership functions to the extent desired by existing leadership

Central Office Leadership:

Category	Roles Included	Before		After		Savings	
		FTE	Cost	FTE	Cost	FTE	Cost
District Leaders	Superintendent	2	\$394,927	1	\$204,906	1	\$190,021
Teaching and learning leadership	Assistant Superintendent Chief Operating Officer/Chief of Staff ELA Consultant Math Consultant STEM Consultant Director of Curriculum & Instruction	4	\$440,869	7	\$771,520.75	-3	\$(330,652)
Special populations Leadership	Director of Special Education	2	\$228,717	3	\$343,076	-1	\$(114,359)
Early Childhood/ PreK	PreK Director of Early Childhood	2	\$134,191	2	\$134,191	0	-
Business office	Business Manager Assistant Business Manager Accounts Payable Grants Manager School Business Administrator Human Resources Data Analyst	7	\$474,716	7	\$474,716	0	-
Operations & Facilities	Facilities Director Maintenance Manager	2	\$171,989	2	\$171,989	0	-
IT	Technology & Network Manager IT Director	3	\$210,504	4	\$280,672	-1	\$(70,168)
Food Service	Food service director Cafeteria Manager	3	\$225,874	3	\$225,874	0	-
Clerical	Clerical Staff Executive Assistant	9	\$458,822	9	\$458,822	0	-
Total	All	34	\$2,740,609	38	\$3,065,766	-4	\$(325,157)

School Based Leadership:

4 Elementary Schools

School Level	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
High School Principals & Assistant Principals	5	\$644,454	3	\$399,145	2 (1 principal, 1 AP)	\$265,309
Middle School Principals & Assistant Principals	4	\$455,135	3	\$341,351	1 (1 principal)	\$113,784
Elementary School Principals & Assistant Principals	5	\$665,764	5	\$665,764	0	0
Total	14	\$1,765,353	11	\$1,396,160	3	\$379,093

3 Elementary Schools

School Level	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
High School Principals & Assistant Principals	5	\$644,454	3	\$399,145	2	\$265,309
Middle School Principals & Assistant Principals	4	\$455,135	3	\$341,351	1	\$113,784
Elementary School Principals & Assistant Principals	5	\$665,764	4	\$537,244	1	\$128,520
Total	14	\$1,765,353	10	\$1,267,640	4	\$517,613

Staffing Changes:

Other District Wide Staff (including district wide crossing guards, psychologists, maintenance staff, substitute teachers, homebound teachers):

Category	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
Staff Shared Across the District	Exact FTE Unknown	\$734,027	Exact FTE Unknown	\$734,027	Exact FTE Unknown	\$0

General Education Teachers:

School Level	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
High School General Education Teachers	78	\$5,492,020	78	\$5,492,020	0	\$0
Middle School General Education Teachers	40	\$2,722,937	50.4	\$3,431,862	(10.4) Moving from elementary to middle	\$(708,925) (additional spending)
Elementary General Education Teachers	94.6	\$5,881,441	84.2	\$5,172,516	10.4 Moving from elementary to middle	\$708,925 (Savings)
Total	212.6	\$14,096,398	212.6	\$14,096,398	0	\$0

Other Staff:

School Level	Before		After		Savings	
	FTE	Cost	FTE	Cost	FTE	Cost
High School Other Staff	66.5	\$3,301,712	66.5	\$3,301,712	0	\$0
Middle School Other Staff	43.5	\$2,397,633	43.5	\$2,397,633	0	\$0
Elementary School Other Staff	103.3	\$5,320,531	103.3	\$5,320,531	0	\$0
Total	213.3	\$11,019,876	213.3	\$11,019,876	0	\$0

Contractual Changes:

Salary Changes (moving to Derby contract):

School Level	Increased Cost
High School	\$143,429
Middle School	\$83,368
Elementary School	\$210,819
Total	\$437,616

Benefit Changes (moving to Derby contract):

School Level	Savings
High School	\$345,487
Middle School	\$178,398
Elementary School	\$463,145
Total	\$987,030

Total Savings from Moving to Derby Contract	\$549,414
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School Utilities:

4 Elementary Schools

School Level	Before	After	Savings
High School	\$601,072	\$471,582	\$129,490
Middle School	\$530,705	\$277,200	\$253,505
Elementary School	\$805,723	\$805,723	\$0
Total	\$1,937,500	\$1,554,505	\$382,995

3 Elementary Schools

School Level	Before	After	Savings
High School	\$601,072	\$471,582	\$129,490
Middle School	\$530,705	\$277,200	\$253,505
Elementary School	\$805,723	\$492,623	\$313,100
Total	\$1,937,500	\$1,241,405	\$696,095

School Based Costs (maintenance, PD, curriculum, technology, etc.):

School Level	Before	After	Savings
High School	\$507,336	\$456,602	\$50,734
Middle School	\$269,310	\$242,379	\$26,931
Elementary School	\$522,145	\$469,930	\$52,215
Total	\$1,298,791	\$1,168,911	\$129,880

Systemwide Costs (including district wide operations, maintenance, PD, curriculum, technology, etc.):

Category	Before	After	Savings
Systemwide Costs	\$1,377,335	\$1,239,602	\$137,733

Other District-Wide Costs:

Category	Before	After	Savings
Transportation	\$1,559,808	\$1,559,808	\$0
Athletic costs	\$154,816	\$154,816	\$0
Non-SPED tuition	\$912,550	\$912,550	\$0
Total	\$2,627,174	\$2,627,174	\$0

Special Education Costs:

Category	Before	After	Savings
In District Special Education	\$1,882,507	\$1,694,256	\$188,251
Out of District Special Education	\$7,641,677	\$7,641,677	\$0
Total	\$9,524,184	\$9,335,933	\$188,251

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Below is a summary of all of the above tables with rationale.

Note: Any savings are listed as negative dollars and are put in parenthesis; additional spending is listed as positive dollars.

Category	Savings (\$) or additional spending PreK-12 (4 Elem.)	Savings (\$) or additional spending PreK-12 (3 Elem.)	Rationale
Central office administration	\$325,157	\$325,157	Increase in central office leadership, aligned to the vision of the current superintendents in Ansonia and Derby Public Schools
Other district-wide staff	-	-	In the regional school district other district-wide staffing remains at the exact same level that it is currently at and did not cut or hire any additional staff.
School-based administrators	\$ (379,093)	\$ (507,613)	Reduction in high school principal and one assistant principal, middle school principal, and elementary principal in the 3 elementary school scenario.
School staff salaries & benefits (contract change)	\$ (549,414)	\$ (549,414)	If the regional district adopts Derby's contract salary and benefits, there will be a net savings of about \$500,000 because while Derby's salaries are higher than Ansonia's, the benefits cost less. If the regional district adopts Ansonia's contract salary and benefits, there will be a net additional spending of about \$100,000 because of the higher benefit cost. If the regional district adopts some combination of the two the additional spending could be as high as about \$750,000 or savings as high as about \$1,200,000.
Teacher	-	-	In the regional school district general education staffing remains at the exact same level that it is currently at and did not cut or hire any additional teachers.
Other school-based staff	-	-	In the regional school district other staffing (counselors, special educators, paraprofessionals, etc.) remains at the exact same level that it is currently at and did not cut or hire any additional staff.
School utilities	\$ (382,995)	\$ (696,095)	In the 4 elementary school scenario, savings are yielded from the utilities at

Category	Savings (\$) or additional spending PreK-12 (4 Elem.)	Savings (\$) or additional spending PreK-12 (3 Elem.)	Rationale
			<p>Derby High School and Ansonia Middle School. There is a slight increase in utility costs at Ansonia High School and Derby Middle School to accommodate the larger number of students and larger buildings.</p> <p>In addition to the above, in the 3 elementary school scenario there is also utility savings at Irving School and a slight increase in utilities at the Bradley School.</p>
School-based savings (maintenance, PD, curriculum, technology, etc.)	\$ (129,880)	\$ (129,880)	<p>Marginal, 5% savings, on systemwide costs were calculated to account for redundant purchases and slight discounts based on higher student enrollment. 5% is typical for other districts of this size who have regionalized, however, if the districts only consider shared services 5% may be the higher end of potential savings.</p>
Transportation (In-district)	-	-	<p>Because both districts currently route for every student within the district to be transported to school, there would not be any increase in transportation costs as no new routes would be needed</p>
Systemwide costs	\$ (137,733)	\$ (137,733)	<p>Marginal, 5% savings, on systemwide costs were calculated to account for redundant purchases and slight discounts based on higher student enrollment. 5% is typical for other districts of this size who have regionalized, however, if the districts only consider shared services 5% may be the higher end of potential savings.</p>
Athletic costs	-	-	<p>In the regional school district athletic costs remain at the exact same level that it is currently as the increase in the number of sports offered is offset by the combination of sports that already in both communities.</p>
Non-SPED tuition	-	-	<p>In the regional school district tuition costs remain at the exact same level that it is currently.</p>

Category	Savings (\$) or additional spending PreK-12 (4 Elem.)	Savings (\$) or additional spending PreK-12 (3 Elem.)	Rationale
Special Education in district costs	\$ (188,251)	\$ (188,251)	With more students in special education, costs of programming, especially severe needs programming, can be reduced by combining of similar programs across districts.
Special Education out of district costs	-	-	In the regional school district tuition costs remain at the exact same level that it is currently. However, with thoughtful programming in district and a larger student body, there is potential for out of district costs to be reduced over time.
Total	\$(1,442,209)	\$(1,883,829)	

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Total Savings by City:

In a regional school district, Ansonia and Derby will contribute an equal per-pupil amount to the operating budget. This means that savings by city are in comparison to the current per pupil spending in the two cities. The tables below demonstrate those differences.

Per Pupil Expenditures:

City	Current	4 Elementary School	3 Elementary School
Ansonia	\$16,303	\$16,379	\$16,258
Derby	\$17,618	\$16,379	\$16,258

Total Spending:

City	Current		4 Elementary School		3 Elementary School	
	Per Pupil	Total	Per Pupil	Total	Per Pupil	Total
Ansonia	\$16,303	\$37,887,072	\$16,379	\$38,065,089	\$16,258	\$37,782,510
Derby	\$17,618	\$23,044,123	\$16,379	\$21,423,897	\$16,258	\$21,264,855

Total Savings in First Year of Regionalization:

City	Current	4 Elementary School	3 Elementary School
Ansonia	\$0	\$(178,017)	\$104,562
Derby	\$0	\$1,620,226	\$1,779,267

Total Savings by Town Projected for 4 Years:

Moving beyond the year of regionalization, Ansonia and Derby will continue to contribute an equal per-pupil amount to the operating budget of the regional school district. As enrollment shifts, the savings, or difference from the status quo (no regional school district) may grow or shrink for the cities depending on the change in enrollment.

The below tables outline the total cost by city in the status quo, and then for each of the two PK-12 regional districts the total spending by city over 5 years and the difference from status quo for the 4 years from 2021-22 through 2024-25.

Projections for this set of tables was done based on the annual growth of the operating budget for Ansonia and for Derby, respectively. DMGroup assumed that each district budget would increase at the rate it has increased for the past 5 years, regardless of changes in enrollment. When a district has a decline in enrollment, DMGroup assumed that there still would be an increase in the overall budget by the growth rate of the past 5 years. This assumes that neither Ansonia, Derby, nor the regional district would make changes in staffing due to enrollment.

Status Quo, Ansonia (General Fund):

	2020-21*	2021-22	2022-23	2023-24	2024-25
Projected total budget	\$36,403,315	\$37,135,785	\$37,694,354	\$38,338,860	\$39,006,816
Projected Enrollment	2,280	2,319	2,316	2,323	2,328
Projected per pupil expenditures	\$15,966	\$16,014	\$16,276	\$16,504	\$16,756

*2020-21 represents the projected budget of the district, not the actual budget of the district during that year.

Status Quo, Derby (General Fund):

	2020-21*	2021-22	2022-23	2023-24	2024-25
Projected total budget	\$19,953,425	\$19,993,348	\$19,945,093	\$20,149,064	\$20,048,392
Projected Enrollment	1228	1195	1152	1136	1095
Projected per pupil expenditures	\$16,249	\$16,731	\$17,313	\$17,737	\$18,309

*2020-21 represents the projected budget of the district, not the actual budget of the district during that year.

PK – 12 4 Elementary School Regional District (General Fund):

	2020-21*	2021-22	2022-23	2023-24	2024-25
Projected total budget	N/A	\$56,267,240	\$56,830,357	\$57,583,503	\$58,181,354
Projected Enrollment	N/A	3514	3468	3459	3423
Projected per pupil expenditures	N/A	\$16,012	\$16,387	\$16,647	\$16,997

*2020-21 represents the projected budget of the district, not the actual budget of the district during that year.

Breakdown of Spending by City – 4 Elementary School Regional (General Fund):

City	2021-22		2022-23		2023-24		2024-25	
	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending
Ansonia	2,319	\$37,132,535	2,316	\$37,952,453	2,323	\$38,672,008	2,328	\$39,569,440
Derby	1,195	\$19,134,704	1,152	\$18,877,904	1,136	\$18,911,494	1,095	\$18,611,914
Total	3,514	\$56,267,239	3,468	\$56,830,357	3,459	\$57,583,502	3,423	\$58,181,354

Difference from Status Quo – 4 Elementary School Regional (General Fund):

City	2021-22	2022-23	2023-24	2024-25
Ansonia	\$3,250	\$(258,099)	\$(333,148)	\$(562,624)
Derby	\$858,644	\$1,067,189	\$1,237,570	\$1,436,478
Total	\$861,894	\$809,090	\$904,422	\$873,854

PK – 12 3 Elementary School Regional District (General Fund):

	2021-22	2022-23	2023-24	2024-25
Projected total budget	\$55,556,854	\$56,104,377	\$56,841,585	\$57,423,149
Projected Enrollment	3514	3468	3459	3423
Projected per pupil expenditures	\$15,810	\$16,178	\$16,433	\$16,776

Breakdown of Spending by City – 3 Elementary School Regional (General Fund):

City	2021-22		2022-23		2023-24		2024-25	
	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending	Projected Enrollment	Total Spending
Ansonia	2,319	\$36,663,729	2,316	\$37,467,629	2,323	\$38,173,750	2,328	\$39,053,781
Derby	1,195	\$18,893,125	1,152	\$18,636,748	1,136	\$18,667,835	1,095	\$18,369,369
Total	3,514	\$55,556,854	3,468	\$56,104,377	3,459	\$56,841,585	3,423	\$57,423,150

Difference from Status Quo – 3 Elementary School Regional (General Fund):

City	2021-22	2022-23	2023-24	2024-25
Ansonia	\$472,056	\$226,726	\$165,109	\$(46,965)
Derby	\$1,100,224	\$1,308,345	\$1,481,230	\$1,679,024
Total	\$1,572,280	\$1,535,071	\$1,646,339	\$1,632,059

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