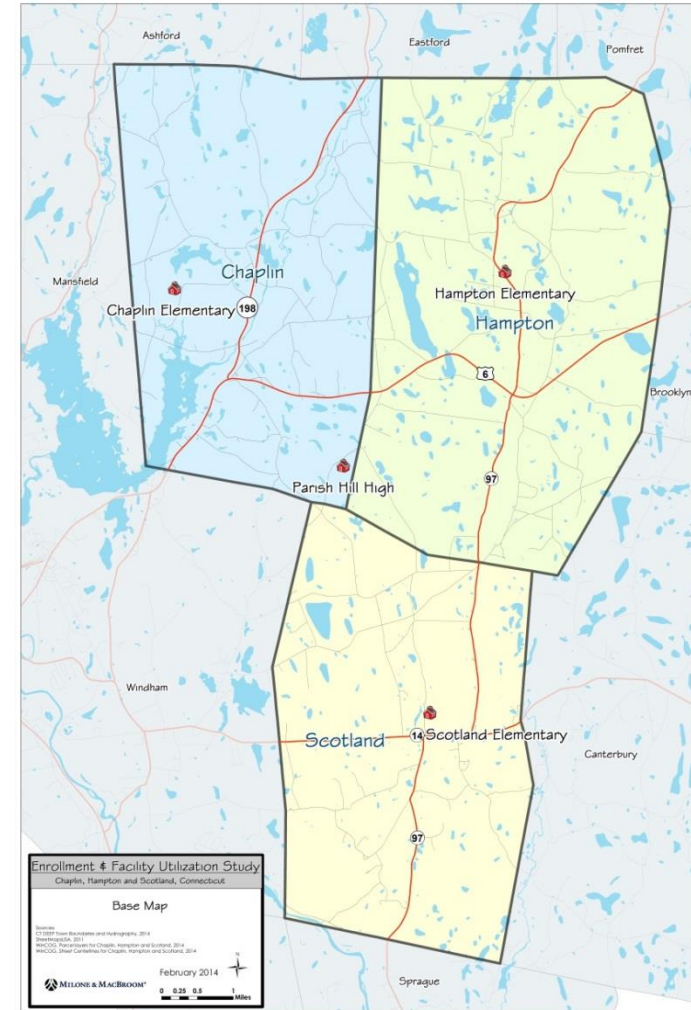


# Comprehensive Enrollment Analysis

## Schools Working Group Study Results

March 12, 2015



# Introduction

- ❑ Introduction to Study Purpose
- ❑ Working Group Process
- ❑ Summary of Alternatives Explored
  - ❑ Status Quo
  - ❑ Cooperative Agreement for PK-6, Maintain Parish Hill
  - ❑ PK-12 Region
  - ❑ PK-8 Region

# Working Group Mission and Purpose

- ❑ Created by Selectmen to develop *recommendations* to ensure
  - ❑ Sufficient and suitable educational facilities, in strategic locations, for every child in each community
  - ❑ Maintain flexibility to accommodate changes in educational policy, economic conditions and enrollments
- ❑ Recommendations could include reconfiguration, redistricting and/or regionalization
- ❑ With Group's information, strive to create a business plan to:
  - ❑ eliminate redundancies
  - ❑ address economic challenges
  - ❑ promote longevity and improve quality in educational system

# Working Group Process

- ❑ Reviewed Existing Conditions in Demographics, Housing and Enrollments (April Meeting)
- ❑ Reviewed Strengths and Weaknesses of Current System (April Meeting)
- ❑ Considered Trends in Education (May Meeting)
- ❑ Identified Issues to Address and Developed Preliminary Alternatives (May, June Meetings)
- ❑ Analyzed Alternatives (June, July, September Meetings)
- ❑ Recommended Alternatives (September Meeting)

# Working Group Identified Issues

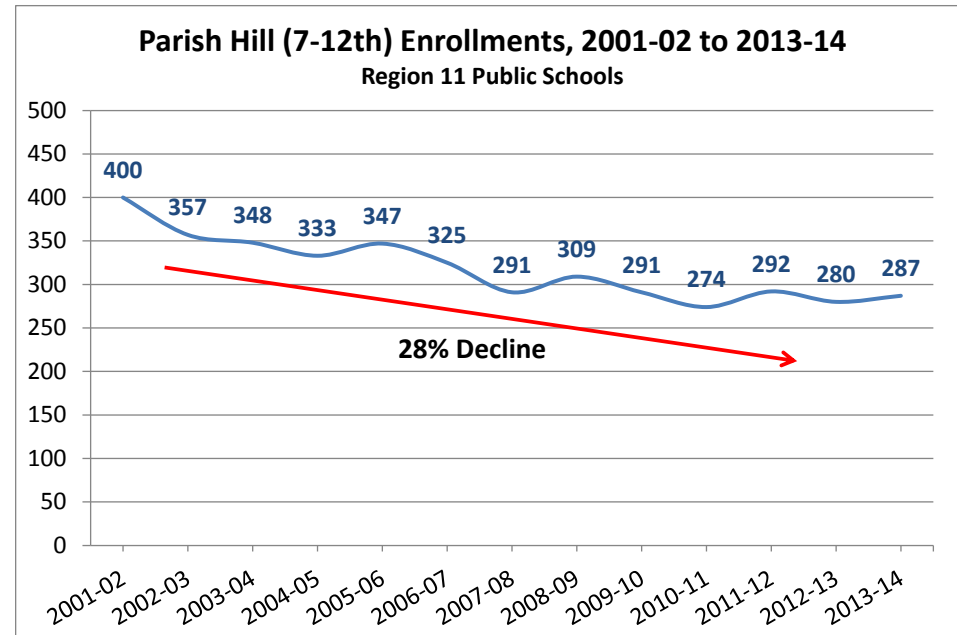
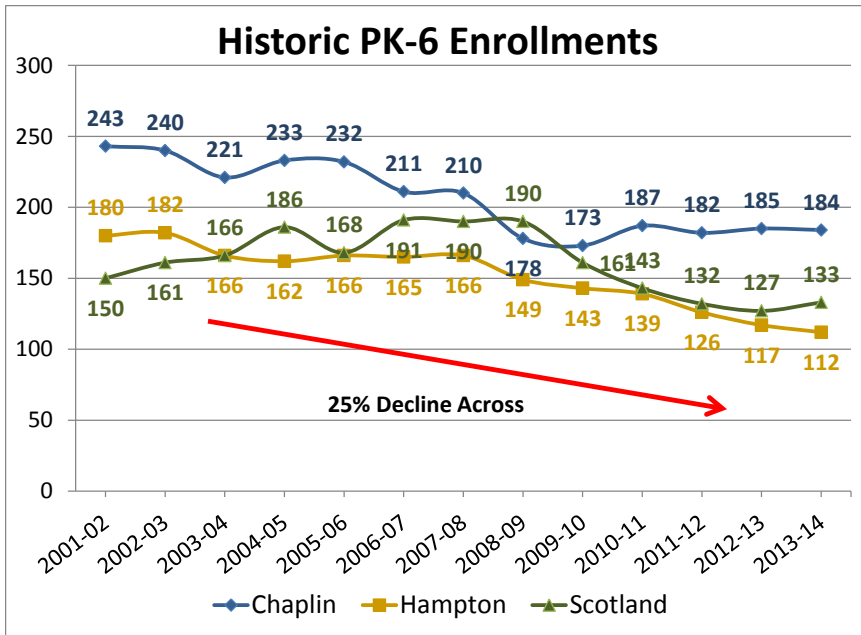
## Contain Costs to the Extent Possible

DRG F Districts	12-13 Net Current Expenditure per Pupil
<b>Region 11</b>	<b>\$18,882</b>
No. Caanan	\$18,510
Windsor Locks	\$16,382
Canterberry	\$16,230
Voluntown	\$14,910
Stafford	\$14,857
E. Windsor	\$14,837
Plainville	\$14,385
Montville	\$13,972
Thompson	\$13,711
Sprague	\$13,421
Griswold	\$12,859
Seymour	\$12,810
Plymouth	\$12,789
Enfield	\$12,784
Sterling	\$11,828
Wolcott	\$11,563

DRG E Districts	Grades	12-13 Net Current Expenditure per Pupil
Region 1	9-12	\$23,080
<b>Hampton</b>	<b>PK-6</b>	<b>\$20,933</b>
Salisbury	PK-8	\$20,153
Kent	PK-8	\$19,911
<b>Scotland</b>	<b>PK-6</b>	<b>\$19,699</b>
<b>Chaplin</b>	<b>PK-6</b>	<b>\$18,795</b>
Norfolk	PK-6	\$18,342
Westbrook	PK-12	\$17,532
Region 6	K-12	\$17,054
Preston	PK-8	\$16,958
Eastford	PK-8	\$16,811
Caanan	K-8	\$16,230
Litchfield	PK-12	\$16,023
Ashford	PK-8	\$15,827
Willington	PK-8	\$15,587
Chester	PK-6	\$15,450
Colebrook	K-6	\$15,393
Deep River	PK-6	\$15,189
Bozrah	PK-8	\$15,153
Hartland	PK-8	\$15,111
No. Stonington	PK-12	\$14,996
Lisbon	PK-12	\$14,792
Lebanon	PK-12	\$14,635
East Haddam	PK-12	\$14,387
Franklin	K-8	\$13,848
Coventry	K-12	\$13,758
Region 16	PK-12	\$13,553
Union	K-8	\$13,450
Portland	PK-12	\$13,109
Thomaston	PK-12	\$13,088
No. Branford	PK-12	\$13,066
Brooklyn	PK-8	\$12,732
Sharon	PK-8	\$12,440
Woodstock	PK-8	\$11,873

# Working Group Issues to Address

## Stem Declining Enrollments



# Working Group Issues to Address

- ✦ Align Curriculum Across Schools
- ✦ Ensure Structural Ability to Implement Common Core Standards

## Educators/ Admin Focus Group

### Systems Policies and Practice

- Need for vertical and horizontal articulation of curriculum for all grades
  - Currently no opportunities for common and cohesive curricular experience across three elementary schools
  - Benefits to students with cohesive curriculum
- Ideas for Curriculum Development
  - Coordinated civics awareness/ responsibility program
  - Seamless PK-12 program with "environmental sustainability studies" integrated throughout
  - Stronger technological resources and programming
  - Begin an ongoing tri-town community dialogue around the issues facing public education in the mid 21<sup>st</sup> century

MILONE & MACBROOM

Prepared for the Towns of Chaplin, Hampton and Scotland

16

## Educators/ Admin Focus Group

### Administrators' Concerns

- Competition for high school students
- Barrows STEM (K-8) competition for elementary school students

MILONE & MACBROOM

Prepared for the Towns of Chaplin, Hampton and Scotland

17

# Working Group Issues to Address

## Eliminate Administrative and Operational Redundancies

Regional School District	Grades	Towns	13-14 Total Enroll	# of Board Members	BOE Composition	Voting Method
Region 4	7-12	Chester, Deep River and Essex	978	9	each town elects its own members - 3 per Town	Majority Voting
Region 5	7-12	Bethany, Orange, Woodbridge	2,330	13	each town elects its own members - apportioned by # of students	Majority Voting
Region 7	7-12	Barkhamsted, Colebrook, New Hartford, Norfolk	759	8	each town elects its own members - 2 per town	Weighted voting
Region 8	7-12	Hebron, Andover, Marlborough	1,736	9	each town elects its own members - apportioned by # of students	Majority Voting
Region 11	7-12	Chaplin, Hampton, Scotland	287	9	each town elects its own members - 3 per town	Weighted Voting
Region 1	9-12	Kent, Sharon, Salisbury, North Canaan, Canaan and Cornwall	428	6	each town elects its own members - 1 per town	Weighted Voting
Region 9	9-12	Easton, Redding	1,065	8	each town elects its own members - 4 per town	Weighted Voting
Region 19	9-12	Ashford, Mansfield, Willington	1,194	12	each town elects its own members - 4 per town	Weighted Voting
Region 6	PK-12	Warren, Goshen, Morris	995	9	each town elects its own members - 3 per town	Weighted Voting
Region 10	PK-12	Burlington, Harwinton	1,627	10	each town elects its own members - apportioned by # of students	Majority Voting
Region 12	PK-12	Bridgewater, Roxbury, Washington	647	12	each town elects its own members - 3/3/6	Majority Voting
Region 13	PK-12	Durham, Middlefield	1,860	10	each town elects its own members - 6/4	Majority Voting
Region 14	PK-12	Bethlehem, Woodbury	1,880	8	each town nominates candidates, but elections at-large; 4 members per town	Majority Voting
Region 15	PK-12	Middlefield, Southbury	3,967	10	each town elects its own members - 6/4	Weighted Voting
Region 16	PK-12	Beacon Falls, Prospect	1,916	8	each town elects its own members - 4 per town	Weighted Voting
Region 17	PK-12	Haddam, Killingworth	2,264	11	each town elects its own members	Majority Voting
Region 18	PK-12	Lyme, Old Lyme	1,406	9	each town elects its own members - 7/2	Majority Voting



# Other Issues

- ❑ Community Fatigue
- ❑ History of Failed Dissolution of Region
  - ❑ Contributes to Mistrust Among Three Communities
- ❑ Desire for Town Autonomy Vs. Economic and Fiscal Reality
- ❑ Education Quality – Perception Vs. Reality

# Alternatives Explored by Working Group

- Status Quo
- Cooperative Agreement for PK-6,  
Maintain Parish Hill
- PK-12 Region
- PK-8 Region

# Status Quo

Do Nothing: Fails to Address Any Working Group Identified Issues

# Status Quo

## No Change to Current Schools or Boards of Ed

### Pros

- Personalized Learning from Small Grade Cohorts
- Maintain Local Autonomy

### Cons

- Small Peer Groups Limit Programming for Students
- Limited Ability to Align Curriculum of Elementary Schools to Evenly Prepare Students for Middle and High School
- Staff Cannot Specialize - Limits Professional Development and Ability to Attract High Quality Staff
- Redundant Administrations for Very Small Number of Students
- Inefficient
- Continued Enrollment Decline
- Questionable Ability to Sustain Budgets

# Cooperative Agreement for PK-6

## Minimal Changes with Least Level of Commitment

# Cooperative Agreement for PK-6

- ❑ Similar to Status Quo with Potential Gains in Efficiency ONLY If Towns Commit for Reasonable Period of Time
- ❑ No Change to Parish Hill, Three Towns Agree to PK-6 Cooperative
- ❑ Potential for Elementary School Consolidation
- ❑ Savings Unknown and Dependent on Cooperative Agreement and Whether Consolidating a School

# Cooperative Agreement for PK-6

## Pros

- Opportunity to Create Larger Peer Groups/ Grade Cohorts at Elementary Level
- Opportunity for Programmatic Enhancements at Elementary Level
- Enhanced Ability to Align Curriculum Horizontally and Vertically
- No Changes to Educational Model/ Program Deployment at Parish Hill
- Improve Efficiency and Potential for Cost Savings
- Potential to Improve Budgets and Long-Term Viability
- Does Not Require Statutory Process to Create

## Cons

- No Changes to Educational Model/ Program Deployment at Parish Hill
- Redundant Administrations (RD 11 Continues with an Agreement Between Local Boards of Ed for PK-6)
- Potential for Inequitable Impacts Among Towns if One Elementary School Consolidated

# Regionalization

Significant Change to Schools, Boards of Ed, and Culture with the Most Potential to Address Identified Issues

Provides Several Opportunities for Improvements

Adoption of One Regional Board Can Be First Phase of Larger Change – Unified Leadership Can Guide Further Change



# Regionalization

❏ Region 11 Expands to Include PK-6<sup>th</sup> Grades

❏ Local Boards of Ed Dissolve

❏ School/ Grade Configuration Opportunities:

- No Change
- Consolidate Elementary, Maintain PK-6<sup>th</sup> Configuration
- Consolidate Parish Hill – Elementary Schools Become PK-8 and High School Students Are Tuitioned Out
  - Maintain Three PK-8 Schools with Town Boundaries as District Boundaries
  - Reconfigure Existing Elementary Schools to PK-2, 3-5 and 6-8 to Serve All Students

# Regionalization – No Change to Schools/ Grades

## Pros

- Eliminates Redundant Administrations
- Improved Curriculum Coordination
- Unified Political Leadership May Ease School Consolidation and/ or Grade Reconfiguration Process in Future

## Cons

- Minimal Cost Savings and Efficiency
- Process for Adopting and Implementing

# Regionalization – Consolidate Elementary School with Current Grade Configuration

## Pros

- Opportunity to Create Larger Peer Groups/ Grade Cohorts at Elementary Level
- Opportunity for Programmatic Enhancements at Elementary Level
- No Changes to Educational Model/ Program Deployment at Parish Hill
- Eliminates Redundant Administrations
- Improved Curriculum Coordination
- Cost Savings from Consolidated Elementary School and Improved Efficiency
- Centralize Leadership
- Improve Budgets and Long-Term Viability
- Potential for Enhanced Educational Programming to Draw New Families/ Potential Homebuyers

## Cons

- No Changes to Educational Model/ Program Deployment at Parish Hill
- Process for Adopting and Implementing
- Inequitable Impact Among Towns with One Elementary School Consolidated
- Transportation Times for Elementary Schools

# Regionalization – Consolidate Parish Hill with Three PK-8 Elementary Schools

## Pros

- Opportunity for Programmatic Enhancements at Elementary Level from Shared District Services
- Enhanced Programming Opportunities for High School Students
- Eliminates Redundant Administrations
- Improved Curriculum Coordination
- Cost Savings from Consolidated Parish Hill and Improved Efficiency
- Centralize Leadership
- Improve Budgets and Long-Term Viability with Long-Term Tuition Agreements
- Equitable Impact to Communities
- Potential for Enhanced Educational Programming to Draw New Families/  
Potential Homebuyers

## Cons

- Process for Adopting and Implementing
- Not Enough Space in All Elementary Schools for PK-8 Configuration Under 2013-14 Enrollments
- Consolidation of Parish Hill
- Transportation Times for High School Students

# Regionalization – Consolidate Parish Hill with PK-2, 3-5 and 6-8 Elementary Schools

## Pros

- Opportunity to Create Larger Peer Groups/ Grade Cohorts
- Enhanced Programming Opportunities for High School Students
- Eliminates Redundant Administrations
- Improved Curriculum Coordination
- Cost Savings from Consolidated Parish Hill and Improved Efficiency
- Centralize Leadership
- Improve Budgets and Long-Term Viability with Long-Term Tuition Agreements
- Equitable Impact to Communities
- Potential for Enhanced Educational Programming to Draw New Families/ Potential Homebuyers
- Maintain Flexibility to Respond to Enrollment and Programming Shifts

## Cons

- Process for Adopting and Implementing
- Consolidation of Parish Hill
- Transportation Times for All Students

# Parish Hill Consolidation

## Potential Designated High Schools in Region and 13-14 Tuition Rates

School System	Current Tuition Rates	Notes
Coventry	\$12,513	Currently take 30-50 students from Columbia
E.O. Smith	\$12,924	Interested in blocks of students, not singletons; already take in students from Columbia (outside of Reg. 19)
Killingly	\$13,603	
Lebanon	\$12,005	Raise tuition 4% per year
Norwich Free Academy	\$11,684	Could take in 25-50 students, set to raise tuition 4% per year
Woodstock Academy	\$12,617	Could take in 20-30 students
<b>BASIC TUITION AVERAGE:</b>	<b>\$12,558</b>	

# Working Group Recommendations

- ❖ Status Quo Not A Viable Option for Future
- ❖ Consensus Around Regionalization
  - ❖ No Strong Agreement on Consolidation of Parish Hill or Elementary School
  - ❖ Regionalization Without Consolidations or Grade Reconfiguration Could Be First Step to Larger Changes Guided by Unified Board of Education