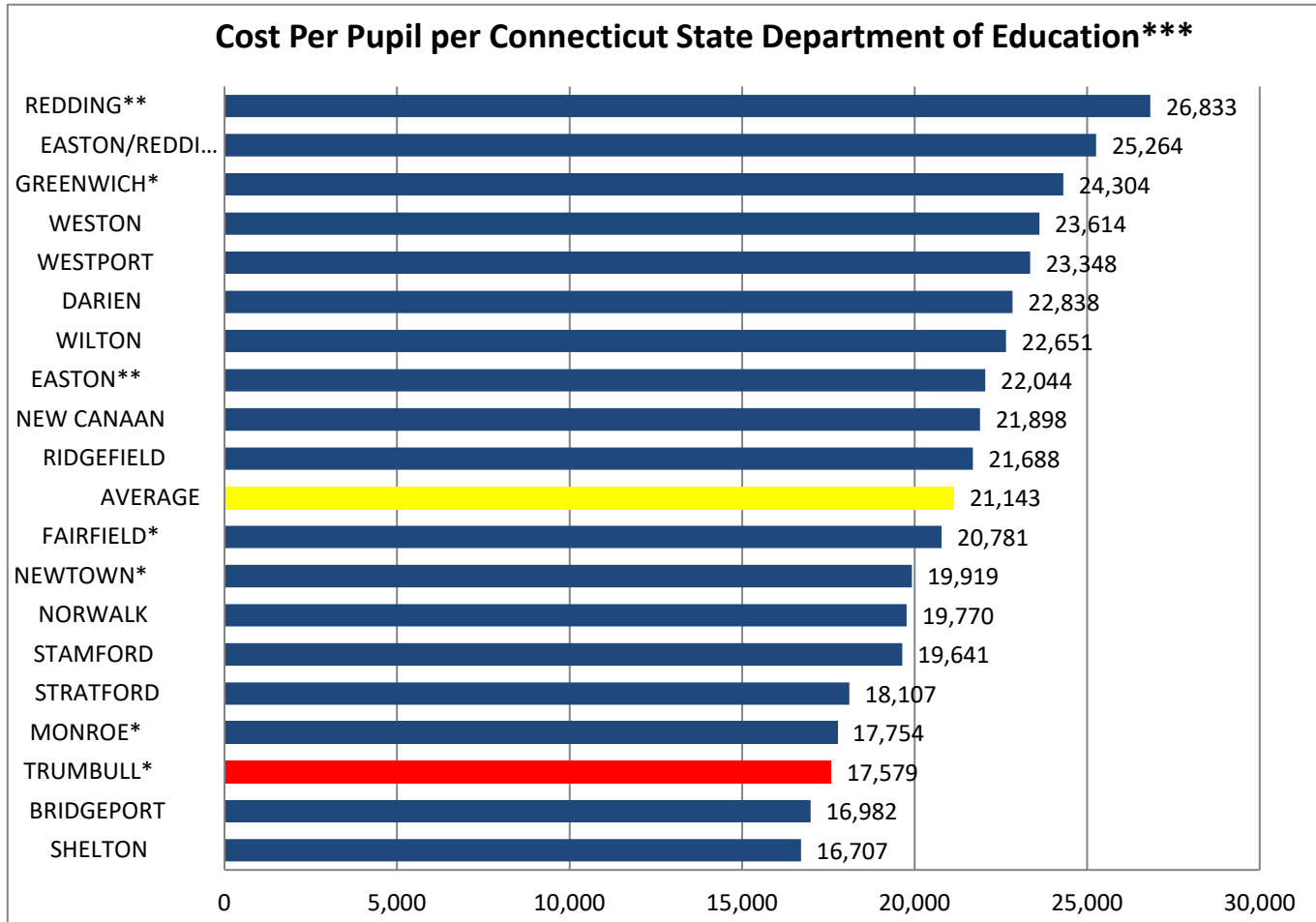


**ADDITIONAL SUPPORTING  
DETAILS**

**Area School Districts**  
**2020-2021 Per Pupil Expenditures**  
Data per October 2021 CSDE Report

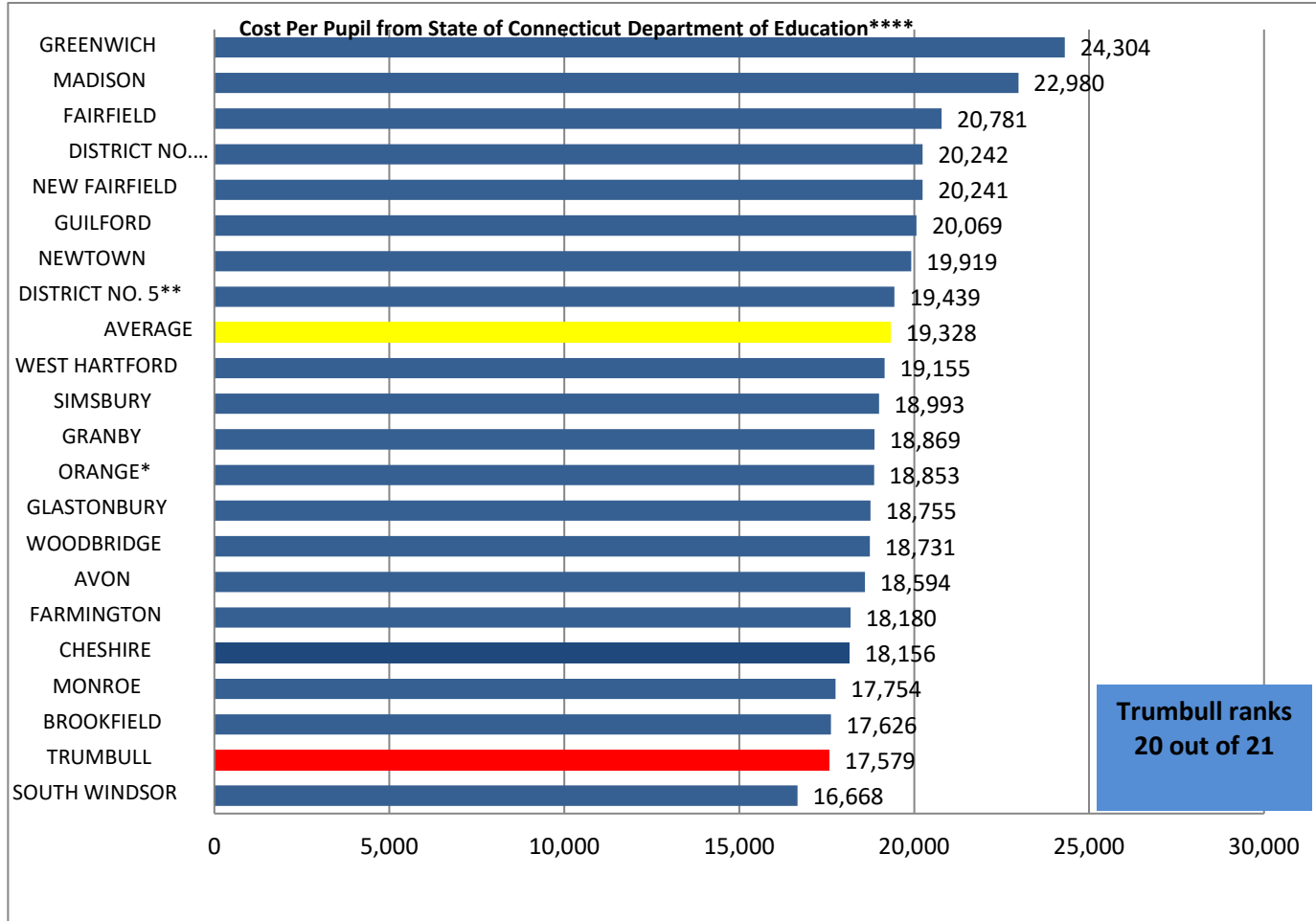


\*DRG B District

\*\*Easton, Redding have PK-8 schools; they regionalise for high school at Joel Barlow

\*\*\*Based on CT State Department of Education Bureau of Grants Management

**DRG B**  
**2020-2021 Per Pupil Expenditures**  
**Data per October 2021 CSDE Report**



\*District 5 - Orange, Bethany, Woodbridge - Grades 7 - 12

\*\*District 15 - Southbury, Middlebury - PK - 12

\*\*\*Based on CT State Department of Education Bureau of Grants Management

## Trumbull Public Schools

### Excess Cost Reimbursement (ECR)

ECR is a payment from the State for individual special education costs which exceed a District's 4.5X NCEP

- This is a reimbursement for Special Education costs incurred, it has nothing to do with a District's budget
- ECR may be considered a modified stop loss for the District

A District's Net Current Expenditures per Pupil (NCEP) is used to define a District's deductible for ECR

In 2021-22 Trumbull's 4.5X NCEP = \$79,107

#### Two examples:

- 1) A Special Education student's expense is \$79,107 or less
  - District pays entire expense
- 2) A Special Education student's expense is \$100,000
  - District pays the first \$79,107
  - The excess cost is  $(\$100,000 - 79,107) = \$20,893$
  - The State normally reimburses the District 70% - 75% of this excess cost
    - $0.70 \times \$20,893 = \$14,625$ ; District is responsible for  $0.30 \times \$20,893 = \$6,268$

#### **- Summary**

- State reimburse the District \$14,625
- District pays \$85,375 ( $\$79,107 + \$6,268$ )

#### Details

- 1) District keeps a detail cost accounting record of services and transportation provided for each Special Education student
- 2) By December 1st each year the District submits a report to the State of all such students for reimbursement
- 3) By late February, the District receives 75% of the excess cost reimbursement
- 4) By March 1st each year the District submits an update to its claim
- 5) By late May, the District receives the remaining 25%
- 6) The State funds dedicated to ECR has remained constant at \$140 million for several years
- 7) The percentage of reimbursement varies with the number and severity of the students being claimed Statewide
- 8) ECR is not restricted to outplaced tuition costs
- 9) This is a reimbursement for costs incurred, not for exceeding budget

## **EDUCATION ACRONYMS**

ADM – Average Daily Membership

BCBA – Board Certified Behavior Analyst

CABE – Connecticut Association of Boards of Education

CAS – Connecticut Association of Schools

CCSS – Common Core State Standards

CES – Cooperative Educational Services

CREC – Capitol Region Education Council

CSDE – Connecticut State Department of Education

DCF – Department of Children and Families

DRG – Demographic Reference Group

ECR – Excess Cost Reimbursement

ECS – Education Cost Sharing

EFS – Education Finance System

ELL – English Language Learners

ESY – Extended School Year

FTE – Full Time Equivalent

IEP – Individual Education Plan

NCE – Net Current Expenditures

NCEP – Net Current Expenditures per Pupil

NEASC – New England Association of Schools and Colleges

NGSS – Next Generation Science Standards

OLSAT – Otis-Lennon School Ability Test

OT – Occupational Therapy

PBIS – Positive Behavior and Intervention Supports

PPS – Pupil Personnel Services

PPT – Planning and Placement Team

PSIS – Public School Information System

PT – Physical Therapy

RTI – Response to Intervention

SBA – Smarter Balance Assessment

SRBI – Scientific Research Based Interventions

SRP – Specialized Resource Plan

SSP – Student Success Plan

## **GRANTS:**

### **One Time Grants:**

**Coronavirus Relief Fund (CRF):** A grant which ran from March 2019 – December 2020 which was used to assist children in returning to school.

**Elementary and Secondary School Emergency Relief (ESSER I) Fund under the (Coronavirus Aid, Relief, and Economic Security (CARES) Act (passed March 27, 2020):** This Act provided the District money to prevent, prepare for, and responding to COVID-19. The District has expended all its funds.

**Elementary and Secondary School Emergency Relief (ESSER II) Fund under the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act (passed December 27, 2020):** This Act was essentially the same as ESSER I and provided funds to address learning loss, preparing schools for reopening, and testing, repairing, and upgrading projects to improve air quality in school buildings.

**American Rescue Plan (ARP) / ESSER III:** The American Rescue Plan, passed on March 11, 2021, is a \$1.9 trillion aid package which has \$122 billion earmarked for schools. The funds are provided to State educational agencies and school districts to help safely reopen and sustain the safe operation of schools and address the impact of the coronavirus pandemic.

### **Recurring Grants:**

**IDEA B Grant – 611 (Special Education and Related Services Grant – Ages 3 – 21):** Supplements local dollars for the purpose of ensuring that all identified disabled children have available to them, a free and appropriate public education which includes special education and related services to meet their individual needs.

**IDEA B Grant – 619 (Pre-School Grant (Pre-school Entitlement – Ages 3 – 5)):** Supplements local dollars for the purpose of ensuring that all identified disabled pre-school children have available to them, a free and appropriate public education which includes special education and related services to meet their individuals needs.

**Title I (Improving Basic Skills):** This grant provides funds that must supplement programs that are already provided by the school district and designed to improve the basic skills in literacy and numeracy.

**Title IIA:** This grant is designed to help provide school districts with high quality teachers and administrators. It supplements funding for training of existing teachers and administrators as well as funds for the recruitment efforts.

**Title III (English Language Acquisition):** This grant supports the efforts with the ELL program by providing additional tutorial services as well as certain supplies and training opportunities.

**Title IV (Safe and Drug-Free Schools Grant):** This grant supplements local dollars in the area of student health and safety education by providing professional development and other training and curricular activities.

**Title V (Innovative Education Strategies):** This grant supplements local dollars for supplies, materials and some equipment purchases within a number of instructional programs.

**Perkins Vocational and Applied Technology Education Grant:** Encourages the integration of academic and vocational education; supplements local dollars for the purpose of providing services for special needs students in the vocational program areas.



**Analysis of Central Office Leadership Structures  
Connecticut DRG A & B School Districts  
J. Budd, July 8, 2019**

For analysis of Central Office leadership structures, including Trumbull, there are 28 school districts in CT DRG A & B. (This combines Easton, Redding, & Region No. 9, which share one Central leadership structure, but keeps separate Orange, Woodbridge, & Region No 5, which do not.) Trumbull, with 6,744 students, is the fourth largest of these 28 districts, behind Fairfield (9,850), West Hartford (9,654), & Greenwich (9,099).

This analysis compares the central office leadership structures of the 27 districts in CT DRG A & B other than Trumbull.

**Assistant Superintendent Position**

With the exception of the small Orange, Woodbridge, & Region No. 5 districts, all 27 districts have at least one position at the Assistant Superintendent level. In these districts, the following titles are used:

- 8 No specification
- 16 Curriculum & Instruction / Teaching & Learning / Chief Academic Officer
- 7 Pupil Personnel Services
- 3 Personnel & Administration
- 2 Finance & Operations
- 1 Deputy Superintendent
- 1 High School Principal (joint title)

Thus, the most common title for a position at the Assistant Superintendent level is one related to Teaching & Learning, with the second most common title the general “Assistant Superintendent” with no specification.

Importantly, in the 7 districts with an Assistant Superintendent overseeing Pupil Personnel Services, there is no separate Director of Pupil Personnel Services. These districts (Darien, New Canaan, Ridgefield, Simsbury, Weston, Westport, & Wilton) are almost exclusively DRG A districts, and they also have a second Assistant Superintendent.

Besides those 7 districts with two Assistant Superintendents, one of whom oversees Pupil Personnel Services, 7 other districts have two positions at the Assistant Superintendent level. In these districts, the following titles are used:

- 1 No specification
- 6 Curriculum & Instruction / Teaching & Learning / Chief Academic Officer
- 3 Personnel & Administration
- 2 Finance & Operations
- 1 Deputy Superintendent
- 1 High School Principal (joint title)

Thus, the most common title for a position at the Assistant Superintendent level in districts with two Assistant Superintendents, neither of whom is also serving as Director of Pupil Personnel Services, is one related to Teaching & Learning.

In the 10 districts with one position at the Assistant Superintendent level, the following titles are used:

- 7 No specification
- 3 Curriculum & Instruction / Teaching & Learning / Chief Academic Officer

Tentative Conclusions:

- Trumbull’s structure with a sitting Director of Pupil Personnel Services would make appointment of a second Assistant Superintendent overseeing Pupil Personnel Services an outlier in the comparison group.
- If Trumbull were to continue with two Assistant Superintendents, it would align with 7 districts in the comparison group; if there were to be two Assistant Superintendents, likely one would have a title/focus related to Teaching & Learning.
- If Trumbull were to move back to having one Assistant Superintendent, it would align with 10 districts in the comparison group. If there were to be one Assistant Superintendent, likely it would have the general “Assistant Superintendent” title/focus with no specification.

**Director of Human Resources Position**

18 of the 27 districts have a Director of Human Resources position, including 2 at the Coordinator level and 1 at the Manager level. 12 of these 18 districts have outlier structures not comparable or transferrable to Trumbull:

- 7 districts have 2 Assistant Superintendents, one of whom oversees Teaching & Learning, and one of whom oversees Pupil Personnel Services, but they then do not have a separate Director of Pupil Personnel Services
- 1 district has 2 Assistant Superintendents, one of whom is a Deputy Superintendent and the other of whom oversees Teaching & Learning, but this is the large district of Greenwich
- 1 district has 2 Assistant Superintendents, one of whom oversees Administration and the other of whom oversees Teaching & Learning, but this is the large district of West Hartford
- 1 district has 2 Assistant Superintendents, one of whom oversees Operations, and the other of whom oversees Teaching & Learning, but the HR position is at the Coordinator level
- 1 district has an Assistant Superintendent with the joint title of High School Principal, which is a unique situation
- 1 district has no Assistant Superintendent, but this is the small district of Orange

Of the remaining 6 districts with a Director of Human Resources position:

- 5 districts have 1 Assistant Superintendent with no specification: Avon, Granby, Madison, New Fairfield, & Newtown
- 1 district has 1 Assistant Superintendent focused on Teaching & Learning: Fairfield

Tentative Conclusions:

- Trumbull would be similar to many districts in the comparison group (67%) if it were to create a Director of Human Resources position.
- If Trumbull were to create a Director of Human Resources position, it would likely support having one Assistant Superintendent with the general “Assistant Superintendent” title/focus with no specification.

**Business Operations Leader(s)**

Most districts in the comparison group have leaders at the Director level (or higher) for Business, Facilities, Finance, &/or Operations; more thorough investigation of these job responsibilities, compared to Trumbull’s, could be productive.

District	DRG	2018-19 Student Enrollment <sup>1</sup>	Position(s) at Asst. Superintendent Rank	PPS Leader (if not Asst. Super.)	Human Resources Leader	Business Operations Leader(s)
Trumbull	B	6,744	<ul style="list-style-type: none"> <li>Asst. Superintendent</li> <li>Asst. Superintendent for Curriculum, Instruction, &amp; Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Director of Pupil Personnel Services</li> </ul>	---	<ul style="list-style-type: none"> <li>Business Administrator</li> </ul>
Avon	B	3,152	<ul style="list-style-type: none"> <li>Asst. Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>Director of Pupil Services</li> </ul>	<ul style="list-style-type: none"> <li>Director of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Director of Fiscal Affairs</li> <li>Director of Operations</li> </ul>
Brookfield	B	2,630	<ul style="list-style-type: none"> <li>Asst. Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>Director of Pupil Personnel Services</li> </ul>	---	<ul style="list-style-type: none"> <li>Director of Business &amp; Operations</li> </ul>
Cheshire	B	4,284	<ul style="list-style-type: none"> <li>Asst. Superintendent for Curriculum &amp; Instruction</li> </ul>	<ul style="list-style-type: none"> <li>Director of Pupil Personnel Services</li> </ul>	---	<ul style="list-style-type: none"> <li>Chief Operating Officer</li> </ul>
Darien	A	4,769	<ul style="list-style-type: none"> <li>Asst. Superintendent of Curriculum &amp; Instruction</li> <li>Asst. Superintendent of Special Education &amp; Student Services</li> </ul>		<ul style="list-style-type: none"> <li>Director of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Director of Finance &amp; Operations</li> </ul>
Easton / Redding / Region No. 9	A	2,648	<ul style="list-style-type: none"> <li>Asst. Superintendent for Curriculum &amp; Instruction</li> <li>Asst. Superintendent of JBHS</li> </ul>	<ul style="list-style-type: none"> <li>Director of Special Services K-8</li> <li>Director of Special Services 9-12</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Manager</li> </ul>	<ul style="list-style-type: none"> <li>Director of Finance &amp; Operations</li> </ul>

<sup>1</sup> 2018-19 data from CSDE Edsight

Fairfield	B	9,850	<ul style="list-style-type: none"> <li>• Chief Academic Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director of Special Education &amp; Student Services</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director of Personnel &amp; Legal Services</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director of Finance &amp; Business Services</li> <li>• Executive Director of Operations</li> </ul>
Farmington	B	4,094	<ul style="list-style-type: none"> <li>• Asst. Superintendent</li> <li>• Asst. Superintendent of Finance &amp; Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Special Services</li> </ul>	---	---
Glastonbury	B	5,898	<ul style="list-style-type: none"> <li>• Asst. Superintendent, Curriculum &amp; Instruction</li> <li>• Asst. Superintendent, Personnel &amp; Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Administrator for Pupil Services</li> </ul>	---	---
Granby	B	1,877	<ul style="list-style-type: none"> <li>• Asst. Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Pupil Personnel Services</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Business Manager</li> <li>• Director of Facilities</li> </ul>
Greenwich	B	9,099	<ul style="list-style-type: none"> <li>• Deputy Superintendent</li> <li>• Chief Academic Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Pupil Personnel Services Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Human Resources Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Operating Officer</li> </ul>
Guilford	B	3,311	<ul style="list-style-type: none"> <li>• Asst. Superintendent for Curriculum &amp; Instruction</li> <li>• Asst. Superintendent for Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Pupil Services</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Business Manager</li> </ul>
Madison	B	2,737	<ul style="list-style-type: none"> <li>• Asst. Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Special Education</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Manager</li> <li>• Facilities Manager</li> </ul>
Monroe	B	3,118	<ul style="list-style-type: none"> <li>• Asst. Superintendent of Schools</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Student Support Services</li> </ul>	---	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Operations</li> </ul>

New Canaan	A	4,173	<ul style="list-style-type: none"> <li>• Asst. Superintendent of Curriculum, Instruction, &amp; Assessment</li> <li>• Asst. Superintendent of Pupil &amp; Family Services</li> </ul>		<ul style="list-style-type: none"> <li>• Director of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Operations</li> </ul>
New Fairfield	B	2,246	<ul style="list-style-type: none"> <li>• Asst. Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Pupil Personnel Services</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Human Resources</li> </ul>	---
Newtown	B	4,306	<ul style="list-style-type: none"> <li>• Asst. Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Pupil Services</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Business</li> <li>• Director of Facilities</li> </ul>
Orange (K-6)	B	1,181	---	<ul style="list-style-type: none"> <li>• Director of Special Services</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Curriculum/Instruction &amp; Personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities Director</li> </ul>
Region No. 5 (7-12)	B	2,186	---	<ul style="list-style-type: none"> <li>• Director of Pupil Personnel</li> </ul>	---	<ul style="list-style-type: none"> <li>• Director of Finance</li> <li>• Director of Facilities</li> </ul>
Region No. 15	B	3,628	<ul style="list-style-type: none"> <li>• Asst. Superintendent for Teaching &amp; Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Student Services</li> </ul>	---	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Operations</li> </ul>
Ridgefield	A	4,860	<ul style="list-style-type: none"> <li>• Asst. Superintendent of Curriculum &amp; Instruction</li> <li>• Asst. Superintendent of Special Services</li> </ul>		<ul style="list-style-type: none"> <li>• Director of Personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Business Manager</li> <li>• Director of Facilities</li> </ul>
Simsbury	B	4,080	<ul style="list-style-type: none"> <li>• Asst. Superintendent for Teaching &amp; Learning</li> <li>• Asst. Superintendent of Pupil Services</li> </ul>		<ul style="list-style-type: none"> <li>• Director of Personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Business Manager</li> </ul>
South Windsor	B	4,370	<ul style="list-style-type: none"> <li>• Asst. Superintendent for Curriculum &amp; Instruction</li> <li>• Asst. Superintendent for Personnel &amp; Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Special Services</li> </ul>	---	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Operations</li> </ul>

West Hartford	B	9,654	<ul style="list-style-type: none"> <li>• Asst. Superintendent for Administration</li> <li>• Asst. Superintendent of Curriculum &amp; Instruction</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Pupil Services</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Planning</li> <li>• Director of Plant &amp; Facilities</li> </ul>
Weston	A	2,322	<ul style="list-style-type: none"> <li>• Asst. Superintendent of Curriculum &amp; Instruction</li> <li>• Asst. Superintendent of Pupil Personnel Services</li> </ul>		<ul style="list-style-type: none"> <li>• Director of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Finance &amp; Operations</li> </ul>
Westport	A	5,539	<ul style="list-style-type: none"> <li>• Asst. Superintendent for Teaching &amp; Learning</li> <li>• Asst. Superintendent for Pupil Personnel Services</li> </ul>		<ul style="list-style-type: none"> <li>• Director of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Financial Officer</li> </ul>
Wilton	A	3,955	<ul style="list-style-type: none"> <li>• Asst. Superintendent for Curriculum</li> <li>• Asst. Superintendent for Special Services</li> </ul>		<ul style="list-style-type: none"> <li>• Director of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Financial Officer</li> </ul>
Woodbridge (K-6)	B	847	---	<ul style="list-style-type: none"> <li>• Director of Special Services</li> </ul>	---	<ul style="list-style-type: none"> <li>• Director of Business Services/Operations</li> </ul>