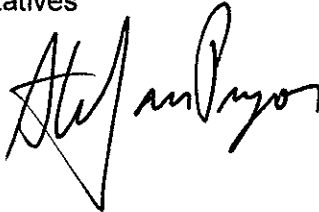




STATE OF CONNECTICUT  
STATE BOARD OF EDUCATION



TO: Clerk of the Senate  
Clerk of the House of Representatives

FROM: Stefan Pryor  
Commissioner of Education 

DATE: October 15, 2013

SUBJECT: Report on the Study of Small School Districts

In accordance with Section 17 of Public Act 12-116, attached is a copy of the Report on the Study of Small School Districts. Also, please note that by copy of this letter, I am distributing copies of this report in accordance with Section 11-4a of the Connecticut General Statutes.

If you have any questions, please contact Sarah Hemingway, Legislative Liaison, at 860-713-6493.

SP:bnk  
cc: Office of Legislative Research  
State Library  
Legislative Library  
Education Committee

Attachment



**Connecticut State  
Department of Education**

**Report on the Study of  
Small School Districts**

**Pursuant to Section 17 of  
Public Act 12-116**

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## Overview

Section 17 of Public Act 12-116, An Act Concerning Educational Reform, required the State Department of Education to study a number of issues pertaining to small school districts. The legislation prescribed five focus areas:

- financial disincentives for any small district in which the per pupil cost of the prior fiscal year exceeds the state average per pupil cost of the prior fiscal year, such as a small district reduction percentage;
- financial incentives for small district consolidation;
- the regional bonus provisions described in Section 10-262f of the Connecticut General Statutes (C.G.S.);
- the effect of regional districts and cooperative arrangements, as described in C.G.S. Section 10-158a, on bonus provisions as they relate to state reimbursement; and
- the minimum budget requirement, described in subsection (f) of C.G.S. Section 10-262i, as amended.

Pursuant to Section 17 of Public Act 12-116, there are 43 districts that meet the statutory definition of a “small school district” (SSD). These districts comprise slightly more than one-quarter of the public school districts. While they all have an average daily membership below 1,000 students, the similarity ends there. The SSDs are very diverse in terms of wealth, expenditures and staffing demographics. They are amongst the wealthiest and poorest school districts and the highest and lowest in educational expenditures per pupil. Where the SSDs are most similar is in their disproportionately high per pupil costs for transportation. SSDs also tend to have smaller class sizes and lower staff-to-student ratios.

A full copy of the legislation is provided in Appendix A on page 39.

Given the task, the Department sought the input and assistance from a variety of stakeholder groups, including:

- Regional Educational Service Centers (RESCs)
- Connecticut Association of Boards of Education (CABE)
- Connecticut Association of Public School Superintendents (CAPSS)
- Connecticut Association of School Business Officials (CASBO)
- Connecticut Conference of Municipalities (CCM)
- Connecticut Council of Small Towns (COST)
- State Office of Policy and Management (OPM)

The Department is greatly indebted to these various education, municipal and state agency stakeholder groups that volunteered their time and expertise, particularly around the financial

incentives for increasing efficiency and economies of scale. Please see Appendix B on page 40 for a list of the workgroup participants.

The report is organized around the five statutorily identified areas of study. However, in the hopes of putting these areas into better context, the first part of the report focuses on a variety of financial and demographic characteristics of the SSDs.

# Section 1

## Small School District Demographics

Section 17 of Public Act 12-116 defines small school districts as any local or regional board of education with an average daily membership (ADM) below 1,000. ADM is defined in C.G.S. Section 10-261(a)(2) and reflects the students of the town or school district as of October 1 for whom they have fiscal responsibility, regardless of whether they are educated in-district or tuitioned out-of-district. ADM is weighted for participation in the Open Choice Attendance grant program, for an extended school year beyond the 180-day/900-hour minimum and for the provision of tuition-free summer school. Prekindergarten students are counted on a full-time equivalency basis, based on the number of program days. Prekindergarten students supported by state school readiness funds and students enrolled in state charter schools or the Connecticut Technical High School System (CTHSS) are not included in ADM.

Based on the 2011-12 ADM, there are 43 districts (38 towns and 5 regional school districts) that meet the statutory definition of a small school district. Based on 166 school districts, small school districts comprise slightly more than one-quarter of the districts (26 percent).

Attachment 1-1 on page 9 is a list of the small school districts.

### 1. Wealth

One of the measures of wealth used in education funding formulas, and other state aid formulas as well, is the Adjusted Equalized Net Grand List per Capita (AENGLC) pursuant to C.G.S. Section 10-261(a)(5). Within the State Department of Education, AENGLC, more specifically AENGLC rank, is used to determine the state support percentages for reimbursement under a variety of major education mandates, which include transportation of children to public and nonpublic schools, the provision of health services to nonpublic students, adult education and school construction.

AENGLC is defined as a combination of property tax base per person and income per person. Property tax base is used because it is the form of wealth taxed by Connecticut's towns. Per Capita Income (PCI) is used because the income from which taxes are paid has an important effect on town taxing capacity. ENGL is the Equalized Net Grand List which represents the value of taxable real and personal property (net grand list) at 100 percent fair market value.

**ENGL** = Equalized Net Grand List (State Office of Policy and Management)

**PCI** = Per Capita Income (U.S. Bureau of the Census)

**HPCI** = Highest Town PCI

**POP** = Total Population (U.S. Bureau of the Census)

For the 169 towns, the determination of AENGLC is computed as follows:

$$\frac{\text{ENGL}}{\text{Population}} \times \frac{\text{PCI}}{\text{HPCI}}$$

For the regional school districts and RESCs, a population weighted AENGLC rank is used based on the member towns' AENGLC rank and population.

Attachment 1-2 on page 10 shows the various wealth ranks for the 43 SSDs. The range is dramatic as these small districts comprise the wealthiest and poorest districts. The median wealth rank for these small districts is 82, which, based on 166 school districts, is essentially the midpoint.

## 2. Grade Ranges

While there are 169 towns, Connecticut has 166 school districts (not including state charter schools, the CTHSS and the state-operated school districts under the Department of Correction and the Department of Children and Families). While the bulk of the 166 school districts operate Kindergarten through Grade 12 (K-12) systems, there are also a number of alternative grade configurations:

- Kindergarten through Grade 6, Regional District Middle/High School (RDM/H)
- Kindergarten through Grade 8, Regional District High School (RDH)
- Kindergarten through Grade 8, Designated High School (DHS)
- Kindergarten through Grade 8, Cooperative Arrangements per C.G.S. Section 10-158a (CA)
- Grades 7 through 12
- Grades 9 through 12

Below is a chart showing the distribution of the various school district configurations for the state and the 43 SSDs:

<u>Grade Range</u>	<u>All Districts</u>	<u>Small School Districts</u>	<u>Small Schools Percent of 166 Districts</u>
K - 12	112	6	5.4%
K - 6, RDM/H	16	11	68.8%
K - 8, RDH	11	8	72.7%
K - 8, DHS	17	14	82.4%
K - 8, CA	2	2	100.0%
7 - 12	5	2	40.0%
9 - 12	3	0	0.0%
<b>Total</b>	<b>166</b>	<b>43</b>	<b>25.9%</b>



As the chart indicates, the vast majority of SSDs (37 of 43 districts or 86 percent) do not operate their own self-contained K-12 school systems. While every SSD operates its own elementary system, the more costly and specialized middle and high school grades are provided through out-of-district regional school districts, designated high schools and cooperative arrangements.

Attachment 1-3 on page 11 is a list of the grade ranges for the 43 SSDs.

The remaining subsections under this section deal with expenditure and staff data. The various analyses all follow a similar dissemination pattern: (i) the 43 small school districts; (ii) the small school district average; (iii) the state average; (iv) District Reference Group (DRG) summary; (v) ADM decile summary; and (vi) grade type summary.

District Reference Group is a classification system in which districts that have public school students with similar socioeconomic status (SES) and need are grouped together. Grouping like districts together is useful in order to make legitimate comparisons among districts. The indicators include family income, parent education level, family structure, parent occupation, poverty, home language and district enrolment. See page 41 (Appendix C) for a complete list of the DRGs. Generally speaking, DRG A reflects those districts with the highest SES and lowest student need. Conversely, DRG I represents the districts with the lowest SES and highest student need.

ADM deciles collapse the 547,570 students reflected in the 2011-12 ADM into 10 groupings of approximately 54,750 students each. Decile 1 with 66 districts reflects the smallest districts, while decile 10 with 3 districts reflects the largest districts. The ADM deciles illustrate any skewing based on district size alone. Appendix D on page 42 is a list of the 2011-12 ADM deciles.

### **3. Net Current Expenditures per Pupil (NCEP)**

Net current expenditures (NCE) reflect school district expenditures for public elementary and secondary education from state, local, federal and other sources. Not included in NCE are mandated transportation, nonpublic expenses, and land, buildings, capital and debt service. NCE is defined in C.G.S. Section 10-261(a)(3) and has been in existence for more than three decades with minimal definitional changes. As such, it is among the most commonly used figures for comparing expenditures over time within or between districts. NCEP is the result of dividing NCE by ADM.

Attachment 1-4 on page 12 is a summary of the 2011-12 NCEPs, which indicates:

- Thirty-three (33) of the 43 SSDs are in excess of the state average (76.7 percent).
- The SSD average is less than DRG A (highest SES/ lowest student need) and about equal to DRG I (lowest SES/highest student need).
- The 66 smallest districts (decile 1) and the seven largest districts (deciles 9 and 10) have higher averages than the state average NCEP. All other deciles are below the state average.

- The 9-12 high school regions and the K-8 districts' averages exceed the state average. All other grade types are at or below the state average.

The small school district legislation under Section 17 of Public Act 12-116 provides for the potential of a financial penalty for small school districts whose NCEP is in excess of 110 percent of the state average. See pages 13-17 (Attachment 1-5) for an analysis of those districts whose NCEPs are in excess of 110 percent of the state average. Based on 2011-12 NCEP, the analysis shows that 35 of the 166 school districts (21 percent) spent above the 110 percent threshold. In terms of the 43 small school districts, 17 (39.5 percent) exceeded the threshold, while only 18 of the 123 non-small school districts (14.6 percent) were above 110 percent of the state average.

#### **4. Selected Objects - Expenditure per Pupil Summary**

The Department of Education collects a variety of district-based expenditures, including the following objects: salaries, benefits, instructional and educational media supplies, instructional equipment and purchased services. See pages 18-20 (Attachment 1-6) for the object definitions and a summary of the 2011-12 per pupil expenditures for these object categories, which indicates:

- For all of the object categories, generally at least two-thirds of the SSDs are above the state average. Under salaries, 31 of the 43 districts, or 72.1 percent, were above the state average.
- When looking at the SSD group average, it is above the DRG I average (the seven districts with the lowest SES and highest student need).
- The SSD average is also more than the decile 10 districts (Bridgeport, Hartford and New Haven – the three largest districts).

#### **5. Selected Functions - Expenditure per Pupil Summary**

The Department of Education also collects a variety of district-based expenditures referred to as functions, which include instructional programs, pupil and support services, school-based administration, general administration, plant services, debt service and regular education transportation. See pages 21-23 (Attachment 1-7) for the function definitions and a summary of the 2011-12 per pupil expenditures for these function categories, which indicates:

- For all of the function categories, generally at least one-half of the SSDs are above the state average. Under instructional programs, 32 of the 43 districts or 74.4 percent were above the state average.
- On the other hand, only 25.6 percent of the SSDs were above the state average with respect to debt service.
- In terms of comparing the SSD average to the DRGs, ADM deciles and grade type summaries, there is no discernible pattern. There are no function categories where the SSD average is the highest.

## **6. School District Expenditures by Revenue Source**

School district expenditures are derived from four revenue sources: local tax dollars, state aid, federal aid and other miscellaneous revenues. Overall, local and state revenues comprise 95 percent of the total support. In large part, state aid, and to a lesser degree federal aid, are equalized in that a school district's ability to raise funds for education (wealth) and student need, particularly student poverty, impact the level of funding received. Therefore, you tend to see lower state revenue percentages in the wealthier districts and the highest state revenue percentages in the poorest districts. This is particularly evident in the DRG summary. DRG A, comprised of districts with the highest wealth and lowest student need, has a 95 percent local share and a 3.8 percent state share. In contrast, DRG I, with the poorest districts having the highest student need, has a local share of 27 percent and a state share of 61.5 percent. In and of itself, the size of the student population should not impact the state-local-federal-other revenue balance.

Attachment 1-8 on page 24 summarizes the 2011-12 local, state, federal and other revenue percentages. When reviewing the individual SSDs, as expected, there is a high correlation between wealth rank and respective local, state and federal revenue percentages. The SSD group average shows a higher local contribution and lower state contribution when compared to the state average. However, this skewing is mainly attributable to the wealth of the SSDs.

## **7. Special Education and Mandated Transportation**

One approach to assessing the impact of special education and mandated transportation (home-school-home) services is to examine the costs of these services as a percentage of total current expenditures (TCE). TCE excludes land, buildings, capital and debt service, as well as nonpublic expenditures.

Attachment 1-9 on page 25 summarizes the impact of special education and transportation as a percentage of TCE. It is apparent that for transportation, the SSDs are impacted due to their size. Twenty-eight (28) of the 43 SSDs (65.1 percent) exceed the state average for special education, and 39 of the SSDs (90.7 percent) exceed the state average for pupil transportation. Union, the smallest school district in the state, expends over 13 percent of its appropriations on transportation, 3.6 times the state average.

## **8. Average Class Size**

Attachment 1-10 on page 26 analyzes the 2011-12 average class sizes for Kindergarten, Grades 2, 5, 7 and high school. When looking at the SSD group average, they are below the state average for every grade analyzed, by anywhere from two to four students. Furthermore, the SSD average for these grades tends to be lower than all of the various DRGs and ADM deciles. For every grade analyzed, there is at least one SSD with an average class size of 10 or less students.

## 9. Certified Staff

As a group, the SSDs tend to have lower staff-to-student ratios when compared to the state average.

Attachment 1-11 on page 27 analyzes the 2011-12 staff-to-enrollment ratios for:

- other administrators – all administrators except for superintendents of schools;
- teachers;
- library/media specialists; and
- other professionals –includes all positions for which professional certification is required, excluding administrators, teachers and library/media specialists.

Except for the other professionals category, the SSDs as a group had staff-to-student ratios below the state average. While only 16 small school districts had other administrator ratios above the state average, only two had teacher or library media specialist ratios higher than the state average. In fact, for these same three staffing categories, the SSD average was below all DRGs and all ADM deciles. In 2011-12, 14 of the 43 SSDs (32.6 percent) had no library/media specialist.

**Attachment 1-1**

Districts with 2011-12 Average Daily Membership (ADM) less than 1,000  
Sorted in ADM and District Code Order

District Code	District Name	ADM 2011-12	District Code	District Name	ADM 2011-12
145	Union	103.00	1	Andover	608.20
21	Canaan	141.00	3	Ashford	702.71
31	Cornwall	159.90	5	Barkhamsted	650.16
63	Hampton	194.99	8	Bethany	973.53
29	Colebrook	221.84	12	Bolton	828.29
123	Scotland	227.50	13	Bozrah	349.75
98	Norfolk	228.02	21	Canaan	141.00
39	Eastford	233.89	22	Canterbury	720.98
125	Sharon	260.67	24	Chaplin	301.79
53	Franklin	285.07	26	Chester	529.84
24	Chaplin	301.79	29	Colebrook	221.84
65	Hartland	319.20	30	Columbia	737.82
211	District No. 11	332.47	31	Cornwall	159.90
68	Kent	339.37	36	Deep River	649.00
13	Bozrah	349.75	39	Eastford	233.89
122	Salisbury	384.62	40	East Granby	890.02
100	North Canaan	426.84	50	Essex	969.88
147	Voluntown	435.94	53	Franklin	285.07
133	Sprague	456.50	63	Hampton	194.99
201	District No. 1	463.00	65	Hartland	319.20
26	Chester	529.84	68	Kent	339.37
127	Sherman	591.84	73	Lisbon	655.36
1	Andover	608.20	98	Norfolk	228.02
114	Preston	609.70	100	North Canaan	426.84
136	Sterling	644.16	102	North Stonington	810.52
36	Deep River	649.00	112	Pomfret	694.90
5	Barkhamsted	650.16	114	Preston	609.70
73	Lisbon	655.36	121	Salem	704.99
112	Pomfret	694.90	122	Salisbury	384.62
3	Ashford	702.71	123	Scotland	227.50
121	Salem	704.99	125	Sharon	260.67
22	Canterbury	720.98	127	Sherman	591.84
30	Columbia	737.82	133	Sprague	456.50
160	Willington	790.69	136	Sterling	644.16
102	North Stonington	810.52	145	Union	103.00
12	Bolton	828.29	147	Voluntown	435.94
212	District No. 12	889.44	154	Westbrook	941.73
40	East Granby	890.02	160	Willington	790.69
154	Westbrook	941.73	201	District No. 1	463.00
206	District No. 6	942.18	204	District No. 4	973.00
50	Essex	969.88	206	District No. 6	942.18
204	District No. 4	973.00	211	District No. 11	332.47
8	Bethany	973.53	212	District No. 12	889.44

**Attachment 1-2**

Small School Districts

2011-12 Adjusted Equalized Net Grand List (AENGLC) Wealth Rank

Sorted in AENGLC Rank and District Code Order

District Code	District Name	2011-12 Wealth (AENGLC) Rank	District Code	District Name	2011-12 Wealth (AENGLC) Rank
125	Sharon	10	1	Andover	94
31	Cornwall	11	3	Ashford	130
212	District No. 12	11	5	Barkhamsted	85
122	Salisbury	12	8	Bethany	58
68	Kent	18	12	Bolton	97
50	Essex	22	13	Bozrah	98
127	Sherman	24	21	Canaan	30
98	Norfolk	29	22	Canterbury	135
206	District No. 6	29	24	Chaplin	150
21	Canaan	30	26	Chester	49
154	Westbrook	31	29	Colebrook	60
201	District No. 1	38	30	Columbia	77
204	District No. 4	39	31	Cornwall	11
26	Chester	49	36	Deep River	54
36	Deep River	54	39	Eastford	112
8	Bethany	58	40	East Granby	66
29	Colebrook	60	50	Essex	22
40	East Granby	66	53	Franklin	82
102	North Stonington	72	63	Hampton	134
145	Union	75	65	Hartland	101
30	Columbia	77	68	Kent	18
53	Franklin	82	73	Lisbon	122
5	Barkhamsted	85	98	Norfolk	29
121	Salem	92	100	North Canaan	126
1	Andover	94	102	North Stonington	72
12	Bolton	97	112	Pomfret	118
13	Bozrah	98	114	Preston	119
65	Hartland	101	121	Salem	92
39	Eastford	112	122	Salisbury	12
160	Willington	113	123	Scotland	138
112	Pomfret	118	125	Sharon	10
114	Preston	119	127	Sherman	24
73	Lisbon	122	133	Sprague	152
100	North Canaan	126	136	Sterling	141
147	Voluntown	129	145	Union	75
3	Ashford	130	147	Voluntown	129
63	Hampton	134	154	Westbrook	31
22	Canterbury	135	160	Willington	113
123	Scotland	138	201	District No. 1	38
136	Sterling	141	204	District No. 4	39
211	District No. 11	142	206	District No. 6	29
24	Chaplin	150	211	District No. 11	142
133	Sprague	152	212	District No. 12	11

**Attachment 1-3**  
Small School Districts  
Current Grade Ranges

**Kindergarten through Grade 12**

Bolton  
East Granby  
North Stonington  
Westbrook  
District No. 6  
District No. 12

**Kindergarten through Grade 6, Regional District Middle and High School**

Andover  
Barkhamsted  
Bethany  
Chaplin  
Chester  
Colebrook  
Deep River  
Essex  
Hampton  
Norfolk  
Scotland

**Kindergarten through Grade 8, Regional District High School**

Ashford  
Canaan  
Cornwall  
Kent  
North Canaan  
Salisbury  
Sharon  
Willington

**K-8 and Designated Out-of-District High School(s)**

Bozrah  
Canterbury  
Columbia  
Eastford  
Franklin  
Hartland  
Lisbon  
Pomfret  
Preston  
Sherman  
Sprague  
Union  
Voluntown

**K-8 and Cooperative Arrangement per 10-158a for High School**

Salem  
Sterling

**Grades 7 through 12 Regional District**

District No. 4  
District No. 11

**Grades 9 through 12 Regional District**

District No. 1

**Attachment 1-4**  
**Small School Districts**  
**2011-12 Net Current Expenditures (NCEP) per Average Daily Membership (ADM)**  
**Summarized by Small School Districts, Statewide, District Reference Groups (DRGs), ADM Deciles and Grade Type**

District Name	(1) NCE	(2) ADM	(3) NCEP (Col 1 / Col 2)		(4) NCE	(5) ADM	(6) NCEP (Col 4 / Col 5)
Andover	7,774,865	608.16	\$12,784	Small School			
Ashford	10,418,145	702.71	14,826	District Average	\$365,791,453	23,371.58	\$15,651
Barkhamsted	8,038,719	650.16	12,364				
Bethany	13,860,464	973.53	14,237	State Average	\$7,750,981,431	547,554.66	\$14,156
Bolton	11,943,836	828.29	14,420				
Bozrah	5,176,424	349.75	14,800				
Canaan	3,016,731	141.00	21,395	DRG Summary			
Canterbury	10,606,061	720.98	14,711	A	\$519,319,637	31,194.48	\$16,648
Chaplin	5,576,861	301.79	18,479	B	1,385,080,452	99,569.06	13,911
Chester	8,210,449	529.84	15,496	C	587,919,382	43,503.17	13,514
Colebrook	3,481,912	221.84	15,696	D	1,136,410,940	83,792.50	13,562
Columbia	10,797,457	737.82	14,634	E	380,419,362	26,212.51	14,513
Cornwall	3,978,551	159.88	24,885	F	388,146,952	29,279.19	13,257
Deep River	9,703,545	648.00	14,975	G	933,500,779	67,421.36	13,846
Eastford	3,617,299	233.92	15,464	H	967,679,741	71,285.22	13,575
East Granby	14,040,502	890.40	15,769	I	1,452,504,186	95,297.17	15,242
Essex	14,100,222	969.75	14,540				
Franklin	3,957,442	285.07	13,882	ADM Deciles			
Hampton	4,160,602	194.99	21,338	(Smallest) 1	\$805,783,806	53,944.53	\$14,937
Hartland	4,451,028	319.09	13,949	2	766,634,571	55,458.72	13,824
Kent	6,377,388	339.37	18,792	3	681,909,901	53,184.19	12,822
Lisbon	9,364,552	655.36	14,289	4	792,204,177	56,043.23	14,136
Norfolk	4,064,682	228.02	17,826	5	733,734,828	52,087.11	14,087
North Canaan	8,001,640	426.84	18,746	6	737,192,582	53,311.31	13,828
North Stonington	11,636,230	810.52	14,356	7	665,454,856	50,641.96	13,140
Pomfret	9,613,751	692.87	13,875	6	790,512,228	57,861.48	13,662
Preston	10,137,289	609.70	16,627	9	811,371,972	55,041.71	14,741
Salem	9,895,972	704.99	14,037	(Largest) 10	966,182,510	59,980.42	16,108
Salisbury	7,707,088	384.62	20,038				
Scotland	4,313,688	227.50	18,961	Grade Type			
Sharon	5,947,214	260.67	22,815	K-6	\$181,457,962	13,015.64	\$13,942
Sherman	8,162,094	591.84	13,791	K-8	142,563,272	8,420.01	16,931
Sprague	6,264,821	456.50	13,724	K-12	7,052,464,358	499,894.69	14,108
Sterling	7,571,769	644.30	11,752	7-12	95,570,944	6,723.39	14,215
Union	1,419,457	103.00	13,781	9-12	46,493,317	2,635.73	17,640
Voluntown	6,182,689	435.94	14,182	DHS	214,963,837	15,515.91	13,854
Westbrook	14,519,431	941.79	15,417	10-158a	17,467,741	1,349.29	12,946
Willington	12,023,842	790.69	15,207				
District No. 1	10,328,757	463.00	22,308				
District No. 4	14,946,876	973.00	15,362				
District No. 6	15,012,388	942.18	15,934				
District No. 11	6,104,671	332.47	18,362				
District No. 12	19,284,049	889.44	21,681				
SSD Minimum Value			\$11,752				
SSD Maximum Value			\$24,885				
# SSDs above State Avg			33				
% SSDs above State Avg			76.7%				



**Attachment 1-5**

Small School Districts

2011-12 Net Current Expenditures (NCEP) per Average Daily Membership (ADM)  
Analysis of Districts whose NCEPs are in Excess of 110 Percent of the State Average

Item A.	State Average NCEP (Item A / Item B)	\$14,156
B.	State Average NCEP plus 10 Percent (Item C x 1.10)	\$15,572
C.	Number of Small School Districts in Excess of Item B	17
D.	Percentage of Small School Districts in Excess of Item B (Item C / 43)	39.5%
E.	Number of Other Districts in Excess of Item B	18
F.	Percentage of Other Districts in Excess of Item B (Item E / 123)	14.6%

District Code	District Name	Small School District *	2011-12 NCE	2011-12 ADM	2011-12 NCEP	In Excess of 110% of State Average **
1	Andover	*	7,774,865	608.16	12,784	
2	Ansonia		30,669,465	2,710.56	11,315	
3	Ashford	*	10,418,145	702.71	14,826	
4	Avon		45,796,004	3,538.00	12,944	
5	Barkhamsted	*	8,038,719	650.16	12,364	
7	Berlin		42,766,400	3,078.92	13,890	
8	Bethany	*	13,860,464	973.53	14,237	
9	Bethel		41,527,614	2,962.34	14,019	
11	Bloomfield		41,176,834	2,374.30	17,343	**
12	Bolton	*	11,943,836	828.29	14,420	
13	Bozrah	*	5,176,424	349.75	14,800	
14	Branford		49,412,623	3,393.42	14,561	
15	Bridgeport		270,858,683	20,870.82	12,978	
17	Bristol		109,123,726	8,636.53	12,635	
18	Brookfield		36,211,833	2,904.83	12,466	
19	Brooklyn		15,959,407	1,264.51	12,621	
21	Canaan	*	3,016,731	141.00	21,395	**
22	Canterbury	*	10,606,061	720.98	14,711	
23	Canton		23,386,899	1,772.74	13,193	
24	Chaplin	*	5,576,861	301.79	18,479	**
25	Cheshire		60,018,150	4,784.84	12,543	
26	Chester	*	8,210,449	529.84	15,496	
27	Clinton		29,887,519	2,057.31	14,527	
28	Colchester		36,929,804	3,062.92	12,057	
29	Colebrook	*	3,481,912	221.84	15,696	**
30	Columbia	*	10,797,457	737.82	14,634	
31	Cornwall	*	3,978,551	159.88	24,885	**
32	Coventry		27,022,586	1,889.13	14,304	
33	Cromwell		26,434,626	2,034.61	12,992	
34	Danbury		124,382,109	10,614.37	11,718	
35	Darien		78,254,565	4,834.92	16,185	**
36	Deep River	*	9,703,545	648.00	14,975	
37	Derby		19,776,455	1,572.45	12,577	
39	Eastford	*	3,617,299	233.92	15,464	
40	East Granby	*	14,040,502	890.40	15,769	**
41	East Haddam		18,761,639	1,302.76	14,401	
42	East Hampton		27,432,357	1,996.51	13,740	

**Attachment 1-5**

Small School Districts

2011-12 Net Current Expenditures (NCEP) per Average Daily Membership (ADM)  
Analysis of Districts whose NCEPs are in Excess of 110 Percent of the State Average

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F.	Percentage of Other Districts in Excess of Item B (Item E / 123)	14.6%

District Code	District Name	Small School District *	2011-12 NCE	2011-12 ADM	2011-12 NCEP	In Excess of 110% of State Average **
43	East Hartford		95,835,782	8,141.51	11,771	
44	East Haven		49,693,257	3,674.27	13,525	
45	East Lyme		38,275,932	2,784.26	13,747	
46	Easton		23,751,072	1,509.12	15,738	**
47	East Windsor		20,427,951	1,369.13	14,920	
48	Ellington		30,305,289	2,766.34	10,955	
49	Enfield		72,886,839	5,917.68	12,317	
50	Essex	*	14,100,222	969.75	14,540	
51	Fairfield		149,848,332	10,314.03	14,529	
52	Farmington		57,050,860	4,045.25	14,103	
53	Franklin	*	3,957,442	285.07	13,882	
54	Glastonbury		88,788,664	6,825.84	13,008	
56	Granby		26,689,577	2,147.51	12,428	
57	Greenwich		156,147,869	8,715.20	17,917	**
58	Griswold		23,237,246	1,846.13	12,587	
59	Groton		74,440,660	5,181.24	14,367	
60	Guilford		51,303,045	3,684.08	13,926	
62	Hamden		102,918,172	6,769.66	15,203	
63	Hampton	*	4,160,602	194.99	21,338	**
64	Hartford		379,736,580	21,107.37	17,991	**
65	Hartland	*	4,451,028	319.09	13,949	
67	Hebron		24,055,102	2,080.81	11,560	
68	Kent	*	6,377,388	339.37	18,792	**
69	Killingly		35,763,913	2,549.12	14,030	
71	Lebanon		16,637,315	1,186.02	14,028	
72	Ledyard		32,282,701	2,528.97	12,765	
73	Lisbon	*	9,364,552	655.36	14,289	
74	Litchfield		16,860,639	1,154.29	14,607	
76	Madison		48,124,912	3,519.30	13,675	
77	Manchester		104,297,686	7,247.56	14,391	
78	Mansfield		30,300,567	1,978.65	15,314	
79	Marlborough		13,418,733	1,218.82	11,010	
80	Meriden		114,520,382	9,142.03	12,527	
83	Middletown		71,049,531	5,296.92	13,413	
84	Milford		105,095,359	6,908.15	15,213	
85	Monroe		51,348,880	3,661.19	14,025	

**Attachment 1-5**

Small School Districts

2011-12 Net Current Expenditures (NCEP) per Average Daily Membership (ADM)  
Analysis of Districts whose NCEPs are in Excess of 110 Percent of the State Average

Item A.	State Average NCEP (Item A / Item B)	\$14,156
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E.	Number of Other Districts in Excess of Item B	18
F.	Percentage of Other Districts in Excess of Item B (Item E / 123)	14.6%

District Code	District Name	Small School District *	2011-12 NCE	2011-12 ADM	2011-12 NCEP	In Excess of 110% of State Average **
86	Montville		36,066,308	2,633.53	13,695	
88	Naugatuck		63,869,579	4,753.89	13,435	
89	New Britain		128,056,453	11,011.87	11,629	
90	New Canaan		72,019,950	4,207.93	17,115	**
91	New Fairfield		36,192,219	2,807.16	12,893	
92	New Hartford		15,351,117	1,136.09	13,512	
93	New Haven		315,587,247	18,002.23	17,530	**
94	Newington		64,488,380	4,476.90	14,405	
95	New London		48,265,575	3,508.54	13,757	
96	New Milford		55,188,506	4,586.98	12,032	
97	Newtown		67,873,814	5,423.83	12,514	
98	Norfolk	*	4,064,682	228.02	17,826	**
99	North Branford		28,746,768	2,277.87	12,620	
100	North Canaan	*	8,001,640	426.84	18,746	**
101	North Haven		45,718,971	3,607.90	12,672	
102	North Stonington	*	11,636,230	810.52	14,356	
103	Norwalk		175,897,414	11,227.33	15,667	**
104	Norwich		72,151,482	5,381.00	13,409	
106	Old Saybrook		21,936,929	1,539.31	14,251	
107	Orange		36,251,553	2,507.44	14,458	
108	Oxford		26,144,048	2,216.33	11,796	
109	Plainfield		30,617,433	2,474.25	12,374	
110	Plainville		34,282,644	2,444.32	14,025	
111	Plymouth		23,182,855	1,819.80	12,739	
112	Pomfret	*	9,613,751	692.87	13,875	
113	Portland		18,373,155	1,420.11	12,938	
114	Preston	*	10,137,289	609.70	16,627	**
116	Putnam		18,065,938	1,256.68	14,376	
117	Redding		31,041,034	1,726.46	17,980	**
118	Ridgefield		77,932,969	5,369.59	14,514	
119	Rocky Hill		33,747,372	2,620.64	12,878	
121	Salem	*	9,895,972	704.99	14,037	
122	Salisbury	*	7,707,088	384.62	20,038	**
123	Scotland	*	4,313,688	227.50	18,961	**
124	Seymour		30,705,959	2,411.17	12,735	
125	Sharon	*	5,947,214	260.67	22,815	**

**Attachment 1-5**

Small School Districts

2011-12 Net Current Expenditures (NCEP) per Average Daily Membership (ADM)  
Analysis of Districts whose NCEPs are in Excess of 110 Percent of the State Average

Item A.	State Average NCEP (Item A / Item B)	\$14,156
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D.	Percentage of Small School Districts in Excess of Item B (Item C / 43)	39.5%
E.	Number of Other Districts in Excess of Item B	18
F.	Percentage of Other Districts in Excess of Item B (Item E / 123)	14.6%

District Code	District Name	Small School District *	2011-12 NCE	2011-12 ADM	2011-12 NCEP	In Excess of 110% of State Average **
126	Shelton		64,602,443	5,367.87	12,035	
127	Sherman	*	8,162,094	591.84	13,791	
128	Simsbury		64,180,710	4,733.05	13,560	
129	Somers		20,157,570	1,613.16	12,496	
131	Southington		83,054,708	6,788.68	12,234	
132	South Windsor		66,376,504	4,506.15	14,730	
133	Sprague	*	6,264,821	456.50	13,724	
134	Stafford		25,279,835	1,836.48	13,765	
135	Stamford		249,364,232	15,269.37	16,331	**
136	Sterling	*	7,571,769	644.30	11,752	
137	Stonington		32,538,707	2,457.92	13,238	
138	Stratford		97,858,768	7,493.05	13,060	
139	Suffield		30,965,740	2,425.91	12,765	
140	Thomaston		14,896,333	1,194.26	12,473	
141	Thompson		16,311,127	1,214.17	13,434	
142	Tolland		35,626,905	3,018.40	11,803	
143	Torrington		64,544,349	4,622.59	13,963	
144	Trumbull		88,496,177	6,799.25	13,016	
145	Union	*	1,419,457	103.00	13,781	
146	Vernon		48,607,023	3,750.33	12,961	
147	Voluntown	*	6,182,689	435.94	14,182	
148	Wallingford		94,876,969	6,572.14	14,436	
151	Waterbury		258,053,873	17,533.14	14,718	
152	Waterford		43,757,433	3,047.76	14,357	
153	Watertown		37,189,150	3,097.54	12,006	
154	Westbrook	*	14,519,431	941.79	15,417	
155	West Hartford		136,489,810	10,439.32	13,075	
156	West Haven		85,082,420	7,226.60	11,774	
157	Weston		45,102,531	2,485.24	18,148	**
158	Westport		100,895,186	5,720.86	17,636	**
159	Wethersfield		52,189,702	3,857.07	13,531	
160	Willington	*	12,023,842	790.69	15,207	
161	Wilton		71,323,894	4,309.63	16,550	**
162	Winchester		21,473,910	1,340.97	16,014	**
163	Windham		51,945,775	3,263.20	15,919	**
164	Windsor		63,036,233	4,073.98	15,473	
165	Windsor Locks		28,423,892	1,861.37	15,270	

**Attachment 1-5**

Small School Districts

2011-12 Net Current Expenditures (NCEP) per Average Daily Membership (ADM)  
Analysis of Districts whose NCEPs are in Excess of 110 Percent of the State Average

Item A.	State Average NCEP (Item A / Item B)	\$14,156
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E.	Number of Other Districts in Excess of Item B	18
F.	Percentage of Other Districts in Excess of Item B (Item E / 123)	14.6%

District Code	District Name	Small School District *	2011-12 NCE	2011-12 ADM	2011-12 NCEP	In Excess of 110% of State Average **
166	Wolcott		32,610,645	2,908.38	11,213	
167	Woodbridge		23,410,072	1,487.03	15,743	**
169	Woodstock		15,628,674	1,337.59	11,684	
201	District No. 1	*	10,328,757	463.00	22,308	**
204	District No. 4	*	14,946,876	973.00	15,362	
205	District No. 5		36,790,100	2,466.99	14,913	
206	District No. 6	*	15,012,388	942.18	15,934	**
207	District No. 7		15,561,867	1,072.93	14,504	
208	District No. 8		22,167,430	1,878.00	11,804	
209	District No. 9		18,998,436	1,030.73	18,432	**
210	District No. 10		32,824,963	2,693.53	12,187	
211	District No. 11	*	6,104,671	332.47	18,362	**
212	District No. 12	*	19,284,049	889.44	21,681	**
213	District No. 13		30,676,779	2,028.12	15,126	
214	District No. 14		27,144,789	1,783.98	15,216	
215	District No. 15		57,691,367	4,258.77	13,546	
216	District No. 16		32,910,402	2,501.55	13,156	
217	District No. 17		34,241,748	2,413.27	14,189	
218	District No. 18		26,026,856	1,484.36	17,534	**
219	District No. 19		17,166,124	1,142.00	15,032	
	<b>Total</b>		<b>\$7,750,981,431</b>	<b>547,554.66</b>	<b>\$14,156</b>	

**Selected Object Expenditure Summaries  
(Dollars per Pupil, Percentage of Total Objects, and  
Ranks of Dollars per Pupil by District Type and Statewide)**

**Explanation of Terms**

Financial data have been taken from local and regional school districts' End of Year School Reports (ED001) for 2011-12. The data have not been fully audited. The audits may result in changes in the data presented here.

The selected object summary data are taken from Schedule 12, Total Current Expenditures from All Sources by Function and Object. Members of secondary regional districts only report their elementary and, depending on the regional grade configuration, middle school expenditures. Therefore, their per pupil expenditures only reflect elementary/middle school expenditures. Listed below are brief descriptions of the selected objects. For more detailed explanations, please refer to the 2011-12 ED001 Instruction Manual at [www.sde.ct.gov/sde](http://www.sde.ct.gov/sde) (Grants Management link). Also, for each selected object, Appendix B lists the specific source data references.

All expenditures reported in dollars per pupil use the enrollment count of October 2011 as the divisor.

For the Selected Object Expenditure Summary (Percentage of Total), each selected object is divided by the total objects less prepayment grant capital expenses (ED001, Line 1213, Column 1 minus Line 1212). Also, Instructional Supplies, Educational Media Supplies and Instructional Equipment are combined into one category. The selected object summary (Percentage of Total) includes Regular Education Tuition and Special Education Tuition, which are not in the selected objects per pupil summary. Regular Education Tuition/Assessment Summary section provides a more detailed analysis of regular education tuition.

In the Ranks of Dollars per Pupil by District Type and Statewide table, each district's per pupil dollar amount has been assigned two ranks. The first rank is the district's rank when compared to other districts with a similar grade range (PK-12 Districts, Elementary Districts and Secondary Districts). The statewide rank is the district's rank when compared to all districts in the state.

**Salaries**

Gross salaries for all personnel, certified and noncertified.

**Employee Benefits**

All fringe benefits paid on behalf of employees from the school district's budget or as a town's in-kind service. Benefits include health and life insurance, Social Security, employer retirement contributions and workers' compensation payments.

**Instructional Supplies\***

Expendable instructional materials such as textbooks, workbooks and other supplies.

**Educational Media Supplies\***

Expenditures for educational media services, such as school library, audiovisual, educational television and computer-assisted instruction.

**Instructional Equipment\***

Expenditures for the acquisition or lease/purchase of instructional equipment, regardless of grants received under school construction. Excluded are expenditures from bond funds.

\*In the Selected Object Expenditure Summary (Percentage of Total), these three items are combined.

**Selected Object Expenditure Summaries  
(Dollars per Pupil, Percentage of Total Objects, and  
Ranks of Dollars per Pupil by District Type and Statewide)**

**Explanation of Terms  
(continued)**

**Regular Education Tuition\*\***

Regular Education tuition payments to Connecticut school districts, regional educational service centers and private facilities. Amounts paid by the regional school district member towns for transportation or debt service are not reported as tuition. Tuition payments for regular education state agency-placed pupils for whom the school district had responsibility would be included here.

**Special Education Tuition\*\***

Special Education tuition payments to Connecticut school districts, regional educational service centers and private facilities. Amounts paid by the regional school district member towns for transportation or debt service are not reported as tuition. Tuition payments for special education state agency-placed pupils for whom the school district had responsibility would be included here.

**Purchased Services**

Expenditures for professional, administrative, technical and other purchased services.

**Other**

All other expenditure items, excluding most debt service, not included in the previous object categories.

\*\* Only included in the Selected Object Expenditure Summary (Percentage of Total).

Attachment 1-6

Small School Districts (SSD)

Selected 2011-12 Expenditures per Pupil by Object

Summarized by Small School Districts, Statewide, District Reference Groups (DRGs), ADM Deciles and Grade Type

District Name	Instructional & Ed Media				Small School				Instructional & Ed Media				Purchased Services				
	Salaries	Benefits	Supplies	Equipment	Salaries	Benefits	Supplies	Equipment	Salaries	Benefits	Supplies	Equipment	Salaries	Benefits	Supplies	Equipment	Purchased Services
Andover	\$8,732	\$1,911	\$383	\$26	\$1,555	\$2,614	\$298	\$142	\$10,070	\$2,614	\$298	\$142	\$2,402				
Ashford	9,434	2,766	208	405	1,308												
Barkhamsted	5,980	1,178	166	16	3,084												
Bethany	8,852	1,663	272	44	1,820												
Bolton	9,356	2,423	262	0	1,486												
Bozrah	9,840	2,340	158	158	2,383												
Canaan	15,931	3,339	444	27	3,037												
Canterbury	9,961	3,044	181	58	1,950												
Chaplin	10,897	2,932	404	117	2,932												
Chester	10,223	3,146	313	96	2,197												
Colebrook	11,174	2,451	474	0	3,066												
Columbia	9,883	2,316	168	0	2,780												
Cornwall	16,937	4,436	647	166	4,557												
Deep River	8,868	2,828	219	18	2,484												
Eastford	9,929	2,235	288	119	3,196												
East Granby	10,173	2,985	545	174	1,849												
Essex	8,474	2,691	239	22	1,934												
Franklin	8,816	1,857	239	0	2,733												
Hampton	11,910	2,642	397	0	5,856												
Hartland	8,581	1,733	394	0	3,732												
Kent	11,444	2,969	350	162	2,059												
Lisbon	9,024	2,582	173	9	3,103												
Norfolk	11,729	2,613	237	143	4,785												
North Canaan	8,302	2,070	161	32	1,638												
No. Storington	9,766	2,693	318	489	1,603												
Pomfret	7,973	2,225	229	52	2,375												
Preston	11,865	3,026	276	9	2,840												
Salem	9,458	1,602	420	562	2,995												
Salisbury	11,910	3,153	284	5	3,468												
Scotland	12,725	1,746	594	417	2,654												
Sharon	13,966	4,141	605	66	3,636												
Sherman	10,569	2,349	107	8	2,391												
Sprague	8,208	1,726	242	288	2,717												
Sterling	7,344	2,311	328	102	1,611												
Union	8,801	2,313	342	267	5,413												
Voluntown	9,808	2,521	194	256	1,334												
Westbrook	10,566	2,266	231	136	1,986												
Willington	9,817	2,102	214	247	2,956												
District No. 1	13,490	3,783	504	324	2,264												
District No. 4	9,328	2,800	248	29	2,566												
District No. 6	9,942	2,893	254	225	1,667												
District No. 11	10,169	2,190	337	89	5,159												
District No. 12	13,808	3,925	453	244	2,953												
SSD Minimum Value	\$5,980	\$1,178	\$107	\$0	\$1,308												
SSD Maximum Value	\$16,937	\$4,436	\$647	\$562	\$5,856												
# SSDs above State Avg	31	21	32	22	33												
% SSDs above State Avg	72.1%	48.8%	74.4%	51.2%	76.7%												



**Selected Function Expenditure Summaries  
(Dollars per Pupil, Percentage of Total Functions, and  
Ranks of Dollars per Pupil by District Type and Statewide)**

**Explanation of Terms**

Financial data have been taken from local and regional school districts' End of Year School Reports (ED001) for 2011-12. The data have not been fully audited. The audits may result in changes in the data presented here.

When comparing the dollars per pupil and the percentage of total functions reports, two differences must be noted. First is transportation. In the dollars per pupil report, reimbursable transportation is expressed for regular education, special education and the total. Under the percentage of total functions section, there is one overall transportation figure which includes reimbursable and nonreimbursable expenditures for both regular and special education. The second difference is that the percentage of total functions report includes an "Other" category not included in the dollars per pupil report. This category allows the percentage of total functions report to display the full distribution of functions (net of tuition). Members of secondary regional districts only report their elementary and, depending on the regional grade configuration, middle school expenditures. Therefore, their per pupil expenditures only reflect elementary/middle school expenditures.

All functions except for Land, Buildings, Capital Construction and Debt Service, and the three transportation items are from the ED001, Schedule 12, Total Current Expenditures from All Sources by Function and Object. Expenditures for Land, Buildings, Capital Construction and Debt Service are taken from Schedule 2 and Schedule 12, Line 1212. For the dollars per pupil report, the transportation figures are from Schedule 5, Public School Pupil Transportation. Listed below are brief descriptions of the selected functions. For more detailed explanations, please refer to the 2011-12 ED001 Instruction Manual at [www.sde.ct.gov/sde](http://www.sde.ct.gov/sde) (Grants Management link) Also, for each selected function, Appendix B lists the specific source data references.

All expenditures reported in dollars per pupil use the enrollment count of October 2011 as the divisor, except for Special Education Transportation and Regular Education Transportation, which use the number of pupils transported, and Total Transportation per Resident Student, which uses the total number of students of fiscal responsibility. For a school district whose town is a member of a secondary regional school district, the total number of students of fiscal responsibility is adjusted to account for whether or not the district is responsible for transporting secondary-level students to the regional school district. The Total Transportation per Resident Student figure takes into account that some districts incur significant transportation expenditures associated with nontransported students as well (e.g., crossing guards for walkers).

In the Ranks of Dollars per Pupil by District Type and Statewide table, each district's per pupil dollar amount has been assigned two ranks. The first rank is the district's rank when compared to other districts with a similar grade range (PK-12 Districts, Elementary Districts and Secondary Districts). The statewide rank is the district's rank when compared to all districts in the state.

**Instructional Programs**

This includes expenditures for instruction in regular education (including vocational agriculture), special education, culturally disadvantaged pupils and free summer school. Please note that the expenditures reported for students tuitioned out of district are excluded for both per pupil and the percentage of total reports.

**Pupil and Instructional Support Services**

This includes expenditures for personnel services such as teaching assistants, curriculum consultants, in-service training specialists, medical doctors, therapists, audiologists, neurologists, psychologists, psychiatrists, guidance counselors, etc. Expenses for improvement of instructional services and educational media services are also included.

**Selected Function Expenditure Summaries  
(Dollars per Pupil, Percentage of Total Functions, and  
Ranks of Dollars per Pupil by District Type and Statewide)**

**Explanation of Terms  
(continued)**

**School-Based Administration**

Expenditures for activities concerned with the administrative responsibility of directing and managing the operation of a school, such as the principal's office.

**General Administration**

Expenditures for activities of the board and the superintendent's office and the fiscal activities of the school district, including the school business office.

**Plant Services**

Expenditures for activities concerned with keeping the physical plant open, comfortable and safe for use; keeping the grounds, buildings and equipment in effective working condition for plant operations; and maintenance of buildings, grounds, equipment, utilities and heat. This function includes salaries and benefits associated with plant services.

**(DOLLARS PER PUPIL SUMMARY ONLY)**

**Buildings and Debt Service**

Expenditures pertaining to debt service, capital, land and buildings, including redemption of principal payments, interest expenses on long- and short-term loans, and housing authority obligations. The expenditures in this function are supported (in part) by state grant payments. School construction expenditures often fluctuate dramatically from year to year. While we have continued to include an amount per pupil for this item, we have removed it from the "percentage of the total function summary" to avoid year-to-year distortions in the distribution.

**Special Education Transportation**

This includes expenditures for public special education students transported to public and nonpublic schools, in town or out of town, on special education vehicles. This does not include special education students riding with regular education students.

**Regular Education Transportation**

Expenditures for public regular education students transported to in-town or designated out-of-town public schools, approved out-of-town interdistrict magnet schools, nearest out-of-town vocational agriculture center(s), and in-town or out-of-town technical high schools.

**Total Transportation per Resident Student**

Expenditures included above under special and regular education transportation. Excludes nonreimbursable transportation (e.g., field trips), regional district transportation assessment, and excess vocational agriculture costs for transporting beyond the nearest center.

**(PERCENTAGE OF TOTAL SUMMARY ONLY)**

**Other**

Expenditures funded by local tax appropriations for providing food to pupils and staff. Also, that portion of salaries for coaches, directors and supervisors of any school activity paid by local appropriation. Salaries of custodians, police and firefighters paid from local appropriations. Major equipment such as band equipment and uniforms paid by local appropriation.

**Total Transportation**

All expenditures for public pupil transportation including vehicles, salaries and fringe benefits.

Attachment 1-7														
Small School Districts (SSD)														
Selected 2011-12 Expenditures per Pupil by Function														
Summarized by Small School Districts, Statewide, District Reference Groups (DRGs), ADM Deciles and Grade Type														
District Name	Instructional Programs	Pupil & Support Services	School Based Admin	General Admin	Plant Services	Debt Service	Regular Education Transportation	Instructional Programs	Pupil & Support Services	School Based Admin	General Admin	Plant Services	Debt Service	Regular Education Transportation
Andover	\$8,710	\$752	\$802	\$1,032	\$1,358	\$423	\$489	\$9,869	\$1,468	\$953	\$1,004	\$1,693	\$1,195	\$739
Ashford	10,002	634	662	1,009	1,198	317	1,186							
Barkhamsted	7,082	549	536	632	1,200	0	760							
Bethany	8,993	533	600	830	1,529	900	535	\$8,853	\$1,413	\$854	\$685	\$1,464	\$1,390	\$630
Bolton	8,590	1,570	751	1,016	1,252	4,437	487							
Bozrah	9,930	996	768	1,060	1,460	1,233	578							
Canaan	15,148	1,592	2,073	1,004	2,237	1,066	671							
Canterbury	9,467	1,054	646	835	2,230	0	935	\$10,551	\$1,774	\$1,026	\$618	\$1,705	\$1,184	\$735
Chaplin	10,913	2,255	1,130	767	1,888	0	679	8,687	1,555	899	569	1,436	1,025	575
Chester	9,378	2,424	1,348	1,075	1,502	0	425	8,565	1,367	808	711	1,413	1,202	610
Colebrook	11,706	775	1,324	1,319	1,599	0	758	8,579	1,316	829	641	1,479	1,159	551
Columbia	7,425	3,451	716	1,073	1,075	1,274	744	8,938	1,414	860	784	1,615	1,102	692
Cornwall	16,474	2,644	1,830	1,565	3,085	1,860	1,418	8,562	1,050	819	792	1,488	1,495	651
Deep River	8,171	2,334	878	1,078	1,346	0	439	8,752	1,518	835	650	1,455	1,688	644
Eastford	9,679	1,939	1,127	963	1,487	119	751	8,919	1,235	795	766	1,367	879	558
East Granby	10,451	1,671	1,148	860	1,601	2,819	503	9,002	1,418	856	762	1,453	2,290	770
Essex	8,135	1,936	1,069	672	1,228	1,597	409							
Franklin	8,639	837	592	1,163	1,816	64	618							
Hampton	11,693	2,106	1,619	1,274	3,424	29	738							
Hartland	7,785	2,611	920	890	1,141	0	776	\$9,321	\$1,302	\$911	\$861	\$1,642	\$1,162	\$689
Kent	11,229	1,518	874	1,025	1,770	2,135	867	8,619	1,386	856	720	1,515	1,689	608
Lisbon	9,722	1,430	847	667	1,394	297	732	8,087	1,344	774	572	1,356	1,530	522
Norfolk	11,733	1,151	1,428	1,944	2,927	0	1,181	8,832	1,569	910	635	1,463	1,033	607
North Canaan	11,144	1,428	764	1,015	1,839	278	779	8,966	1,453	772	688	1,457	891	664
No. Storington	9,897	1,066	821	1,250	1,567	815	1,027	8,696	1,422	857	612	1,536	839	635
Pomfret	9,163	448	594	625	1,097	81	642	8,826	1,273	813	594	1,542	946	556
Preston	11,785	1,318	846	1,316	1,844	1,037	1,340	8,782	1,431	868	531	1,308	1,485	563
Salem	9,653	523	1,153	1,260	1,664	0	737	9,092	1,710	819	781	1,227	1,465	639
Salisbury	12,137	1,492	743	1,053	2,931	1,139	895	9,286	1,227	945	846	1,623	2,539	840
Scotland	12,024	1,670	860	1,523	1,518	2,418	651							
Sharon	13,888	2,239	1,459	1,531	2,490	784	980							
Sherman	11,070	806	916	516	1,371	1,411	676							
Sprague	8,507	677	630	1,358	1,181	299	766	\$8,854	\$1,225	\$823	\$779	\$1,450	\$615	\$549
Sterling	8,069	740	467	628	1,035	1,954	691	11,335	1,084	1,009	917	1,634	1,047	839
Union	9,275	968	426	2,286	2,029	9,734	2,133	8,382	1,240	1,035	926	1,630	1,687	643
Voluntown	8,868	1,586	641	1,362	1,280	265	755	11,200	1,231	844	980	1,799	2,650	813
Westbrook	10,578	891	842	695	1,624	3,272	364	8,572	1,477	736	683	1,273	905	678
Willington	10,158	1,418	1,034	999	1,338	0	841							
District No. 1	12,448	2,811	1,230	1,090	2,688	1,284	0	8,822	637	793	928	1,334	1,025	715
District No. 4	8,751	1,178	1,399	1,507	1,927	2,097	371	8,823	1,424	853	675	1,462	1,407	625
District No. 6	9,380	1,556	1,209	610	1,895	699	763							
District No. 11	8,969	1,746	1,445	2,214	2,720	0	0							
District No. 12	12,849	2,844	1,291	854	2,630	399	1,180							
SSD Minimum Value	\$7,082	\$448	\$426	\$516	\$1,035	\$0	\$0							
SSD Maximum Value	\$16,474	\$3,451	\$2,073	\$2,286	\$3,424	\$9,734	\$2,133							
# SSDs above State Avg	32	24	23	36	27	11	30							
% SSDs above State Avg	74.4%	55.8%	53.5%	83.7%	62.8%	25.6%	69.8%							

**Attachment 1-8**  
**Small School Districts (SSD)**  
**Analysis of 2011-12 School District Expenditures by Revenue Source**  
**Excluding Land, Buildings, Capital and Debt Service**

District Name	2011-12 Wealth (AENGLC) Rank	Local Revenue %	State Revenue %	Federal Revenue %	Other Revenue %		Local Revenue %	State Revenue %	Federal Revenue %	Other Revenue %
Andover	94	64.0%	32.0%	3.8%	0.3%	Small School				
Ashford	130	53.0%	41.4%	5.1%	0.5%	District Average	74.44%	21.58%	3.01%	0.96%
Barkhamsted	85	71.5%	23.6%	4.3%	0.6%					
Bethany	58	77.9%	17.8%	4.1%	0.1%	State Average	65.43%	28.96%	4.68%	0.94%
Bolton	97	62.5%	27.3%	3.1%	7.1%					
Bozrah	98	70.3%	26.6%	3.1%	0.0%					
Canaan	30	90.5%	6.8%	2.6%	0.0%	DRG Summary				
Canterbury	135	51.2%	45.6%	3.3%	0.0%	A	94.54%	3.82%	1.38%	0.26%
Chaplin	150	57.1%	37.6%	4.1%	1.3%	B	88.28%	8.84%	2.17%	0.71%
Chester	49	89.1%	8.1%	2.8%	0.0%	C	74.12%	21.78%	2.65%	1.45%
Colebrook	60	83.7%	13.0%	3.1%	0.1%	D	77.29%	18.83%	3.01%	0.87%
Columbia	77	71.1%	25.7%	3.0%	0.1%	E	69.83%	26.22%	3.02%	0.92%
Cornwall	11	96.1%	2.1%	1.7%	0.2%	F	56.64%	37.96%	4.57%	0.83%
Deep River	54	76.5%	20.1%	3.4%	0.0%	G	59.66%	34.41%	4.82%	1.11%
Eastford	112	62.8%	33.4%	2.8%	1.0%	H	64.31%	29.43%	5.13%	1.12%
East Granby	66	85.2%	12.7%	2.1%	0.1%	I	27.25%	61.46%	10.25%	1.05%
Essex	22	94.7%	3.2%	2.2%	0.0%					
Franklin	82	72.9%	23.8%	3.2%	0.0%					
Hampton	134	62.4%	33.2%	3.1%	1.3%	ADM Deciles				
Hartland	101	67.0%	30.7%	2.0%	0.3%	(Smallest) 1	72.28%	23.41%	3.09%	1.22%
Kent	18	91.6%	5.4%	2.4%	0.6%	2	71.50%	24.20%	3.08%	1.22%
Lisbon	122	51.0%	41.8%	3.9%	3.4%	3	68.80%	26.59%	3.34%	1.26%
Norfolk	29	89.3%	7.7%	2.6%	0.3%	4	76.75%	18.39%	3.94%	0.92%
North Canaan	126	67.7%	28.1%	4.2%	0.1%	5	73.69%	22.56%	3.26%	0.49%
North Stonington	72	72.1%	24.1%	3.7%	0.1%	6	75.28%	20.94%	3.17%	0.61%
Pomfret	118	59.5%	36.8%	3.2%	0.5%	7	68.47%	25.58%	4.61%	1.33%
Preston	119	63.5%	32.4%	3.7%	0.4%	6	75.13%	20.59%	3.85%	0.43%
Salem	92	64.0%	32.1%	3.8%	0.1%	9	61.12%	32.14%	5.88%	0.86%
Salisbury	12	94.1%	2.5%	3.1%	0.4%	(Largest) 10	23.81%	64.55%	10.55%	1.08%
Scotland	138	55.7%	37.7%	5.6%	1.1%					
Sharon	10	95.1%	2.3%	2.6%	0.0%					
Sherman	24	93.6%	4.3%	1.9%	0.2%	Grade Type				
Sprague	152	50.5%	44.1%	5.3%	0.2%	K-6	80.25%	16.19%	2.95%	0.61%
Sterling	141	52.6%	43.3%	3.6%	0.6%	K-8	80.15%	16.58%	2.69%	0.57%
Union	75	80.6%	16.5%	2.9%	0.0%	7-12	80.48%	16.10%	2.17%	1.25%
Voluntown	129	54.3%	41.6%	4.1%	0.0%	9-12	76.56%	17.21%	2.49%	3.74%
Westbrook	31	93.9%	4.3%	1.7%	0.1%	DHS	54.83%	40.69%	4.01%	0.47%
Willington	113	65.0%	30.3%	4.3%	0.4%	10-158a	59.02%	36.96%	3.71%	0.31%
District No. 1	38	86.1%	10.7%	2.8%	0.4%	K-12	65.06%	29.20%	4.80%	0.94%
District No. 4	39	89.5%	8.7%	1.6%	0.1%					
District No. 6	29	84.0%	8.4%	2.2%	5.5%					
District No. 11	142	59.1%	35.7%	3.7%	1.6%					
District No. 12	11	94.2%	3.3%	1.6%	0.9%					
SSD Minimum Value		50.5%	2.1%	1.6%	0.0%					
SSD Maximum Value		96.1%	45.6%	5.6%	7.1%					
# SSDs above State Avg		26	17	3	8					
% SSDs above State Avg		60.5%	39.5%	7.0%	18.6%					

**Attachment 1-9**

Small School Districts (SSD)

2011-12 Special Education and Transportation as a Percentage of Total Current Expenditures (TCE)

Summarized by Small School Districts, Statewide, District Reference Groups (DRGs),

ADM Deciles and Grade Type

District Name	2011-12 Special Education as a % of TCE	2011-12 Transportation as a % of TCE		2011-12 Special Education as a % of TCE	2011-12 Transportation as a % of TCE
Andover	16.70%	4.51%	Small School		
Ashford	26.07%	7.05%	District Average	21.03%	4.77%
Barkhamsted	19.52%	6.59%			
Bethany	25.01%	3.76%	State Average	21.82%	3.68%
Bolton	22.10%	3.18%			
Bozrah	26.21%	4.11%			
Canaan	12.95%	5.32%	DRG Summary		
Canterbury	24.32%	6.61%	A	21.3%	4.0%
Chaplin	14.35%	6.41%	B	21.0%	3.5%
Chester	21.26%	2.76%	C	21.3%	4.5%
Colebrook	19.04%	4.06%	D	22.0%	3.5%
Columbia	23.60%	4.89%	E	20.0%	4.8%
Cornwall	14.39%	8.44%	F	20.6%	4.3%
Deep River	28.96%	2.52%	G	22.8%	3.6%
Eastford	16.30%	5.24%	H	21.9%	3.2%
East Granby	17.00%	3.00%	I	23.0%	3.6%
Essex	25.34%	2.89%			
Franklin	16.85%	4.55%			
Hampton	13.91%	5.48%	ADM Deciles		
Hartland	12.17%	4.70%	(Smallest) 1	21.0%	4.5%
Kent	20.40%	5.77%	2	20.6%	4.2%
Lisbon	23.20%	5.07%	3	21.4%	3.9%
Norfolk	14.37%	5.83%	4	21.6%	3.8%
North Canaan	16.84%	5.19%	5	21.9%	3.8%
North Stonington	16.39%	7.03%	6	22.3%	3.9%
Pomfret	28.51%	4.37%	7	21.5%	3.3%
Preston	28.28%	7.48%	6	23.2%	2.9%
Salem	18.63%	5.11%	9	22.9%	3.0%
Salisbury	14.55%	6.15%	(Largest) 10	21.7%	3.6%
Scotland	24.69%	6.51%			
Sharon	12.20%	6.45%	Grade Type		
Sherman	23.24%	4.27%	K-6	21.0%	3.9%
Sprague	27.95%	5.93%	K-8	20.0%	5.2%
Sterling	28.45%	5.58%	7-12	19.6%	4.7%
Union	12.55%	13.29%	9-12	19.5%	4.3%
Voluntown	21.61%	5.28%	DHS	24.0%	5.1%
Westbrook	18.31%	2.64%	10-158a	22.9%	5.3%
Willington	27.04%	5.07%	K-12	21.8%	3.6%
District No. 1	18.76%	1.32%			
District No. 4	19.28%	2.99%			
District No. 6	16.58%	4.65%			
District No. 11	23.53%	4.02%			
District No. 12	20.88%	5.27%			
SSD Minimum Value	12.2%	1.3%			
SSD Maximum Value	29.0%	13.3%			
# SSDs above State Avg	28	39			
% SSDs above State Avg	65.1%	90.7%			

**Attachment 1-10**

**Small School Districts (SSD)**

Analysis of 2011-12 Average Class Size for Kindergarten and Grades 2, 5, 7 and High School

Summarized by Small School Districts, Statewide, District Reference Groups (DRGs), ADM Deciles and Grade Type

District Name	Kindergarten	Grade 2	Grade 5	Grade 7	High School		Kindergarten	Grade 2	Grade 5	Grade 7	High School
Andover	11.7	15.0	16.5	N/A	N/A	Small School District Average	14.5	16.1	17.4	17.7	17.1
Ashford	18.7	19.5	17.3	12.9	N/A						
Barkhamsted	21.0	25.0	18.3	N/A	N/A	State Average	18.5	19.7	21.6	20.4	19.7
Bethany	17.7	18.5	17.0	N/A	N/A						
Bolton	19.7	18.0	20.7	25.3	18.2	DRG Summary					
Bozrah	11.0	12.5	21.0	14.5	N/A						
Canaan	7.0	13.0	10.0	9.0	N/A						
Canterbury	14.3	13.7	20.7	18.4	N/A						
Chaplin	13.0	19.0	21.0	N/A	N/A						
Chester	16.5	19.5	19.5	N/A	N/A						
Colebrook	8.0	16.0	20.0	N/A	N/A						
Columbia	15.3	20.5	19.0	21.7	N/A						
Cornwall	7.0	7.0	15.0	12.5	N/A						
Deep River	18.3	14.0	18.7	N/A	N/A						
Eastford	13.0	17.0	22.0	22.0	N/A						
East Granby	11.7	19.7	23.0	20.5	17.3						
Essex	12.0	17.8	18.8	N/A	N/A	ADM Deciles					
Franklin	15.0	17.0	21.0	21.0	N/A						
Hampton	14.0	15.0	10.0	N/A	N/A						
Hartland	19.0	16.0	24.0	13.7	N/A						
Kent	16.0	19.0	15.5	12.0	N/A						
Lisbon	13.5	14.3	17.0	21.3	10.0						
Norfolk	20.0	15.0	12.5	N/A	N/A						
North Canaan	11.0	16.0	19.0	12.0	N/A						
No. Stonington	15.3	21.0	18.7	18.5	14.2						
Pomfret	16.0	15.0	18.3	20.1	N/A						
Preston	18.5	11.7	13.7	17.3	N/A						
Salem	17.0	14.0	17.5	14.7	N/A						
Salisbury	11.3	12.7	12.5	15.4	N/A	(Largest) 10	21.1	21.0	21.5	20.7	19.9
Scotland	20.0	14.0	19.0	N/A	N/A						
Sharon	8.5	17.0	14.5	11.4	N/A	Grade Type					
Sherman	12.7	20.0	15.0	16.6	N/A						
Sprague	18.0	21.5	23.5	18.5	N/A						
Sterling	12.3	15.0	15.3	17.3	N/A						
Union		6.0	10.0	7.0	N/A						
Voluntown	17.0	17.0	17.0	17.0	N/A						
Westbrook	13.0	15.8	14.8	16.9	15.3						
Willington	16.0	15.0	16.7	20.7	N/A						
District No. 1	N/A	N/A	N/A	N/A	15.4						
District No. 4	N/A	N/A	N/A	21.2	15.2						
District No. 6	11.3	15.5	14.4	17.3	22.0						
District No. 11	N/A	N/A	N/A	18.4	18.1						
District No. 12	12.8	12.3	20.0	20.5	22.9						
SSD Minimum Value	7.0	6.0	10.0	7.0	10.0						
SSD Maximum Value	21.0	25.0	24.0	25.3	22.9						
# SSDs above State Avg	6	5	4	9	2						
% SSDs above State Avg	14.0%	12.5%	10.0%	29.0%	20.0%						

Attachment 1-11

Small School Districts (SSD)

Analysis of 2011-12 Other Administrators, Teachers, Library/Media and Other Professionals Ratios per Enrollment Summarized by Small School Districts, Statewide, District Reference Groups (DRGs), ADM Deciles and Grade Type

District Name	Other Administrators	Teachers	Library/Media	Other Professionals	Small School District Average	Other Administrators	Teachers	Library/Media	Other Professionals
Andover	157.0	11.2	314.0	224.3	District Average	160.3	11.0	513.0	108.4
Ashford	331.7	10.6	0.0	155.2	State Average	190.6	13.3	722.9	103.2
Barkhamsted	357.0	15.7	357.0	166.8	DRG Summary				
Bethany	245.5	11.7	0.0	98.2	A	164.6	12.9	568.7	97.6
Bolton	178.4	11.9	446.0	91.0	B	198.7	13.6	609.8	102.1
Bozrah	234.0	10.9	0.0	154.0	C	193.5	12.9	660.5	115.5
Canaan	61.4	6.7	122.9	78.2	D	198.6	13.2	674.0	108.8
Canterbury	171.7	12.2	0.0	128.8	E	176.3	11.9	584.9	110.1
Chaplin	182.0	9.9	0.0	60.7	F	175.6	12.8	768.3	113.1
Chester	162.5	10.2	260.0	86.7	G	194.0	13.4	826.0	99.4
Colebrook	99.0	10.8	0.0	58.2	H	207.0	14.0	1,029.8	104.6
Columbia	104.8	12.0	524.0	145.6	I	180.9	13.7	823.4	95.6
Cornwall	75.7	6.5	0.0	75.7	ADM Deciles				
Deep River	223.8	11.7	358.0	149.2	(Smallest) 1	170.9	11.9	543.9	112.3
Eastford	146.7	11.1	440.0	338.5	2	188.2	12.8	715.9	105.1
East Granby	113.6	12.5	282.0	122.6	3	199.5	13.6	835.8	114.3
Essex	214.6	11.4	558.0	91.5	4	175.9	13.0	739.3	95.6
Franklin	291.4	13.7	0.0	145.7	5	188.1	13.7	753.1	110.3
Hampton	48.5	9.7	180.0	74.1	6	211.3	13.6	693.0	112.5
Hartland	225.0	12.5	225.0	258.6	7	192.2	13.6	672.7	99.2
Kent	198.6	9.7	278.0	139.0	8	205.3	13.7	641.0	94.9
Lisbon	95.4	11.2	0.0	128.9	9	213.3	13.7	913.8	102.4
Norfolk	124.0	10.3	206.7	62.0	(Largest) 10	172.5	13.7	803.9	95.1
North Canaan	220.0	9.4	308.0	154.0	Grade Type				
No. Stonington	162.7	10.5	390.5	111.6	K-6	193.9	12.3	496.7	108.7
Pomfret	235.5	11.2	0.0	188.4	K-8	179.8	10.9	499.2	99.3
Preston	123.8	10.8	396.0	116.5	7-12	187.8	12.3	674.2	93.9
Salem	147.7	11.5	0.0	75.1	9-12	144.4	11.7	673.5	87.0
Salisbury	221.4	9.0	310.0	110.7	DHS	191.0	13.5	863.4	138.3
Scotland	264.0	9.0	0.0	69.5	10-158a	233.0	12.1	932.0	92.3
Sharon	136.4	7.7	191.0	95.5	K-12	191.0	13.4	730.1	102.9
Sherman	141.8	10.9	397.0	136.0					
Sprague	187.0	12.5	0.0	187.0					
Sterling	489.0	12.7	489.0	116.4					
Union	73.0	12.0	0.0	0.0					
Voluntown	159.5	11.0	319.0	99.7					
Westbrook	230.5	9.8	307.3	135.6					
Willington	164.0	10.3	492.0	123.0					
District No. 1	89.0	9.3	463.0	85.7					
District No. 4	178.9	11.7	478.5	131.1					
District No. 6	199.4	12.5	1,037.0	58.9					
District No. 11	146.0	9.5	292.0	57.8					
District No. 12	119.4	9.9	886.0	104.1					
SSD Minimum Value	48.5	6.5	0.0	0.0					
SSD Maximum Value	489.0	15.7	1,037.0	338.5					
# SSDs above State Avg	16	2	2	25					
% SSDs above State Avg	37.2%	5.0%	5.0%	80.6%					

## Section 2

### Small School District Issues

Section 17 of Public Act 12-116 requires the Department to study five focus areas as they relate to SSDs and as detailed in the Overview section of this report. This section reviews these five issues.

#### **1. Financial Disincentives for Any Small District in which the Per Pupil Cost of the Prior Fiscal Year Exceeds the State Average per Pupil Cost of the Prior Fiscal Year, such as a Small District Reduction Percentage**

Section 17(c)(4) of Public Act 12-116 specifies a financial penalty for those SSDs whose NCEP exceeds 110 percent of the state average NCEP. Statute prescribes:

- a 10 percent reduction in the first year an SSD exceeds the 110 percent threshold;
- a 20 percent reduction in the second consecutive year an SSD exceeds the 110 percent threshold;
- a 30 percent reduction in the third consecutive year an SSD exceeds the 110 percent threshold;
- a 40 percent reduction in the fourth consecutive year an SSD exceeds the 110 percent threshold; and
- a 50 percent reduction in the fifth consecutive year an SSD exceeds the 110 percent threshold;

While the legislation provides for a specific consequence for spending at a level in excess of 110 percent of the state average, it does not specify when SSDs will be subject to this penalty, nor does it indicate how the percentage reduction is applied and what it is applied to.

Leaving aside the legislation, in assessing financial penalties there are a number of considerations that should be addressed, particularly in the area of fairness.

- Much of the expenditure data presented in Section 1 indicates that while as a group the SSDs tend to spend above the state average, they are not necessarily the highest spending districts, individually or as an average. In many cases, the poorest and highest student need districts in DRG I, as well as the largest districts in decile 10, out spend the SSD average. In other cases, the wealthier, low student need districts in DRG A also have higher average spending than the SSD group. That being the case, why penalize the small school districts?
- If penalties are to be applied, should every small school district be treated equally? Should consideration be given to any number of factors, including:
  - the wealth of the district;
  - student performance;



- graduation rates;
  - the percentage of students who attend college;
  - average class size;
  - full-day kindergarten;
  - preschool programs; and
  - geographical or regional barriers that could significantly impact transportation costs.
- When you look at the ten SSDs with the highest NCEPs, six are in the top 30 wealth ranks as shown on Attachment 2-1 on page 35. Districts including SSDs that are high spenders are not necessarily the result of being small, but one of ability and choice.

## 2. Financial Incentives

Public Act 12-116 does not address financial incentives. If there is a connection between efficiency and economies of scales with larger-sized districts vis-à-vis smaller districts, or if the objective is to find efficiencies through increased cooperation, below are a number of strategies offered for consideration.

- Recognizing that the State continues to face difficult budgetary challenges, the State should focus on providing assistance to school districts regarding opportunities for shared service arrangements, cooperative purchasing and successful models for collaboration.
  - Collaboration and Consolidation of Services Grants
    - Districts should be encouraged to investigate through comprehensive feasibility studies, all potential areas for collaboration or consolidation of services.
    - The State should provide funds, perhaps competitive in nature, to encourage districts to partner with neighboring districts to conduct feasibility studies in the area of collaboration or consolidation of services. The studies generally cost under \$30,000.
    - The State should provide funds for implementation of programs that will promote collaboration and consolidation of services.
  - Consolidation for the Purpose of Creating a New Region
    - Districts should be encouraged to investigate the feasibility of forming new regional school districts that would encompass two or three communities into new Prekindergarten to Grade 12 or Prekindergarten to Grade 8 school districts.
    - The State should provide funds to study the feasibility of creating new regional school districts. The grants would be used to conduct feasibility studies, conduct legal analysis of a proposal and publicize the recommendation for the new district.

- The State should provide funds to assist school districts during the first three years of regionalization. The funds would be used to provide transitional support to consolidate collective bargaining contracts, any transportation issues resulting from school or grade level consolidations efforts, additional legal or administrative costs, and additional transitional “central/back office” financial costs. The fund account to support new regionalization should be based upon a bonus percentage of the new district’s Education Cost Sharing (ECS) funding level and should remain in effect during the initial three years of implementation.
    - The State should provide resource teams for regionalization/consolidation study and/or implementation (demographics, architects, facilitation, legal guidance).
    - Increase state reimbursement for school construction and transportation to increase interdistrict collaboration.
    - Examine a common school year calendar either statewide or regional, e.g. by RESC catchment area.
    - On the municipal side, provide assistance for the closing or re-purposing of schools.
- Facilitation of statewide or regional education entities to address the needs of small districts.
  - There continues to be a lack of understanding across school districts and municipalities about the role of RESCs. To bridge this gap, a comprehensive, yet easy to understand, mechanism should be created to: (1) explain what the RESCs are all about; (2) how they provide needed services and access to resources to local and regional boards of education; and (3) how the pooling of this purchasing power can benefit any municipality. (See Appendix E on page 43 for an overview of the RESC Alliance.)
  - Examine the potential roles that other statewide organizations can have to facilitate interdistrict cooperation and increased efficiencies.
- Consideration should be given to how to treat savings that are achieved through increased efficiencies and cost reductions resulting from increased interdistrict and regional collaboration. More specifically, how should these savings be shared between the municipality and the board of education.

### **3. The Regional Bonus Provisions Described in C.G.S. Section 10-262f**

The ECS grant has always provided for additional funding for member towns of regional school districts, based in part on the:

- number of regional grades; and
- number of resident students enrolled in the region.

There are currently 47 towns who are members of regional school districts:

- 20 towns are members of K-12 regional districts;
- 16 towns are members of Grades 7 through 12 regional districts; and
- 11 towns are members of Grades 9 through 12 regional districts.

Since the inception of ECS in fiscal year 1989-90, there have only been two iterations of the regional member bonus. Below is a summary of the regional bonus provisions.

<u>Regional Grade Configuration</u>	<u>Per Pupil Bonus 1989-90 thru 1999-2000</u>	<u>Per Pupil Bonus 2000-01 to Present</u>
9 – 12	\$7.69	\$30.77
7 - 12	\$11.54	\$46.15
K – 12	\$25.00	\$100.00

For fiscal year 2013-14, under the newly-enacted ECS formula pursuant to Public Act 13-247, Sections 152 and 153, the impact of the regional bonus provision under the fully-funded formula is \$2,234,000 out of a total of \$2.678 billion, or 0.08 percent of the total formula.

Attachment 2-2 on page 36 summarizes the impact of the 2013-14 ECS regional bonus.

**4. The Effect of Regional Districts and Cooperative Arrangements, as Described in C.G.S. Section 10-158a, on Bonus Provisions as they Relate to State Reimbursement**

There are a number of state grant programs that provide increased funding for regional school districts and districts participating under a cooperative arrangement pursuant to C.G.S. Section 10-158a.

- **Regional School Districts**  
The October 2012 student census indicates that there were almost 27,700 students enrolled in regional school districts. With a statewide enrollment of about 551,000, regional students comprise approximately 5 percent of the public school population.
- **State Support Percentage for School Construction**  
Depending on the nature of the project, districts are reimbursed either on a 10 to 70 percent or 20 to 80 percent sliding scale for eligible expenditures from local tax dollars for school construction projects, including code updates, roof replacements, extensions, alterations and new construction. The percentage assigned to each school district is based on wealth rank. The poorest district receives the highest rate of reimbursement while the wealthiest district receives the lowest rate. For regional school district projects, an additional ten percentage points are provided but not to exceed 85 percent. In the case of K-12 regional districts, their member towns do not operate a school district as that

responsibility falls totally on the K-12 region. In the case of Grades 7 through 12 and Grades 9 through 12 regional districts, this bonus provision does not apply to the K-6 or K-8 member districts in the provision of construction of their elementary or middle schools.

- **State Support Percentage for Mandated Pupil Transportation**  
Districts are reimbursed on a 0 to 60 percent sliding scale for eligible expenditures from local tax dollars for providing mandated transportation from home to school and back home. The percentage assigned to each school district is based on wealth rank. The poorest district receives the highest rate of reimbursement while the wealthiest district receives the lowest rate. For K-12 regional school district projects, there are an additional ten percentage points, while five percentage points are added for secondary regional school districts. As with school construction, this bonus does not apply to the member towns of K-12 regions or the member districts of K-7 or K-9 regions.
- **Cooperative Arrangements among Towns**  
There are currently two cooperative arrangements:
  - 250 Salem high school students attending East Lyme with their 875 high school students; and
  - 136 Sterling high school students attending Plainfield with their 600 high school students.
- **State Support Percentage for School Construction**  
Ten additional percentage points are provided for school construction projects involving a cooperative arrangement among two or more towns. On the sliding scales for school construction reimbursement, pursuant to C.G.S. Section 10-285a(d), the cooperative arrangement's rate would be the result of a population weighted average of the member towns' wealth ranks plus ten additional percentage points. In the case of the two current cooperative arrangements, the bonus would only apply to high school projects in East Lyme and Plainfield.

C.G.S. Section 10-158a also allows the cooperative arrangement to apply for reimbursement for mandated public school transportation. Pursuant to C.G.S. Section 10-266m(b), on the 0 to 60 percent sliding scale, the cooperative arrangement receives a rate based upon a population weighted average of the respective members' wealth ranks. However, no additional percentage points are added.

## **5. The Minimum Budget Requirement Described in C.G.S. Section 10-262i(f)**

The minimum budget requirement (MBR) has been in effect since 2007-08. Prior to the MBR, the minimum expenditure requirement (MER) had been in place since the late 1970s. Both the MER and MBR represent the minimum level of financial support that must be afforded to the local boards of education. Nothing prohibits municipalities from funding their boards of education above the MBR.

- For non-Alliance Districts (all but the 30 districts with the lowest student performance), the 2013-14 MBR is determined as follows:
  - 2013-14 Base MBR  
The 2013-14 base MBR equals the greater of the 2012-13 MBR or the 2012-13 budgeted appropriation(s) to the board of education.
  - Increases to MBR  
Any increase in Education Cost Sharing (ECS) grant aid in 2013-14 relative to 2012-13.
  - Reductions to MBR  
Under certain circumstances, legislation provides the town with the potential to reduce the MBR by one of the following three options:
    1. If a district's October 2012 resident student count is less than the October 2011 count, its MBR may be reduced by \$3,000 for each such reduced count. However, the maximum reduction under this provision cannot exceed one-half of 1 percent of the 2013-14 base MBR.
    2. If a district does not operate a high school and is not a member of a regional school district and the October 2012 designated high school students have decreased from the prior year, the MBR may be reduced by the 2012-13 tuition rate for each such reduced count. There is no maximum reduction cap under this provision.
    3. The Commissioner of Education has discretion to review and approve MBR reductions for districts that realize new and documentable savings through increased efficiencies, regional collaboration, or cooperative arrangements pursuant to C.G.S. Section 10-158a. Such reductions may be in the amount of up to one-half of the savings. However, the maximum reduction allowed under this provision is one-half of 1 percent of the 2013-14 base MBR.

For member towns of middle/secondary regional school districts, the Department does allow for a reduction to the MBR if the member town's elementary/middle school appropriation is greater than or equal to the prior year, but there is a reduction to the regional assessment directly attributable to the reduction of students attending the region.

- For Alliance Districts, the 2013-14 MBR is determined as follows:
  - 2013-14 Base MBR  
The 2013-14 base MBR equals the greater of the 2012-13 MBR or the 2012-13 budgeted appropriation(s) to the board of education.
  - Increases to MBR  
Any school district designated as an alliance district whose local tax dollar contribution to education in 2011-12 was below 21 percent when compared to the

overall education expenditures from all sources (local, state, federal and other, including in-kind services but excluding land, buildings, capital and debt service) will be required to increase its 2013-14 MBR by the amount of funding necessary to achieve the 21 percent contribution.

In understanding the basic premise behind the MBR – essentially providing the board of education with at least the same level of local tax dollar support from year to year – the question arises as to how to account for financial savings as smaller school districts are encouraged to be more efficient and collaborative, both within their municipality and across school district boundaries. This is a very key question. From the municipal perspective, there should be some “sharing” from those savings, mainly in the form of some relief from the MBR. From the school districts’ perspective, they would like to “reinvest” those savings back into the school system. In other words, what would be the point of finding savings and have to return some portion back to the municipality?

**Attachment 2-1**  
**Small School Districts (SSD)**  
**2011-12 Net Current Expenditures per Pupil in Rank Order**

District Name	2011-12 Wealth (AENGLC) Rank	2011-12 NCEP	2011-12 NCEP SSD Rank
Cornwall	11	24,885	1
Sharon	10	22,815	2
District No. 1	38	22,308	3
District No. 12	11	21,681	4
Canaan	30	21,395	5
Hampton	134	21,338	6
Salisbury	12	20,038	7
Scotland	138	18,961	8
Kent	18	18,792	9
North Canaan	126	18,746	10
Chaplin	150	18,479	11
District No. 11	142	18,362	12
Norfolk	29	17,826	13
Preston	119	16,627	14
District No. 6	29	15,934	15
East Granby	66	15,769	16
Colebrook	60	15,696	17
Chester	49	15,496	18
Eastford	112	15,464	19
Westbrook	31	15,417	20
District No. 4	39	15,362	21
Wilmington	113	15,207	22
Deep River	54	14,975	23
Ashford	130	14,826	24
Bozrah	98	14,800	25
Canterbury	135	14,711	26
Columbia	77	14,634	27
Essex	22	14,540	28
Bolton	97	14,420	29
North Stonington	72	14,356	30
Lisbon	122	14,289	31
Bethany	58	14,237	32
Voluntown	129	14,182	33
Salem	92	14,037	34
Hartland	101	13,949	35
Franklin	82	13,882	36
Pomfret	118	13,875	37
Sherman	24	13,791	38
Union	75	13,781	39
Sprague	152	13,724	40
Andover	94	\$12,784	41
Barkhamsted	85	12,364	42
Sterling	141	11,752	43

**Attachment 2-2**  
**Small School Districts (SSD)**  
**2013-14 Education Cost Sharing (ECS) Grant**  
**Impact of Regional School District Bonus under the Fully-Funded Formula**

Town Name	(1) Students Sent to Regional District (10/2012)	(2) Number of Regional District Grades (10/2012)	(3) District per Pupil Bonus ((Col 3 / 13) x 100)	(4) Regional District Bonus (Col 1 x Col 3)
Andover	286	6	\$46.15	\$13,199
Ashford	224	4	30.77	6,892
Barkhamsted	304	6	46.15	14,030
Beacon Falls	961	13	100.00	96,100
Bethany	467	6	46.15	21,552
Bethlehem	426	13	100.00	42,600
Bridgewater	194	13	100.00	19,400
Burlington	1,768	13	100.00	176,800
Canaan	38	4	30.77	1,169
Chaplin	132	6	46.15	6,092
Chester	250	6	46.15	11,538
Colebrook	111	6	46.15	5,123
Cornwall	48	4	30.77	1,477
Deep River	297	6	46.15	13,707
Durham	1,294	13	100.00	129,400
Easton	468	4	30.77	14,400
Essex	467	6	46.15	21,552
Goshen	409	13	100.00	40,900
Haddam	1,345	13	100.00	134,500
Hampton	97	6	46.15	4,477
Harwinton	903	13	100.00	90,300
Hebron	1,054	6	46.15	48,642
Kent	56	4	30.77	1,723
Killingworth	996	13	100.00	99,600
Lyme	308	13	100.00	30,800
Mansfield	612	4	30.77	18,831
Marlborough	535	6	46.15	24,690
Middlebury	1,339	13	100.00	133,900
Middlefield	685	13	100.00	68,500
Morris	338	13	100.00	33,800
New Hartford	540	6	46.15	24,921
Norfolk	106	6	46.15	4,892
North Canaan	128	4	30.77	3,939
Old Lyme	1,159	13	100.00	115,900
Orange	1,190	6	46.15	54,919
Prospect	1,492	13	100.00	149,200
Redding	570	4	30.77	17,539
Roxbury	265	13	100.00	26,500



**Attachment 2-2**  
**Small School Districts (SSD)**  
**2013-14 Education Cost Sharing (ECS) Grant**  
**Impact of Regional School District Bonus under the Fully-Funded Formula**

Town Name	(1) Students Sent to Regional District (10/2012)	(2) Number of Regional District Grades (10/2012)	(3) District per Pupil Bonus ((Col 3 / 13) x 100)	(4) Regional District Bonus (Col 1 x Col 3)
Salisbury	87	4	30.77	2,677
Scotland	97	6	46.15	4,477
Sharon	63	4	30.77	1,939
Southbury	2,799	13	100.00	279,900
Warren	173	13	100.00	17,300
Washington	367	13	100.00	36,700
Willington	255	4	30.77	7,846
Woodbridge	720	6	46.15	33,228
Woodbury	1,264	13	100.00	126,400
State	27,687			\$2,233,971

## **Section 3**

### **Conclusion**

With respect to financial incentives and disincentives, rewarding and/or punishing small school districts, the consensus of the stakeholder groups was that the State should be doing more to encourage collaboration both on intra-district and inter-district levels through competitive grants and other state supports and resource offerings. If the State wants to encourage the smallest districts to regionalize or form cooperative arrangements, the funding will be necessary to cover the feasibility studies and related legal costs. The RESCs and other education entities could play a key role in cultivating and expanding regional cooperation, including the development of a common school year calendar and the examination of more efficiency around pupil transportation.

While legislation provides for the possibility of financial penalties for high-spending small school districts, there was also overwhelming consensus against such tactics. While some of the SSDs are amongst the highest spenders, there are a number of larger districts that outspend them. Not all SSDs are high spenders and some of the higher spending SSDs choose to spend at a high level given their higher wealth, not because of a lack of economy of scale. To financially penalize one segment of the public school community seems inherently unfair. Rather than penalize, providing encouragement to collaborate would appear to be the sounder approach.

Finally, with respect to the MBR, if the State is going to encourage regional collaboration, consideration must be given to how will savings be “shared” between the school districts and the municipalities. Should the savings from increased efficiencies and economies be reinvested in the school districts or should the municipality benefit through a reduced MBR? Should there be some sort of sharing between the board of education and the municipality? This question, along with state financial incentives to encourage collaboration and regional efficiencies, are the two ideas that must undergo further consideration as the next step.

## Appendix A

### Public Act No. 12-116

#### AN ACT CONCERNING EDUCATIONAL REFORM

Sec. 17. (*Effective from passage*) (a) The Department of Education shall study issues relating to small school districts. The department shall consider (1) financial disincentives for any small district in which the per pupil cost of the prior fiscal year exceeds the state average per pupil cost of the prior fiscal year, such as a small district reduction percentage, (2) financial incentives for small district consolidation, (3) the regional bonus provisions described in section 10-262f of the general statutes, (4) the effect of regional districts and cooperative arrangements, as described in section 10-158a of the general statutes, on bonus provisions as they relate to state reimbursement, and (5) the minimum budget requirement, described in subsection (f) of section 10-262i of the general statutes, as amended by this act.

(b) On or before January 1, 2013, the department shall submit a report on its findings and recommendations to the joint standing committee of the General Assembly having cognizance of matters relating to education, in accordance with the provisions of section 11-4a of the general statutes.

(c) As used in this section:

(1) "Small district" means any local or regional board of education with an average daily membership, as defined in section 10-261 of the general statutes, of less than one thousand pupils.

(2) "Per pupil cost" means, for a local or regional board of education, the quotient of the net current expenditures, as defined in section 10-261 of the general statutes, divided by the average daily membership of such local or regional board of education.

(3) "State average per pupil cost" means the quotient of the sum of the net current expenditures, of all local and regional boards of education, divided by the sum of the average daily membership of all local and regional boards of education.

(4) "Small district reduction percentage" means (A) ten per cent for the first fiscal year in which the per pupil cost of the local or regional board of education for the prior fiscal year exceeds the state average per pupil cost for the prior fiscal year by at least ten per cent, (B) twenty per cent for the second consecutive fiscal year in which the per pupil cost of the local or regional board of education for the prior fiscal year exceeds the state average per pupil cost for the prior fiscal year by at least ten per cent, (C) thirty per cent for the third consecutive fiscal year in which the per pupil cost of the local or regional board of education for the prior fiscal year exceeds the state average per pupil cost for the prior fiscal year by at least ten per cent, (D) forty per cent for the fourth consecutive fiscal year in which the per pupil cost of the local or regional board of education for the prior fiscal year exceeds the state average per pupil cost for the prior fiscal year by at least ten per cent, or (E) fifty per cent for the fifth consecutive fiscal year in which the per pupil cost of the local or regional board of education for the prior fiscal year exceeds the state average per pupil cost for the prior fiscal year by at least ten per cent.

Appendix B  
Small School District Study Work Group  
Member List

CT Alliance of Regional Educational Service Centers

Paula Colen, Executive Director, EASTCONN

Dani Thibodeau, Executive Director, Education Connection

CT Association of Boards of Education

Patrice McCarthy, Deputy Director and General Counsel

Sheila McCreven, Woodbridge Board of Education

CT Association of Public School Superintendents

Paul Gagliarducci, Bozrah Public Schools

Sal Menzo, Wallingford Public Schools

Fred Baruzzi, Mansfield Public Schools

CT Association of School Business Officials

Ed Drapp, Regional School District 6

Janice Thurlow, Canterbury Public Schools

CT Conference of Municipalities

Kachina Walsh-Weaver, Senior Legislative Associate

CT Council of Small Towns

Kathryn Dube, Director of Member and Administrative Services

Elizabeth Gara, Director of Policy

Office of Policy and Management

Leah Grenier, Principal Budget Specialist

State Department of Education

Brian Mahoney, Chief Financial Officer

Karen Kowalski, Assistant to the Chief Financial Officer

## Appendix C

### District Reference Groups (DRG)

Group A				
035 DARIEN	090 NEW CANAAN	118 RIDGEFIELD	158 WESTPORT	209 DISTRICT NO. 9
046 EASTON	117 REDDING	157 WESTON	161 WILTON	
Group B				
004 AVON	054 GLASTONBURY	076 MADISON	107 ORANGE	155 WEST HARTFORD
018 BROOKFIELD	056 GRANBY	085 MONROE	128 SIMSBURY	167 WOODBRIDGE
025 CHESHIRE	057 GREENWICH	091 NEW FAIRFIELD	132 SOUTH WINDSOR	205 DISTRICT NO. 5
051 FAIRFIELD	060 GUILFORD	097 NEWTOWN	144 TRUMBULL	215 DISTRICT NO. 15
052 FARMINGTON				
Group C				
001 ANDOVER	031 CORNWALL	092 NEW HARTFORD	139 SUFFIELD	212 DISTRICT NO. 12
005 BARKHAMSTED	048 ELLINGTON	108 OXFORD	142 TOLLAND	213 DISTRICT NO. 13
008 BETHANY	050 ESSEX	112 POMFRET	204 DISTRICT NO. 4	214 DISTRICT NO. 14
012 BOLTON	067 HEBRON	121 SALEM	207 DISTRICT NO. 7	217 DISTRICT NO. 17
023 CANTON	078 MANSFIELD	127 SHERMAN	208 DISTRICT NO. 8	218 DISTRICT NO. 18
030 COLUMBIA	079 MARLBOROUGH	129 SOMERS	210 DISTRICT NO. 10	219 DISTRICT NO. 19
Group D				
007 BERLIN	033 CROMWELL	084 MILFORD	119 ROCKY HILL	152 WATERFORD
009 BETHEL	040 EAST GRANBY	094 NEWINGTON	126 SHELTON	153 WATERTOWN
014 BRANFORD	042 EAST HAMPTON	096 NEW MILFORD	131 SOUTHTON	159 WETHERSFIELD
027 CLINTON	045 EAST LYME	101 NORTH HAVEN	137 STONINGTON	164 WINDSOR
028 COLCHESTER	072 LEDYARD	106 OLD SAYBROOK	148 WALLINGFORD	
Group E				
003 ASHFORD	032 COVENTRY	068 KENT	113 PORTLAND	154 WESTBROOK
013 BOZRAH	036 DEEP RIVER	071 LEBANON	114 PRESTON	160 WILLINGTON
019 BROOKLYN	039 EASTFORD	073 LISBON	122 SALISBURY	169 WOODSTOCK
021 CANAAN	041 EAST HADDAM	074 LITCHFIELD	123 SCOTLAND	201 DISTRICT NO. 1
024 CHAPLIN	053 FRANKLIN	098 NORFOLK	125 SHARON	206 DISTRICT NO. 6
026 CHESTER	063 HAMPTON	099 NORTH BRANFORD	140 THOMASTON	216 DISTRICT NO. 16
029 COLEBROOK	065 HARTLAND	102 NORTH STONINGTON	145 UNION	903 WOODSTOCK ACADEMY
Group F				
022 CANTERBURY	086 MONTVILLE	111 PLYMOUTH	134 STAFFORD	147 VOLUNTOWN
047 EAST WINDSOR	100 NORTH CANAAN	124 SEYMOUR	136 STERLING	165 WINDSOR LOCKS
049 ENFIELD	110 PLAINVILLE	133 SPRAGUE	141 THOMPSON	166 WOLCOTT
058 GRISWOLD				211 DISTRICT NO. 11
Group G				
011 BLOOMFIELD	062 HAMDEN	083 MIDDLETOWN	116 PUTNAM	146 VERNON
017 BRISTOL	069 KILLINGLY	088 NAUGATUCK	138 STRATFORD	162 WINCHESTER
044 EAST HAVEN	077 MANCHESTER	109 PLAINFIELD	143 TORRINGTON	901 NORWICH FREE ACAD.
059 GROTON				902 GILBERT SCHOOL
Group H				
002 ANSONIA	037 DERBY	080 MERIDEN	104 NORWICH	156 WEST HAVEN
034 DANBURY	043 EAST HARTFORD	103 NORWALK	135 STAMFORD	
Group I				
015 BRIDGEPORT	089 NEW BRITAIN	093 NEW HAVEN	095 NEW LONDON	151 WATERBURY
064 HARTFORD				163 WINDHAM

Appendix D  
 Small School District Study Work Group  
 Listing of Deciles Based on 2011-12 Average Daily Membership (ADM)  
 Each Decile Contains Approximately 54,750 Students

**Decile 1 (ADM Range of 103 to 1,726) (N = 66)**

Andover	Colebrook	Franklin	North Stonington	Sherman	Woodbridge
Ashford	Columbia	Hampton	Old Saybrook	Somers	Woodstock
Barkhamsted	Cornwall	Hartland	Pomfret	Sprague	District No. 1
Bethany	Deep River	Kent	Portland	Sterling	District No. 4
Bolton	Derby	Lebanon	Preston	Thomaston	District No. 6
Bozrah	Eastford	Lisbon	Putnam	Thompson	District No. 7
Brooklyn	East Granby	Litchfield	Redding	Union	District No. 9
Canaan	East Haddam	Marlborough	Salem	Voluntown	District No. 11
Canterbury	Easton	New Hartford	Salisbury	Westbrook	District No. 12
Chaplin	East Windsor	Norfolk	Scotland	Willington	District No. 18
Chester	Essex	North Canaan	Sharon	Winchester	District No. 19

**Decile 2 (ADM Range of 1,772 to 2,486) (N = 26)**

Bloomfield	East Hampton	Mansfield	Plainville	Stonington	District No. 5
Canton	Granby	North Branford	Plymouth	Suffield	District No. 8
Clinton	Griswold	Oxford	Seymour	Weston	District No. 13
Coventry	Hebron	Plainfield	Stafford	Windsor Locks	District No. 14
Cromwell					District No. 17

**Decile 3 (ADM Range of 2,502 to 3,098) (N = 19)**

Ansonia	Colchester	Killingly	New Fairfield	Tolland	Wolcott
Berlin	East Lyme	Ledyard	Orange	Waterford	District No. 10
Bethel	Ellington	Montville	Rocky Hill	Watertown	District No. 16
Brookfield					

**Decile 4 (ADM Range of 3,263 to 4,259) (N = 15)**

Avon	Farmington	Madison	New London	Vernon	Windham
Branford	Guilford	Monroe	North Haven	Wethersfield	Windsor
East Haven		New Canaan			District No. 15

**Decile 5 (ADM Range of 4,310 to 5,297) (N = 11)**

Cheshire	Groton	Naugatuck	New Milford	South Windsor	Wilton
Darien	Middletown	Newington	Simsbury	Torrington	

**Decile 6 (ADM Range of 5,368 to 6,790) (N = 9)**

Enfield	Newtown	Norwich	Shelton	Southington	Wallingford
Hamden		Ridgefield			Westport

**Decile 7 (ADM Range of 6,796 to 8,142) (N = 7)**

East Hartford	Manchester	Milford	Stratford	Trumbull	West Haven
Glastonbury					

**Decile 8 (ADM Range of 8,637 to 10,609) (N = 6)**

Bristol	Danbury	Fairfield	Greenwich	Meriden	West Hartford
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**Decile 9 (ADM Range of 11,011 to 17,534) (N = 4)**

	New Britain	Norwalk	Stamford	Waterbury	
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**Decile 10 (ADM Range of 18,059 to 21,057) (N = 3)**

	Bridgeport	Hartford	New Haven		
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# the RESC Alliance

the Alliance of Regional Educational Service Centers



*Acting as One*

[www.rescalliance.org](http://www.rescalliance.org)

## *What are Regional Educational Service Centers?*

Regional Educational Services Centers (RESCs) are not-for-profit, fee-for-service, public education agencies. Since their creation 40 years ago, RESCs have provided cost-efficient, cooperative solutions that have saved Connecticut public schools millions of dollars. RESCs enable schools to expand services beyond what they can cost-effectively accomplish alone. RESCs operate independently, serving their regional member school districts, and collaboratively, working together as an alliance in the procurement of resources and the delivery of services. Through the Alliance, access to one RESC means access to the resources at any RESC.

RESCs are:

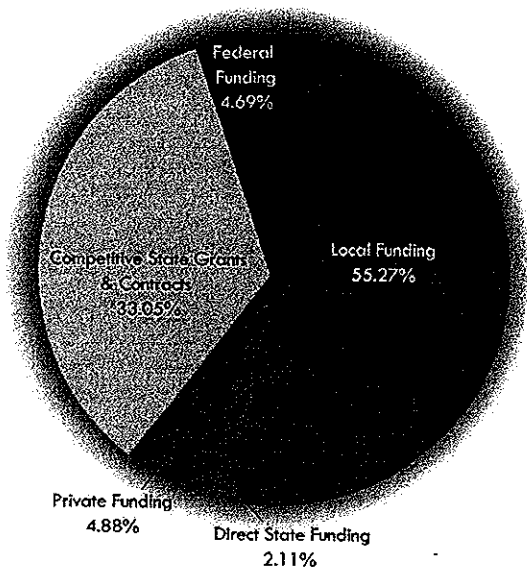
- o Locally governed by member Boards of Education
- o Responsive to local needs and interdistrict opportunities
- o Dedicated to supporting local school districts to improve teaching and learning
- o Collaborators that facilitate partnerships with many different key stakeholders
- o Dedicated to providing high-quality and affordable solutions that address regional needs

## *Supporting Connecticut School Districts*

RESCs cater to the needs of school districts in Connecticut by providing assistance in a number of ways. Whether instructional or operational, RESCs provide alternative education, board training, childcare, Head Start/Even Start, interdistrict programs, job training, minority recruiting, priority school assistance, school construction, state data collection, strategic planning and therapy services in addition to the following:

- o Curriculum Development & Assessment
- o Early Childhood Services
- o Magnet Schools/Choice Programs
- o Professional Development
- o Special Education & Related Services
- o Technology Support & Training
- o Transportation

## *Sources of Funding*



## *Legislative Priorities*

- o Regional partnerships to improve quality and fiscal efficiency
- o Regional cooperation to close the achievement gap
- o Regional infrastructure support to promote regional collaboration
- o Early childhood initiatives to support young children and their families



# Special Education and Related Services

RESC special education and support services are home-, school-, and center-based. RESCs offer highly specialized, individualized, cost-effective options to assist local districts to provide quality educational programming for students with special needs. Related services include assistive technology, audiological services, augmentative and alternative communications support, adaptive equipment support, occupational therapy, physical therapy and speech-language services.

Last year, more than 7,950 students with special needs benefitted from RESC programs and related services.



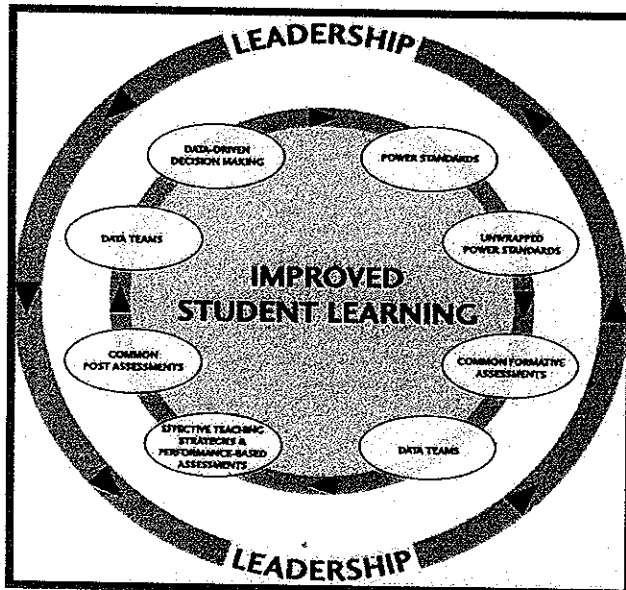
## Supporting State Initiatives

### Connecticut Accountability for Learning Initiative

The Connecticut Accountability for Learning Initiative (CALI) is a state-funded commitment to improve student learning. RESCs partnered with the Connecticut State Department of Education and Leadership and Learning, LLC to develop and deliver training to those schools throughout Connecticut that are not making Adequate Yearly Progress (AYP). Training topics include data-driven decision making, curriculum development, effective teaching strategies, common formative assessments, culturally responsive education, improving school climate and scientific research-based interventions (SRBI).

Last year, in support of CALI, RESCs delivered:

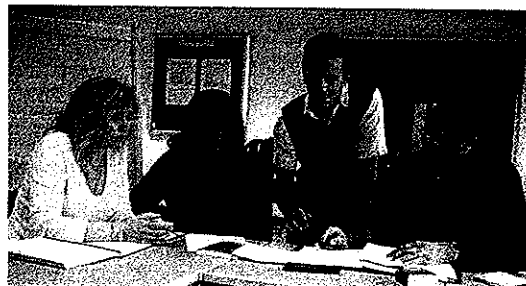
- 65 training sessions statewide to more than 1400 Connecticut educators
- 1,136 days of technical assistance to 69 school districts and charter schools
- 800 days of data facilitation at 40 identified demonstration schools



# Enhancing Student Learning Through Professional Development

RESCs work with local schools in a variety of ways to improve student learning. Professional development, coaching, and technical assistance are critical strategies for improving instruction and the student learning it is designed to produce. RESCs offer regional workshops as well as on-site, customized training for a range of educators, from bus drivers to teachers and superintendents.

Last year, RESCs provided professional development to educators through 12,500 days of regional and district-delivered workshops, on-site coaching, mentoring, embedded consultation, and on-site, follow-up technical assistance.



## Early Childhood Initiatives

RESCs collaborate with the Connecticut State Departments of Education and Social Services, the Graustein Memorial Fund, Connecticut Charts-a-Course, and other organizations to provide curriculum development, professional development, on-site coaching and technical assistance, accreditation assistance and online assessment support to ensure that young children are ready for Kindergarten and that the schools they will attend are ready to receive them.



Last year, RESCs trained 333 early childhood educators through the Training Wheels program.

## Online Learning

RESCs offer an expanding selection of online learning opportunities for both students and educators. Students can select from among 350 different courses through the Virtual High School (VHS), Virtual Learning Academy (VLA), and other national online providers to meet new graduation requirements, as well as credit recovery needs. Educators have access to interactive webinars where they can connect with national experts, online resources, and professional learning communities. Through strategic partnerships with top online learning providers, we provide flexible options for schools to take advantage of blended learning and fully-online course offerings. The RESC Alliance team of professionals also helps districts build capacity to be more self-sufficient in planning and developing online solutions.

At any given time, over 700 Connecticut students from 75 participating school districts are enrolled in online courses offered through the RESC Alliance.



# Expanding Services to Districts at No Additional Cost

Annually, RESCs secure more than \$130,450,000 million in competitive federal, state, and private foundation grants to provide services to local school districts. RESCs use their relationships with local school districts to form regional and statewide consortia to compete on state and national levels for unique and competitive grants that individual districts could not access.

o Connecticut districts are benefitting from a highly competitive and prestigious federal Investing in Innovation (I3) grant awarded to a Connecticut RESC. Through this grant, \$4.43 million in funding will support the development and delivery of innovative science, technology, engineering, and math (STEM) learning opportunities for students over the course of five years.

o All six RESCs receive interdistrict grants awarded by the Connecticut State Department of Education to bring students together and improve academic performance while reducing racial, ethnic, and socioeconomic isolation. Over the last three years, more than 44,500 children from 213 communities have participated in interdistrict grants.

o Connecticut high school students are benefitting from a RESC Advanced Placement (AP) Initiative funded by Exxon Mobile; Connecticut is one of only six states participating nationwide. This National Math and Science Initiative has made a dramatic impact in the first two years of funding, demonstrating substantial increases in minority and low-income youth enrollment in AP classes, as well as significant test score gains, resulting in more students earning college credits while still in high school.

## Cost Savings

### Transportation Services

RESCs provide transportation for students and adult program participants as a contractual service to local school districts and state agencies. RESCs also serve as a resource to their member districts by facilitating coordinated bids and cooperative transportation arrangements across districts.

RESC transportation services are responsible for over 50% of total bus and van fleet operation grants with the potential to save tens of millions of dollars in school vehicle costs.

RESC cooperative purchasing services save more than 240 Connecticut districts, municipalities and organizations estimated \$4.75 million annually.

### Cooperative Purchasing

The Alliance provides a collaborative cooperative purchasing initiative to counter rising costs of products and services used by schools and municipalities. Cooperative purchasing allows districts to purchase goods and services at the lowest prices available.

# The RESC Alliance Regional Map



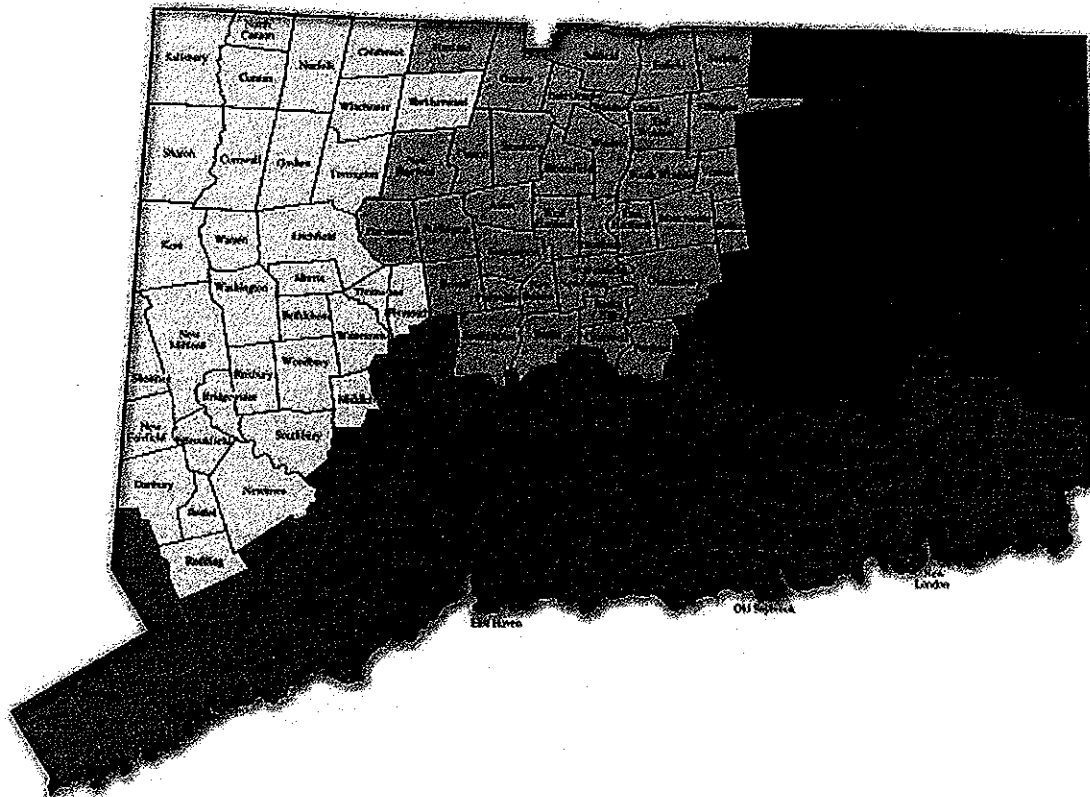
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