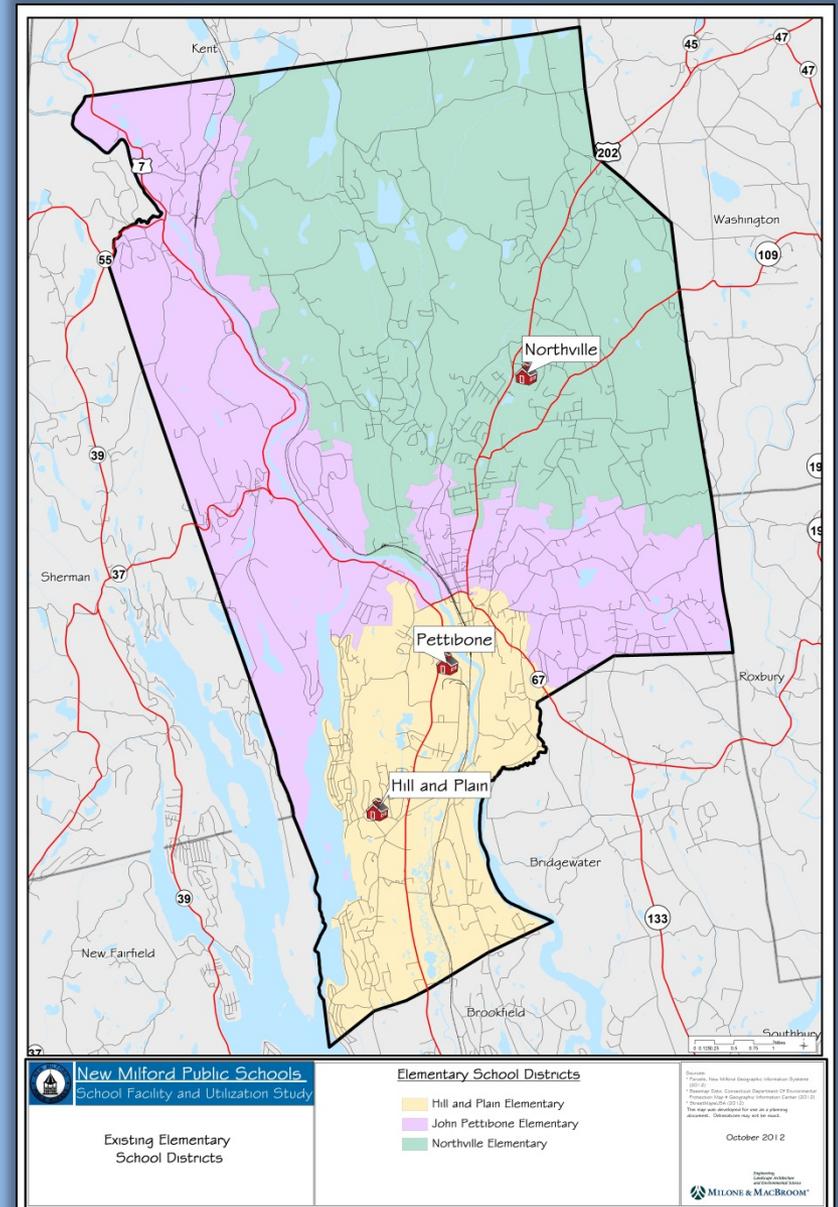




New Milford School Facility Utilization & Study

Committee Recommendations

June 19, 2013



In Association with Tom Jokubaitis



Study Committee Members

- **Ellamae Baldelli**, Director of Human Resources, Resident
- **Walter Bayer**, Retired Educator, Resident
- **John Calhoun**, Facilities Manager
- **Michael Crespan**, Director of Public Health
- **Terri Ellis**, Parent
- **Thomas Esposito**, Parent, Member of Town Council
- **Beth Falder**, Parent, Member of Board of Finance
- **Wendy Faulenbach**, Board of Education Chair, Parent
- **Paula Kelleher**, JPS Principal, Parent
- **Virginia Landgrebe**, NMHS Teacher, Resident
- **Justin Mack**, SNIS Teacher, Resident
- **Theresa McGuinness**, SMS Teacher, Parent
- **Thomas McSherry**, Board of Education Member, Resident
- **Gregg Miller**, Director of Fiscal Services, Resident
- **Donna Molinaro**, HPS Teacher, Resident
- **Laura Olson**, Director Pupil Personnel & Special Services, Resident
- **JeanAnn Paddyfote**, Superintendent of Schools
- **Thomas Pilla**, Builder, Member of Pension Committee, Grandparent
- **Olga Rella**, Parent
- **Lynette Celli Rigdon**, Board of Education Member, Parent
- **Michele Romaniello**, District-wide PTO President, Parent
- **Gretchen Rondini**, JPS Teacher, Parent
- **David Shaffer**, Board of Education Member, Resident
- **Joshua Smith**, Assistant Superintendent of Schools
- **Julia Taborsak**, Parent
- **Patricia Thalassinos**, NES Teacher, Parent
- **Len Tomasello**, SNIS Interim Principal, Resident
- **Frank Wargo**, Member of Town Council



Introduction

-  School Facility Utilization & Study Committee Mission and Process
-  Existing Conditions Analysis Findings
-  Summary of Alternatives Explored
-  Recommended Alternative: Scenario B
-  Scenario B Implementation Tasks
-  Final Recommendations to Board of Ed.



Study Committee Mission



Plan for Facility Utilization in Support of Schools' Mission



Determine Efficient Use and Allocation of Resources in Light of Demographic/ Enrollment Trends



Identify Alternatives to Current Facility Uses, Configuration, Infrastructure, Practices and/or Procedures and Their Potential Impacts



Study Committee Process

 Kick-Off /Visioning (November 2012)

 Reviewed Existing Conditions Analysis (December 2012)

 Demographics and Housing

 Enrollment Patterns, Trends and Projections

 Classroom Facilities

 Reviewed Educational Programming Assessment and Developed Criteria for Alternatives (February 2013)



Study Committee Process



Reviewed and Critiqued Preliminary Alternatives (March 2013)



Reviewed Additional Alternatives (April 2013)



Refined Alternative Scenarios and Reached Consensus on Preferred Alternative (May 2013)



Finalized Committee Recommendations (June 2013)

ALL COMMITTEE MATERIALS ON SCHOOLS' WEBSITE



Existing Conditions - Demographics



Total Population Increased 3.8% from 2000 to 2010, Despite Western Part of Town Losing Overall Population



While School-Aged Population Remained Stable from 2000 to 2010, the Under 5 Age Group Declined Approximately 20%



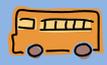
Women of Child-Bearing Age Decreased 20% Overall



Population Concentrated Along Routes 7, 67 and 202 Corridors



Existing Conditions - Housing

-  Housing Units Increased 9.5% from 2000 to 2010
-  New Housing Permits Averaging 28 Units/ Year Since 2008, Compared to 135/ Year from 2000 to 2004
-  Recent Annual Housing Sales Less than Half What They Were 2000-2005
-  Significant Number of Ownership Units with Older Householders – Fewer School Children, But Potential for Turnover
-  Greatest Impact from New Development Likely to Affect Northville



Existing Conditions - Enrollment



Total Enrollment Peaked in 03-04 at 5,204 PreK-12 Students



Steady Decline Since Peak to 2012-13 Enrollment of 4,585 (Loss of 12%)



About 9-10% of New Milford Resident PreK-12 Students Annually Enrolled Outside of New Milford Public Schools



Since 2007-08:



Elementary Enrollments Down 10.5%



Intermediate Enrollments Down 7.8%



Middle Enrollments Down 9.2%



High Enrollments Down 6.8%



Existing Conditions - Enrollment



Annual Resident Births Peaked in 2004 at 367



Steady Decline to 2010 Low of 238 (Loss of 35%)



**Slight Rebound in 2011, But Preliminary 2012
Numbers on Par with 2010 Numbers**



**Indicative of Smaller Incoming Classes Without
Significant In-Migration**



Births Declining Across All Elementary Districts

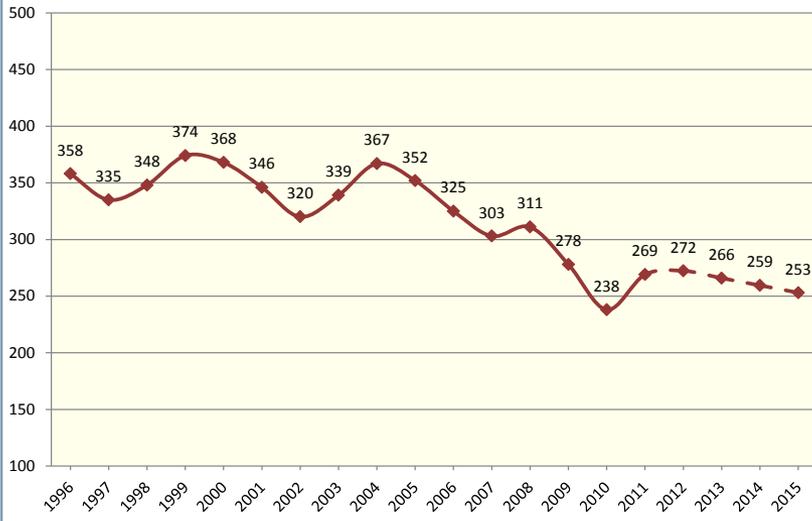


**Most Pronounced Enrollment Declines
Projected for Elementary Schools, Reflecting
Declining Births**



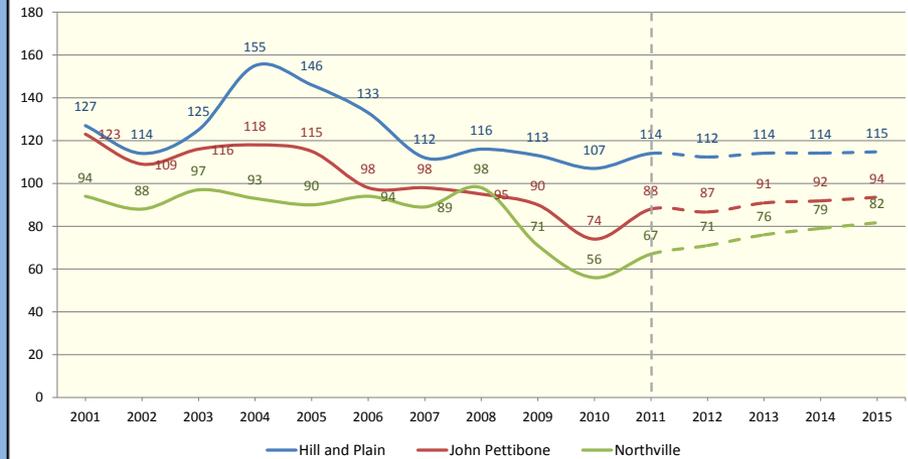
Existing Conditions - Births

**Actual and Projected Births, 1996-2015
New Milford**



Source: CT Dept. of Public Health (2012).

**Actual and Projected Births by Elementary School District,
2001-2015
New Milford**

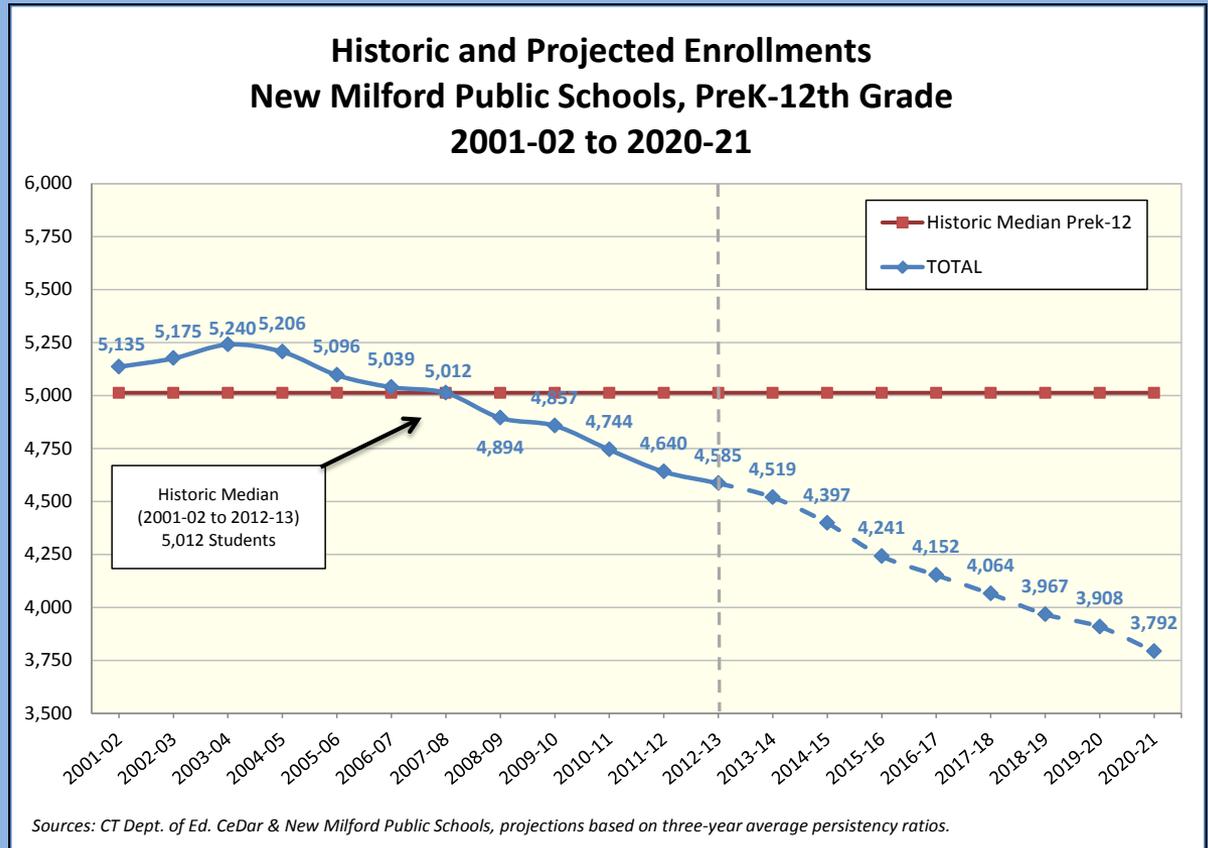


Source: CT Dept. of Public Health (2012)
This study was approved by the DPH HIC. Certain data used in this study were obtained from DPH. MMI assumes full responsibility for analyses and interpretation of the data. Births projected using three-year moving average.



Existing Conditions - Enrollment

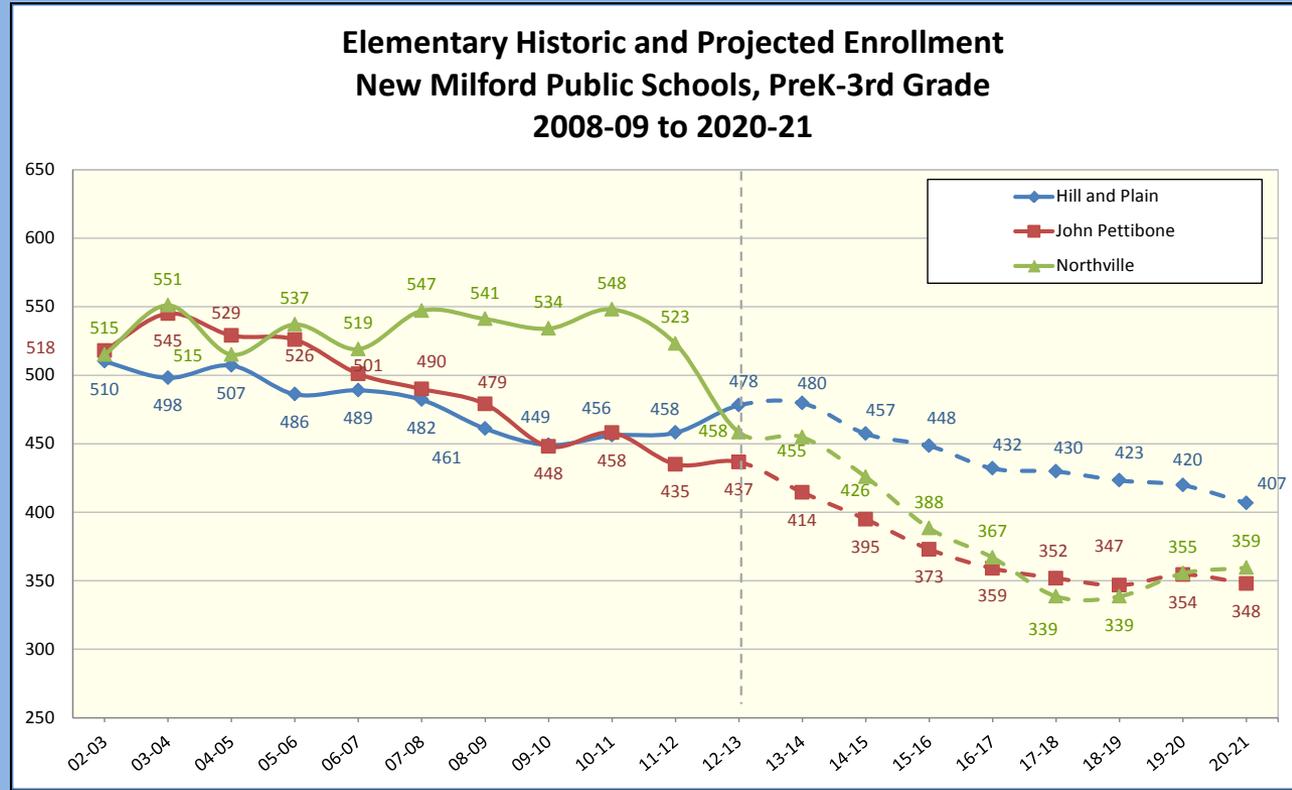
Projecting
11.4% Decline
in Total
Enrollments
Over Next Five
Years





Existing Conditions - Enrollment

Projecting
More
Pronounced
Loss in
Enrollment at
Northville and
Pettibone



New Milford Public Schools PreK-3 Elementary Enrollment Projections

	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
Hill and Plain	510	498	507	486	489	482	461	449	456	458	478	480	457	448	432	430	423	420	407
John Pettibone	518	545	529	526	501	490	479	448	458	435	437	414	395	373	359	352	347	354	348
Northville	515	551	515	537	519	547	541	534	548	523	458	455	426	388	367	339	339	355	359
TOTAL	1,543	1,594	1,551	1,549	1,509	1,519	1,481	1,431	1,462	1,416	1,373	1,349	1,278	1,210	1,158	1,120	1,108	1,129	1,114

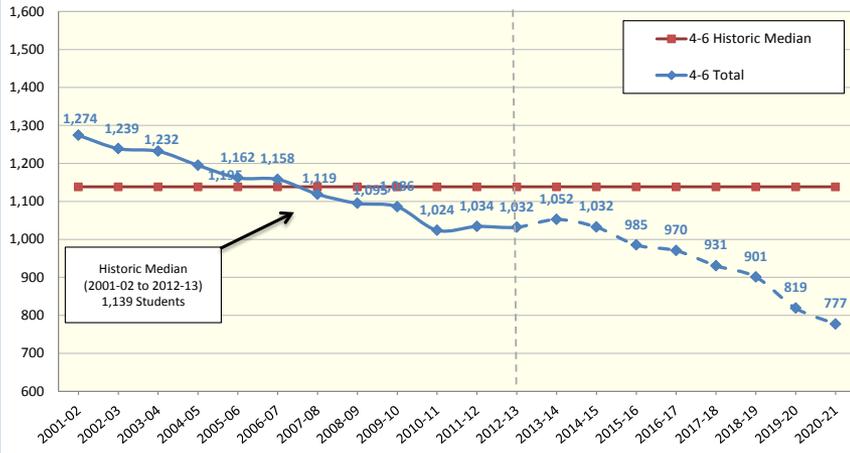


In Association with
Tom Jokubaitis



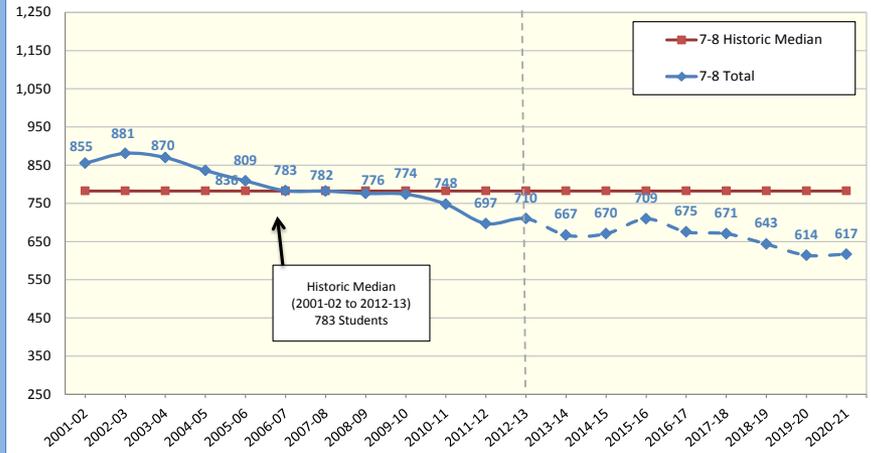
Existing Conditions - Enrollment

**Historic and Projected Intermediate Enrollments
New Milford Public Schools, 4th-6th Grade
2001-02 to 2020-21**



Sources: CT Dept. of Ed. CeDar & New Milford Public Schools, projections based on three-year average persistency ratios.

**Historic and Projected Middle School Enrollments
New Milford Public Schools, 7th-8th Grade
2001-02 to 2020-21**

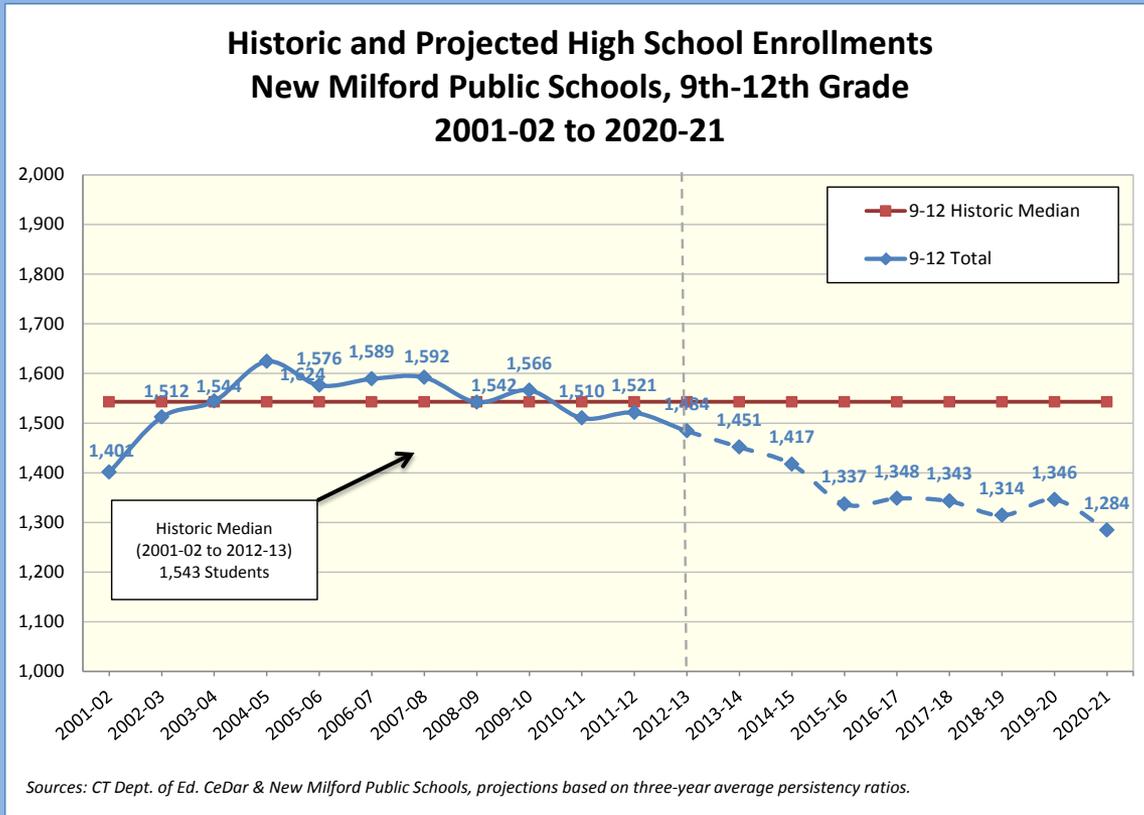


Sources: CT Dept. of Ed. CeDar & New Milford Public Schools, projections based on three-year average persistency ratios.

**Projecting 9.8% Decline at 4th – 6th Grades, and
5.5% Decline at 7th – 8th Grades by 2017-18**



Existing Conditions - Enrollment



Projecting 9.5% Decline at 9th – 12th Grades by 2017-18



Criteria for Alternatives



Maintain Low Class Sizes



Responsibly Maintain or Reduce Operating Costs, While Ensuring the System's Ability to Respond to Future Needs (Universal PreK, Increases in Enrollment, Career/Technical Training Space, etc.)



Minimize Transportation Times and Costs to the Extent Possible



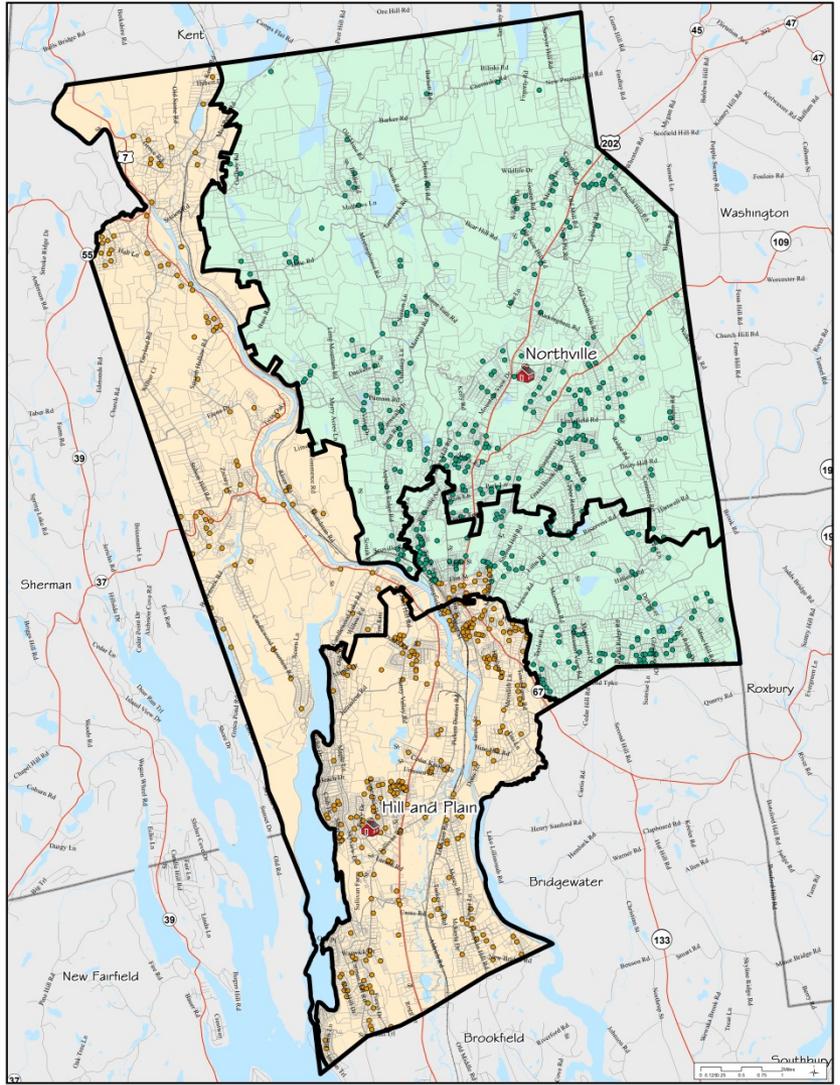
Alternatives Explored

Alternatives		Projected Facilities Utilization Rates	Committee Discussed Pros	Committee Discussed Cons
Scenario A	- Grade Reconfiguration	45% - 60% 65% - 90% 70% - 80%	- Same Number of School Transitions - Three-Year Middle School Presents Learning Opportunities - Room for Program Growth - Good Building to Program Fit - No Redistricting Required	- Does Not Improve Facility Utilization Rates at Elementary Schools
	- No Consolidation			
	- PreK-2nd: HP, JP, NES			
	- 3rd-5th: SNIS			
	- 6th-8th: SMS			
Scenario B	- Grade Reconfiguration	70% - 90% 65% - 90% 70% - 80%	- Improves Facility Utilization Rates - Same Number of School Transitions - Three-Year Middle School Presents Learning Opportunities - Room for Program Growth - Good Building to Program Fit	- Magnitude of Change - Closure of School
	- Close Pettibone			
	- Redistrict			
	- PreK-2nd: HP, NES			
	- 3rd-5th: SNIS			
Scenario C	- No Changes	55% - 75% 65% - 90% 50% - 55%	- No Changes Required	- Inefficient Operations
	- PreK-3rd: HP, JP, NES			
	- 4th-6th: SNIS			
	- 7th-8th: SMS			
Scenario D	- Grade Rconfiguration	60% - 90% 70% - 80%	- Fewer and Later Student Transitions - Three-Year Middle School Presents Learning Opportunities - Improved Utilization Rates	- Magnitude of Change - Perceived Inequities Between Like-Grade Schools - Imbalanced Opportunities for Program Expansion Across Schools - Facilities Investments May Be Necessary (Elementary Cafeteria)
	- Close Pettibone			
	- Redistrict			
	- PreK-5th: HP, NES, SNIS			
	- 6th-8th: SMS			
Scenario E	- Grade Reconfiguration	50% - 75% 70% - 80%	- Same Number of Student Transitions - Three-Year Middle School Presents Learning Opportunities	- Magnitude of Change - Not as Significant Improvement In Utilization Rates - Transporting Youngest Students the Farthest - Perceived Inequities Between Like-Grade Schools - Imbalanced Opportunities for Program Expansion Across Schools - Facility Investments May Be Required (Early Learning Ctr Bathrooms)
	- Redistricting			
	- No Consolidation			
	- PreK/K: JP			
	- 1st-5th: HP, NES, SNIS			
	- 6th-8th: SMS			



Scenario B: 2 PK-2nd Schools

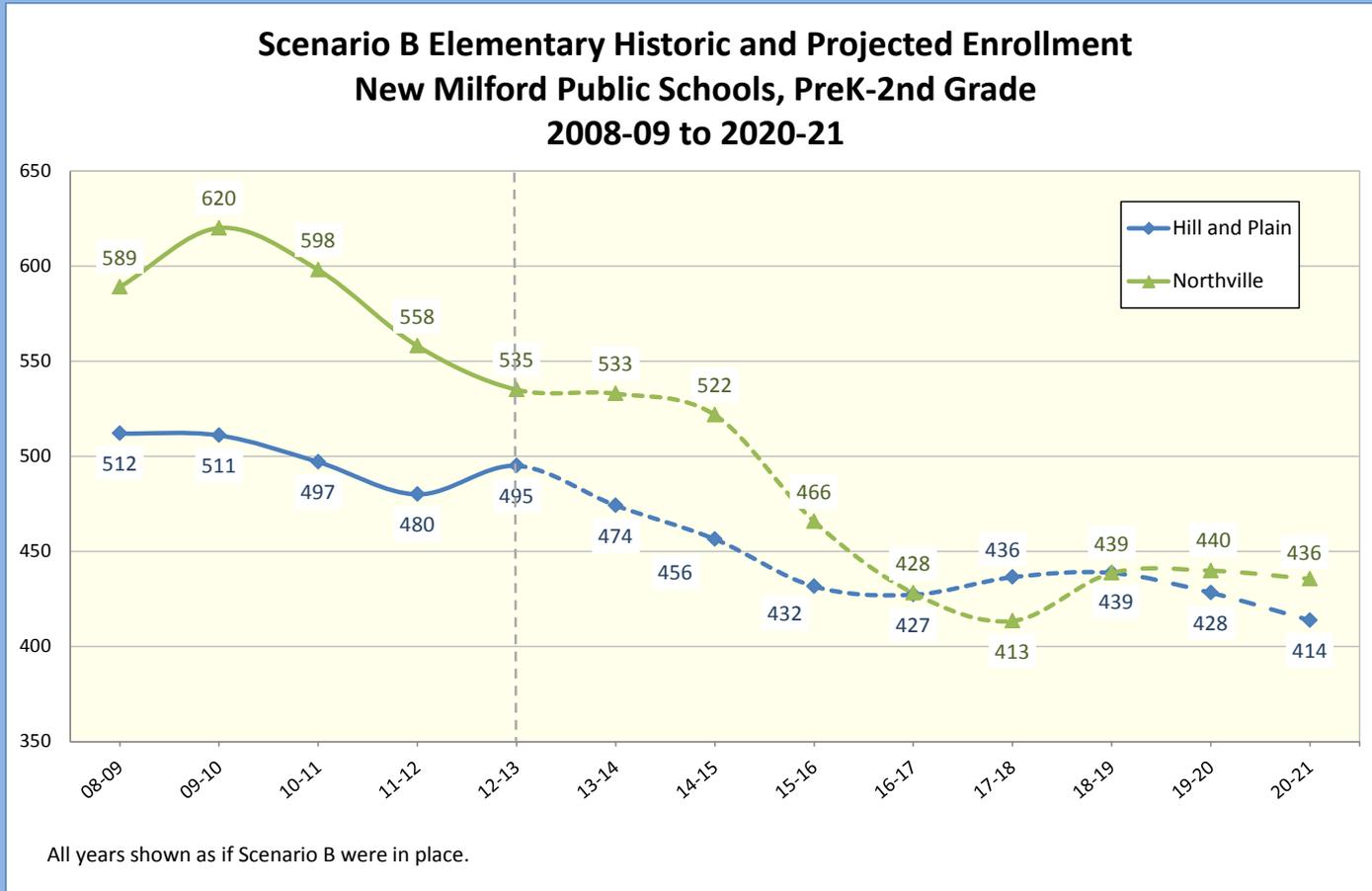
- Close Pettibone
- PreK-2 at Hill & Plain and Northville
- 3rd Grade Moves Up to SNIS
- 6th Grade Moves Up to SMS
- Redistrict to Balance Enrollments at 2 Elem. Schools



New Milford Public Schools School Facility and Utilization Study	Elementary Districts Hill and Plain Northville Existing Elem. Districts	PreK-2nd Students Hill and Plain Northville	<small>Source: New Milford Geographic Information System (GIS) 2012 Planning, Inc. Connecticut Department of Environmental Protection (DEP) 2012 Connecticut State Office of Planning and Economic Development (OSPED) 2012 U.S. Census Bureau 2010 Note: Boundaries are approximate and for planning purposes. Individual data may not be available.</small> April 2013
	Scenario B PreK-2 in Two Elementary Schools		



Scenario B Enroll Projections



➤ **Assumes 3 Sections PreK in Each School (45 Students per School)**



Scenario B Projected Class Sizes

✓ *Maintain Low Class Sizes*

- Larger Grade Cohorts Result in More Equivalent Class Sizes Across Schools
- No Average Class Sizes >19

Scenario B Projected Average Class Sizes Using Current Average Class Sizes					
	SCHOOL	PreK	K	1st	2nd
2014-15	H&P	15	17	17	19
	NES	15	18	19	18
	DISTRICT	15	18	18	19
2015-16	H&P	15	17	18	17
	NES	15	18	19	18
	DISTRICT	15	18	18	18
2016-17	H&P	15	19	18	18
	NES	15	18	18	18
	DISTRICT	15	18	18	18
2017-18	H&P	15	19	17	18
	NES	15	19	19	18
	DISTRICT	15	19	18	18
2018-19	H&P	15	18	17	17
	NES	15	19	17	18
	DISTRICT	15	18	17	18
2019-20	H&P	15	17	18	17
	NES	15	18	19	19
	DISTRICT	15	18	19	18
2020-21	H&P	15	17	18	18
	NES	15	18	19	19
	DISTRICT	15	17	18	19



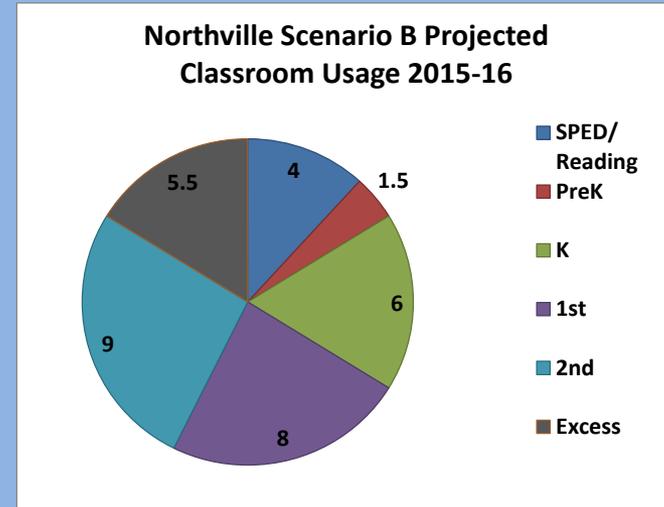
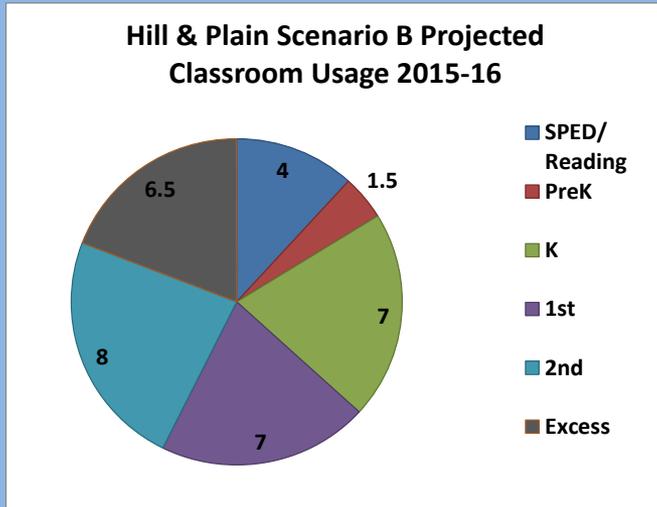
Scenario B Staffing Needs

- Assumed 3 Sections of PreK at Each Elementary Resulting in .5 Positions
- Enrollment Decline Precipitating Reduction in Staff Needs

Scenario B Projected Instructional Staff Needs Under Current Average Class Sizes					
	Hill & Plain	Northville	Sarah Noble	Schaghticoke	TOTAL
2014-15	24.5	27.5	45	46	143
2015-16	23.5	24.5	44	47	139
2016-17	22.5	22.5	43	47	135
2017-18	23.5	21.5	41	44	130
2018-19	24.5	23.5	38	45	131
2019-20	23.5	22.5	35	42	123
2020-21	22.5	22.5	35	41	121



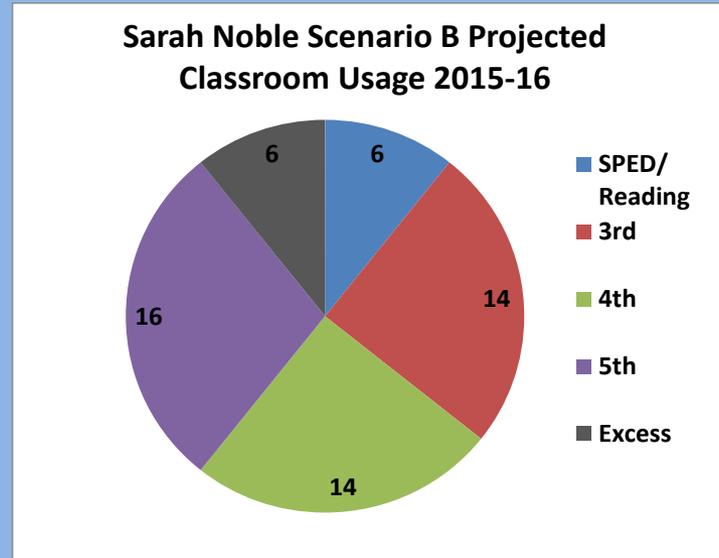
Scenario B Elementary Usage



- Current Use of Art, Music, Computer, Guidance, Psych., Speech, Offices and Other Necessary Rooms Remains Constant – Not Factored Into Available Full-Size Classroom Counts
- 16%-19% of Available Full-Size Classrooms in Excess of Current Programming Needs



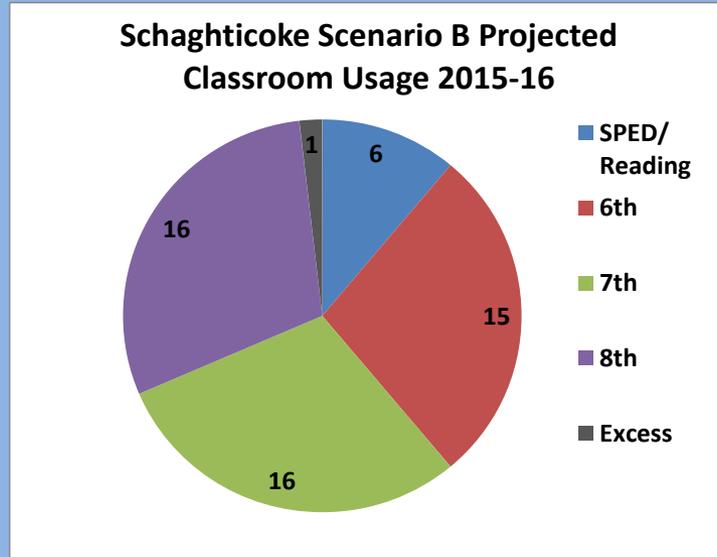
Scenario B SNIS Usage



- Current Use of Art, Music, Computer, Guidance, Psych., Speech, Offices and Other Necessary Rooms Remains Constant – Not Factored Into Available Full-Size Classroom Counts
- 11% of Available Full-Size Classrooms in Excess of Current Programming Needs
- Projected Increase in Excess Capacity



Scenario B Schaghticoke Usage



- Current Use of Art, Music, Computer, Guidance, Psych., Speech, Offices and Other Necessary Rooms Remains Constant – Not Factored Into Available Full-Size Classroom Counts
- 2% of Available Full-Size Classrooms in Excess of Current Programming Needs
- Projected Increase in Excess Capacity



Scenario B

Scenario B - Redistrict to Two Elementaries and Reconfigure Grade Structures (PreK-2, 3-5, 6-8)

		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21		
PreK - 2nd										
Hill and Plain	Total Projected Enrollment	456	432	427	436	439	428	415	34 Total Classrooms	
	PreK Classrooms	2	2	2	2	2	2	2		
	K Classrooms	7	7	7	7	7	7	7		
	1st - 2nd Classrooms	16	15	14	15	16	15	14		
	TOTAL INSTRUCTIONAL	25	24	23	24	25	24	23		
	Other Classrooms	9	10	11	10	9	10	11		
	Lunch Waves	3	3	3	3	3	3	3		
Utilization	73.5%	70.6%	67.6%	70.6%	73.5%	70.6%	67.6%			
Northville	Total Projected Enrollment	522	466	428	414	439	440	435	34 Total Classrooms	
	PreK Classrooms	2	2	2	2	2	2	2		
	K Classrooms	8	6	7	7	7	7	7		
	1st - 2nd Classrooms	18	17	14	13	15	14	14		
	TOTAL INSTRUCTIONAL	28	25	23	22	24	23	23		
	Other Classrooms	6	9	11	12	10	11	11		
	Lunch Waves	3	3	3	3	3	3	3		
Utilization	82.4%	73.5%	67.6%	64.7%	70.6%	67.6%	67.6%			
3rd - 5th										
Sarah Noble	Total Projected Enrollment	980	965	926	896	815	773	767	56 Total Classrooms	
	3rd - 5th Classrooms	46	45	43	42	38	36	37		
	Other Classrooms	10	11	13	14	18	20	19		
	Min. # of Lunch Waves	3	3	3	3	3	3	2		
Utilization	82.1%	80.4%	76.8%	75.0%	67.9%	64.3%	66.1%			
6th - 8th										
Schaghticoke	Total Projected Enrollment	1,024	1,044	1,024	977	963	923	893	61 Total Classrooms	
	6th - 8th Rooms Needed	49	49	47	45	45	44	42		
	Academic Rooms	37	37	35	33	33	32	30		
	Science Rooms	12	12	12	12	12	12	12		
	Language Rooms	4	4	4	4	4	4	4		
	Other Classrooms	8	8	10	12	12	13	15		
	Min. # of Lunch Waves	4	4	4	4	4	4	4		
Utilization	80.3%	80.3%	77.0%	73.8%	73.8%	72.1%	68.9%			

Assumptions:

Max. Class Sizes of 18 for K-2nd, and 22 for 3rd-8th

2 sections of PreK per Elem. School in One Classroom per Elem. School

Utilization Calculated by dividing Instructional Classrooms Required by Total Classrooms.



In Association with
Tom Jokubaitis



Scenario B Budgetary Impacts

- ✓ *Responsibly Maintain or Reduce Operating Costs, While Ensuring the System's Ability to Respond to Future Needs*
- **Pettibone Non-Instructional Staff Savings**
 - **Approximately \$635,000 Savings Annually (from Administrative, Nursing, Custodial, and Library Staff)**
- **Pettibone Utilities Savings (if Closed and Put on Town Books)**
- **Minimal Impact to Transportation Costs Expected**



Scenario B Findings



Cost Savings



Redistricts Approximately 335 Students



Easier to Maintain Equitable and Even Class Sizes within Goal Range, Given Larger Grade Cohorts at 2 Elementaries



Improved Utilization of H&P, NES and SMS



SMS Enrollments May Strain Current Cafeteria Facilities in Initial Years



Logistical/ Physical Changes to Lunch Line Configuration May Alleviate Strain



Implementation Tasks

- 1) Bd. of Ed./Public Planning Process
- 2) Bd. of Ed. Approval of Plan
- 3) Bd. of Ed. – Town Council Agreement on Future of Pettibone
- 4) Staffing Assignments and Notification to Personnel
- 5) Transportation Routes Determined
- 6) Notification to Parents and Transition Plans

*Not Meant to Be All-Inclusive List - Bd. of Ed./
Administration May Have Additional Tasks*



Bd. of Ed. Planning Process

- **Additional Data Needed for Board Deliberations:**
 - Updated Enrollment Data (2013-14)
 - Student and Staff Assignment Simulation Including Special Education Services for 2014-15 and 2015-16
 - Detailed Cost-Avoidance Estimates with Pettibone Closure
 - Estimate of Expenses to Improve Schaghticoke Cafeteria Lunch Service to Accommodate Additional Enrollment
 - Estimate of Expenses to Close/Move Facilities



Bd. of Ed./ Public Planning Process

- Invite Public Input Through At Least Two Open Forums and Other Means (Set First Meeting Date Before Summer Break)
- Assess Current Facilities Lease Arrangements, Work with Current Tenants to Plan Changes
- Initiate Discussions with Town Council Regarding Pettibone Future
- Consider Public Input
- Confirm and/or Revise Recommended Redistricted Boundaries



Bd. of Ed. Plan Adoption

- **Adopt or Reject Recommended Plan with Appropriate Revisions**
- **Review and Amend Capital Improvements Plan and Any Other Policy/Plans in Light of Adopted Plan**
- **Begin Orderly Transfer of Facility, or Re-Use Plans In Consultation with Town Council**



Staffing

- Review Union Contracts and Bd. of Ed. Policies for Reduction-in-Force and Transfer Provisions
- Create Seniority Lists for Employee Classifications and Share with Union Leadership
- Project Staffing Needs in Implementation Year
- Notify Personnel of Anticipated Vacancies and Need for Reduction (Statutory Deadlines and Procedures for Notification – Approx. Feb. Before Implementation)



Staffing

- **Carefully Plan Physical Move of Equipment, Teaching Materials, Etc. for Summer Before Implementation Year**
- **Clearly Communicate Move-Related Procedures and Deadlines to Staff and Arrange for Temporary Assistance**



Set Transportation Routes

- **Work with Transportation Provider to Develop New Bus Routes In Accordance with Adopted Plan and District Policies on Ride Times**
- **Prepare Clear Public Communications Regarding New Routes (Street-by-Street Listings) for Website and Publishing in Local Paper**



Transition Plans

- **Notify Parents in Writing of New School Assignment At Least Six Months Prior to Closure of School**
- **Include Information About Transition Plan with Estimate of Timing for Various Activities and How to Find More Information**



Potential Transition Activities

- New School Visits Year Before School Closure
- New School and Teacher Visits Just Prior to Opening Under New Configuration
- Provide Opportunities for Pettibone PTO to Become Active in New Schools
- Consider Buddy System for Students Who Changed Schools
- Create Welcoming Atmosphere
- Publish New Bus Route Information
- Expect Central Office Staff to Be Accessible to Respond to Parent and Staff Concerns During Transition



Implementation Year Considerations

2014-15

2015-16

- Board Needs to Begin Public Information Campaign Immediately to Quell Public Misinformation
- Board Must Make Quick Decision As It Simultaneously Begins Budget Process
- Would Require Additional Dedicated Staff (60-80% Time) in 2013-14 to Coordinate Significant Work to Be Done Quickly (Budget Implications)
- Potential Changes to SMS Lunch Service Must Be Considered (Potential Budget Implications)
- Transition Must Be Planned Quickly And Executed Well to Ease Parent/Student Anxieties

- More Time for Public Planning Process and Board Deliberation – Improved Perception of Process by Parents, Teachers and Staff
- Affords Administration and Teachers More Time to Address All District Initiatives (SEED, Common Core Implementation, Consolidation/Redistricting)
- Ease Parent/Student Transition Through More Deliberate Planning Process



Committee Recommendations



Consider Adopting Scenario B



Reach Out to Public Immediately to Differentiate Between Committee *Recommendations* and Board Action



Gather Additional Data During Summer to Help Determine Appropriate Implementation Year:



Updated Enrollment Data (2013-14)



Student and Staff Assignment Simulation Including Special Education Services for 2014-15 and 2015-16



Detailed Cost-Avoidance Estimates with Pettibone Closure



Estimate of Expenses to Improve SMS Cafeteria Lunch Service to Accommodate Additional Enrollment



Estimate of Expenses to Close/Move Facilities



Committee Recommendations



Set Initial Public Forum Date Before Summer Break



Consider Administration's Resources (Staff and Time) to Coordinate Implementation Alongside Other Ongoing Projects