



MILONE & MACBROOM®

August 19, 2013

The Honorable Daniel Syme, First Selectman
Town of Scotland
P.O. Box 288
9 Devotion Road
Scotland, CT 06264

The Honorable William H. Rose, IV, First Selectman
Town of Chaplin
495 Phoenixville Road
Chaplin, CT 06235

The Honorable Allan Cahill, First Selectman
Town of Hampton
P. O. Box 143
164 Main Street
Hampton, CT 06247

**Re: Enrollment Analysis & Utilization Study
MMI #5209-01-0**

Dear Mr. Syme, Mr. Rose, and Mr. Cahill:

Milone & MacBroom, Inc. is pleased to submit this proposal and qualifications package to provide expert professional services for an Enrollment Analysis and Space Utilization Study for the K-6 elementary system, Parish Hill, and Regional School District 11. Milone & MacBroom, Inc. understands that the Town's seek to align enrollment and demographic trends with facility capacity for the foreseeable future.

Our firm has assisted public school systems ranging in size from 3,000 to 21,000 students. We understand the complexities of enrollment management plans to address educational objectives, enrollment shifts, and facility utilization. We understand the importance of community buy-in and a transparent, data driven planning process that guides boards, commissions and committees, and residents through an informed decision making process. In the past 2 years, we have guided the following plans through Board of Education approval:

- Region 15 Schools – Long Range Plan & Elementary Redistricting
- New Milford, CT Public Schools – Long Range Plan & Facility Consolidation
- Bethel, CT Public Schools – Comprehensive Enrollment Analysis & Projections
- Greenwich, CT Public Schools – Enrollment Balancing & Facility Utilization Study (ongoing)
- Stamford, CT Public Schools – 10-Year Enrollment & Space Utilization Study (ongoing)
- Groton, CT Public Schools – System-wide Redistricting & Racial Balance Plan & Long Range Plan
- Bristol, CT Public Schools System-wide Redistricting
- Manchester, CT Public Schools – Consolidation & Elementary Redistricting
- Hamden, CT Public Schools – “Pocket” Redistricting & Racial Balance Plan
- Hartford, CT Public Schools – Enrollment Projections through 2019-20
- Waterbury, CT Public Schools – Enrollment Projections through 2018-19

Dr. Frank Sippy is an educational consultant with extensive experience working with CT public school systems, who will address the educational ramifications of the various options to be addressed in the study. His experience as an educator and school administrator will be an invaluable resource for this assignment.

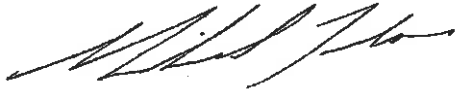
Drummeys Rosane Anderson, Inc. (DRA) has worked successfully on a variety of projects in both the public and private sectors. DRA specializes in schools, municipal facilities, libraries, recreation and athletic facilities, hospitality, performing arts, healthcare, and commercial projects. DRA has provided school planning and design services to over one hundred communities in New England. For this assignment, they will assist us with Architectural-Facility, Infrastructure & Technology review.

Our project team consists of professional planners, demographers, educational consultants, and architects with diverse school planning experience making us uniquely qualified to successfully complete this assignment.

At your request, we have included a Scope of Services and look forward to hearing from you.

Sincerely,

MILONE & MACBROOM, INC.



Michael Zuba, AICP
Project Manager, Associate



Phillip Michalowski, AICP
Principal

Technical Proposal

Enrollment Analysis & Utilization Study

Scope of Services

Our proposed Scope of Services for this assignment is provided below. We understand the complexities of conducting a Facility Utilization Study of this nature. Having completed numerous Facility Utilization Studies, Redistricting and Reconfiguration Plans, Consolidation Plans, Long Range Plans and Enrollment Projections over the past decade, we have developed a systematic approach to the schools planning process, producing high-quality products for our clients. While we rely on systematic processes, our approach to each school planning assignment is tailored to meet the specific concerns and issues faced by each unique school system. The following proposed Scope of Services represents our assessment of the work necessary to complete a comprehensive school facility and enrollment plan to the satisfaction of the Towns of Scotland, Chaplin, and Hampton.

TASK 1 – PROJECT INITIATION

An initial project scoping meeting with the Working Group, which includes First Selectmen from Scotland, Hampton, and Chaplin will occur at the outset of the project. The meeting will cover project tasks and frame the master schedule for all subsequent meetings, deadlines for deliverables, and associated review periods. Sources of information will be confirmed; methodologies, procedures and assumptions discussed; and deliverables will be discussed and confirmed.

The Working Group will provide Milone & MacBroom, Inc. with the following from the Towns' GIS database: parcel data with assessment information; street centerlines; boundaries of the existing school districts (if available); enrollment database by address, grade, school, in digital format; request for birth records for the past ten years; historic enrollments by school; relevant studies and reports; school bus routing; and school system operational and contractual capacities, including staffing requirements and architectural floor plans of school facilities, as well as any facility evaluation studies.

TASK 2 – COMPREHENSIVE ENROLLMENT ANALYSIS

Milone & MacBroom, Inc. has in-depth, hands-on experience incorporating detailed enrollment data from student information systems such as PowerSchool into their GIS-based enrollment management system. This interface will allow for student characteristics such as grade and home address to be incorporated into the analysis. The existing student inventory will be address-matched to the Town's base map and referenced by their student ID only, in order to protect the identity of individual students. Maps will be generated to display the geographic distribution of the student population.

2.1 – HISTORIC ENROLLMENT PATTERNS AND TRENDS

Milone & MacBroom, Inc. will analyze and graph historical enrollment from the past decade by school, for purposes of identifying trends and to facilitate discussion. In addition to analyzing the enrollment trends at each school, it is also important to analyze the historic enrollment patterns to understand demographic shifts with respect to location in the Region. Additionally, identifying historic student population by neighborhood is important for projecting future enrollment. If available, the historic enrollment database for the past five years will be mapped and analyzed.

2.2 – DEVELOPMENT PATTERNS AND DEMOGRAPHICS

Understanding housing patterns and demographic trends, characteristics and forecasts is crucial to the school planning process. This information provides the background by which future changes and development within the region can be anticipated and planned for accordingly.

Technical Proposal

Enrollment Analysis & Utilization Study

Milone & MacBroom, Inc. will consult with local officials to determine recent residential growth areas, identify any recent residential development proposals of significant scale and/or planning initiatives that may impact enrollment levels.

This task will also include an analysis of demographic patterns and trends for the community based on the newly released 2010 Census data. The current status and change over the last decade for key demographic figures such as population and composition, school-age population, women of child bearing age and housing tenure, composition and occupancy will be assessed at the census tract/block group level. Additionally, Milone & MacBroom, Inc. will review and analyze trends in employment, building permits and housing sales to understand the impact on the school enrollment in Chaplin, Hampton, and Scotland.

2.3 – BIRTH RECORD ANALYSIS

Milone & MacBroom, Inc. will work with the Working Group to request detailed birth records with addresses from the Connecticut Department of Public Health. It is recommended that the Working Group begin the request for birth data as soon as possible due to the lengthy processing time by the State. Milone & MacBroom, Inc. is very familiar with the process and will assist in obtaining this information.

Milone & MacBroom, Inc. will address-match the birth records for the past ten (10) years in Chaplin, Hampton, and Scotland. This information will form the basis for the geographic distribution of the next five incoming kindergarten classes and facilitate estimates out to ten years. The new births will be address-matched and assigned to school attendance areas. This information will be combined with existing enrollments and estimates of migration utilizing the cohort-survival method, as well as the multiple regression method in order to project future enrollments.

2.4 – ENROLLMENT PROJECTIONS

The cohort-survival method, with some modifications will be used to develop PK-12 enrollment projections. The cohort-survival methodology is a standard method for projecting populations and student enrollments that relies on observed data from the recent past in order to predict the near future. Using the projections and trends information prepared above as a foundation, Milone & MacBroom, Inc. will develop enrollment projections disaggregated by grade and school for a ten-year horizon to understand population dynamics, identify trends and areas of concern and form the basis of the enrollment management plan to achieve enrollment-balancing objectives.

TASK 3 – EDUCATIONAL PROGRAMS

Milone & MacBroom, Inc. will review and analyze the current educational programs offered at each school and identify other potential opportunities beyond the existing programs that are offered. Effective planning cannot be accomplished without engagement of school district educators in the process. Educators will provide valuable insight into the following:

- How current school facilities facilitate or impede teaching and learning;
- What additional programs and services are needed to achieve school district learning goals (programs and services that may no longer be needed);
- How the current configuration of schools facilitates or impedes the school district/school mission;
- What new forms of teaching and learning will the school district be moving toward (how facilities need to be modified to facilitate the process);
- The types of space or facility upgrades required for effective implementation of new initiatives (e.g., professional learning communities, data teams, parent engagement, student success plans, technology, etc.);
- Assist with establishing and weighting criteria for facility options; feedback about various plan options.

Technical Proposal

Enrollment Analysis & Utilization Study

The information gathered from educators will help serve as the foundation for planning. Educators will be invited to weigh in on the various options and offer suggestions. The goal will be to recommend an option that will have the support of both educator and community groups.

TASK 4 – FACILITY EVALUATION

4.1 - SPACE UTILIZATION

The capacity, general condition, and resources of each elementary school facility and Parish Hill Facility will be evaluated from school records and floor plans, interviews with facility staff and on-site evaluation of each building. The objective is to assess the room usage and actual school capacity at each school facility relative to the other buildings in the system under the current conditions and configuration as well as proposed options as the study evolves.

It is anticipated that the school administrators will provide Milone & MacBroom, Inc. with copies of the architectural floor plans for each facility. In addition, school system staff will provide Milone & MacBroom, Inc. with a description of special programs occupying classroom space in the buildings being studied and their locational parameters.

4.2 - ENROLLMENT IMPACTS

Using the enrollment projections, educational review and facility evaluation, the current school system and facilities will be evaluated relative to shifts in enrollment patterns, capacity and compliance with state educational mandates. These evaluations will be based on a five- and ten-year horizon. This task will identify important trends that will influence the enrollment management process. All assumptions and methodologies will be clearly outlined.

TASK 5 - PLANNING FOR THE FUTURE – OPTIONS (ADVANTAGES/DISADVANTAGES)

After establishing existing conditions and identifying areas of concern, “what-if” scenarios will be developed to address both immediate and long-term facility needs. Using the school system criteria for student placement, class size, and other relevant planning parameters, the Project Team will develop a series of scenarios that explore various options for grade, attendance area, and facility reconfiguration to address areas of concern. This evaluate on of impacts on capacity; staffing; facilities and infrastructure; families and neighborhood; academic achievement and fiscal ramifications. Each scenario will weigh the advantages and disadvantages of various reconfiguration options.

Four (4) scenarios are budgeted for an included in the fee proposal. This task is expected to be iterative and will be accomplished in close connection with the local BOEs and/or the Working Group in order to provide sound recommendations for consideration. We envision a process that builds off of public engagement and local knowledge to help shape the future of Chaplin, Hampton and Scotland school systems.

TASK 6 – PUBLIC MEETINGS AND WORKSHOPS

Milone & MacBroom, Inc. will facilitate meetings and/or workshops with the Working Group, Board of Education, parent groups and the public for the purpose of presenting and discussing the analysis of existing conditions, configuration / reorganization options, and recommendations of this study.

We are well aware of the importance of community consensus building for a study of this nature. Two (2) such meetings are budgeted for and included in the fee proposal.

Technical Proposal

Enrollment Analysis & Utilization Study

We are well-versed in using websites; internet-based surveys; visual preference surveys and other forms of new media as an avenue for public outreach. Milone & MacBroom, Inc. will make its findings available for posting on the Towns' website to allow residents who were unable to attend the public meetings to engage in the process.

In addition, it is assumed that Milone & MacBroom, Inc. will meet with the Working Group throughout the process. This Team will assist Milone & MacBroom, Inc. in verifying information and reviewing preliminary findings prior to conducting workshops or preparing reports. These meetings will be held during normal business hours on an as-needed basis. In our view, this assignment needs to be collaborative in order to ensure that the final product takes advantage of deep local knowledge and that the final product meets the expectations of Milone & MacBroom, Inc. and Scotland, Chaplin & Hampton.

Deliverables

The Project Team will prepare a written report detailing the existing conditions, reconfiguration options and recommendation for the Working Group. As part of the Existing Conditions and Planning for the Future Tasks, key findings, analyses and alternatives will be summarized in a series of PowerPoint presentations for use in Board of Education and public discussions. Presentations will be inclusive of all appropriate maps, tables and graphs for purposes of creating discussion documents. All documents under this task will be furnished in a format appropriate for posting on the Towns' websites.

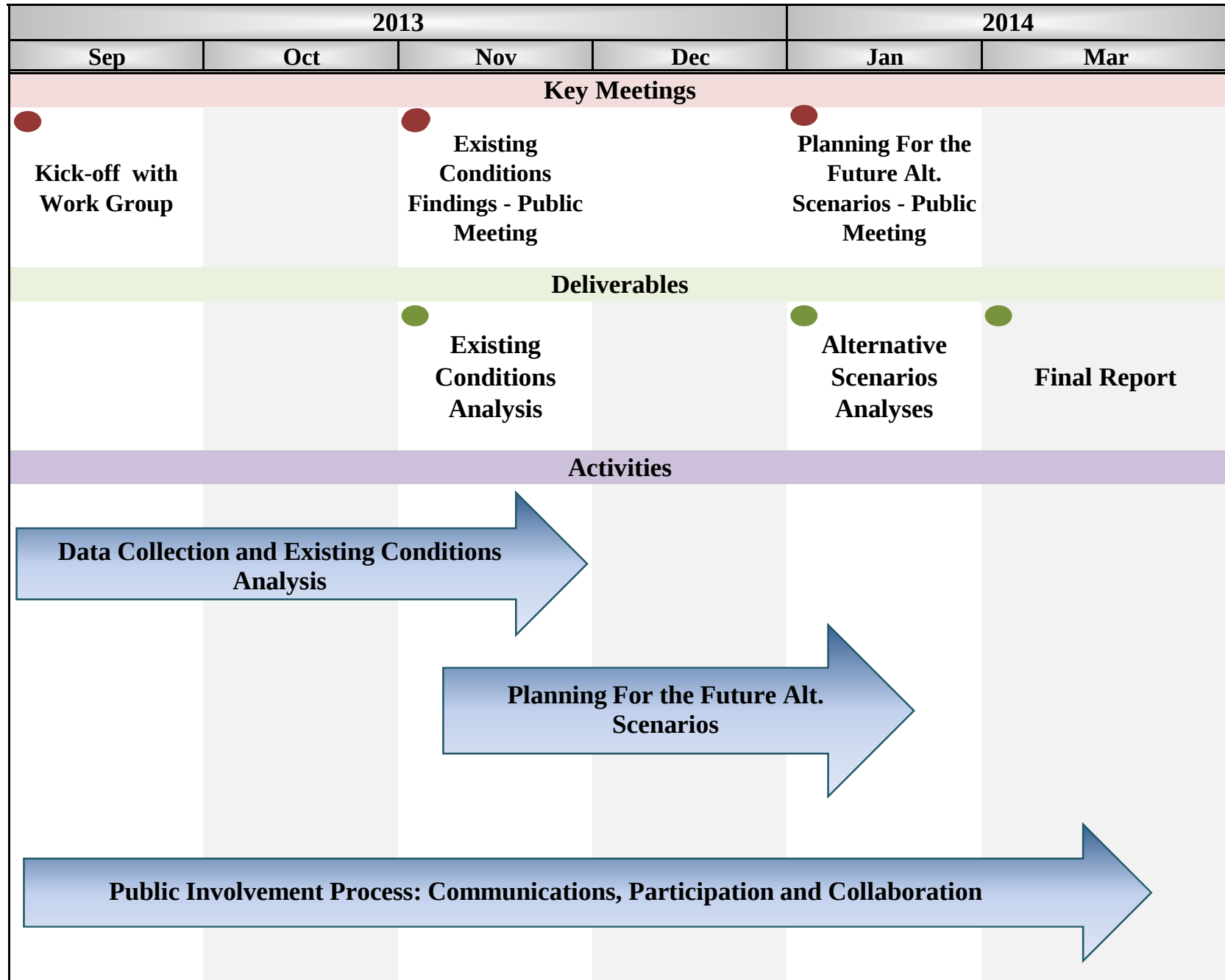
Timeline and Project Schedule

The estimated time schedule to perform this assignment is six (6) months, largely to accommodate the public meetings and workshops and allow sufficient time for community consensus building. A formal schedule will be prepared at the start of the assignment when the final sequence of the Scope of Services is detailed.

Fee Proposal

Milone & MacBroom, Inc. will provide the Scope of Services described above for a lump sum fee of thirty six thousand, seven hundred fifty dollars (\$36,750). This fee includes a provision of \$1,500 for the cost of printing presentation materials or the printing and binding costs of meeting handouts, memoranda or final documents for distribution and for electronic media. The Project Team will complete this assignment following the timing outlined in the Scope of Work. We anticipate refining the schedule at the commencement of the project. Billings will be submitted monthly on a percentage of completion basis. Any additional services requested would be compensated on a per diem fee basis per the Milone & MacBroom, Inc. preferred fee schedule in effect at that time.

Chaplin, Hampton & Scotland School Enrollment & Facility Utilization Study - Proposed Schedule





Licensures

Senior staff hold professional licenses in the following states:

- Connecticut
- Delaware
- Florida
- Georgia
- Iowa
- Maine
- Maryland
- Massachusetts
- New Hampshire
- New Jersey
- New York
- North Carolina
- Pennsylvania
- Rhode Island
- South Carolina
- Tennessee
- Vermont
- Virginia

Company Profile

Milone & MacBroom, Inc. is an employee-owned Connecticut firm founded in 1984 and licensed for the practice of engineering, survey, and landscape architecture. The firm has developed a collaborative team of specialty planning and design practices in site design; water resource engineering & environmental science; transportation & traffic engineering; water & wastewater engineering; and construction phase services. We are one of the largest consulting firms in the Northeast, serving clients from Maine to South Carolina to Illinois. Our corporate headquarters is located in Cheshire, Connecticut, with regional offices in Maine, Massachusetts, Vermont, and South Carolina.

Our Philosophy

Over the firm's history, we have developed an excellent reputation for technical innovation and award-winning designs. The depth and capabilities of our highly experienced staff allows the firm to meet complex project requirements and challenging schedules. Our success and future growth is founded on respect for our clients, colleagues, and the communities in which we live and work. We are proud of the diversity of our client base and the strong reputation that we have built.

Our Mission

The team of professionals at Milone & MacBroom Inc. is committed to building strong partnerships with our clients and to delivering technically sound, cost effective, and environmentally sensitive designs. We strive to integrate the disciplines of our firm and provide an exceptional work environment that is focused on providing quality service to each client we serve.

Management

The firm is managed by a 13 member Board of Directors:

- John M. Milone, P.E. - President
- James G. MacBroom, P.E. - Senior Vice President
- Vincent C. McDermott, FASLA, AICP - Senior Vice President
- Jeanine A. Gouin, P.E., Vice President
- Stephen R. Dietzko, P.E. - Vice President
- Robert A. Jackson, L.S. - Vice President
- Edward A. Hart, P.E. - Vice President
- John R. Gilmore, P.E. - Vice President
- Thomas R. Sheil, L.A. - Vice President
- Mark R. Arigoni, L.A. - Principal
- Nicolle E. Burnham, P.E. - Principal
- Anthony A. Ciriello, Jr., P.E. - Principal
- Thomas J. Daly, P.E. - Principal



SERVICES

- Enrollment Projections
- School Redistricting
- Population & Growth Forecasting
- State of the Art GIS Data Analysis
- Student Address Matching
- Attendance Area Mapping
- School Capacity Analysis
- Racial & Socio-economic Balancing
- Citizen Engagement, Community Education & Notification
- Residential Development Potential Analysis
- Land Use & Housing Analysis
- Site Selection Analysis
- Long Range Facility Planning

SCHOOL PLANNING, ENROLLMENT ANALYSIS & REDISTRICTING

EXPERIENCE

Milone & MacBroom, Inc. offers an array of services in school facility planning and school redistricting. We utilize population and growth forecasting in combination with state of the art computerized data analysis to meet a variety of client needs, including long range facility planning and school redistricting.

Milone & MacBroom, Inc.'s school planning efforts are comprised of three basic components. The first is population projection, central to our forecasting activities. The firm uses computational techniques such as the cohort survival method, the one widely employed by the State Department of Education for short-term school projections. Land use and economic-based techniques are also used in some projects.

Second, Milone & MacBroom, Inc. applies findings from residential development potential analysis to the school planning process. Build-out and growth forecasts, incorporating existing zoning and environmental constraints, provide essential information for policy making and are a standard element of our municipal plans of development. Together, development analysis and age cohort forecasting supply a wide range of community data.

Finally, Milone & MacBroom, Inc.'s expertise with Geographic Information System (GIS) software enables us to conduct comprehensive geodemographic analysis. The extraction and projection of demographic information within custom-made boundary areas, such as school districts, affords quick, cost-effective computational capability. Milone & MacBroom, Inc. can address-match data points, such as school locations, new births and the existing school population, allowing easy relational analysis among designated variables. Through this system, we can also generate thematic mapping, helpful in community education and participation, and student lists for notifications and mailings.

Comprehensive Enrollment Data & Facility Analysis Greenwich, Connecticut

Milone & MacBroom, Inc. is conducting a comprehensive enrollment and facilities analysis for the Greenwich School System (8,900 students). Facing stable overall enrollments, but divergent neighborhood trends, the district sought assistance to address enrollment imbalances among schools, as well as racial balance concerns identified by the State. Milone & MacBroom, Inc. has prepared an analysis of demographic and housing trends, live birth data, and private school enrollments, which provided the foundation for district-wide and by school enrollment projections. In addition, all school facilities were inspected and evaluated for capacity and utilization at current and potential programming levels.

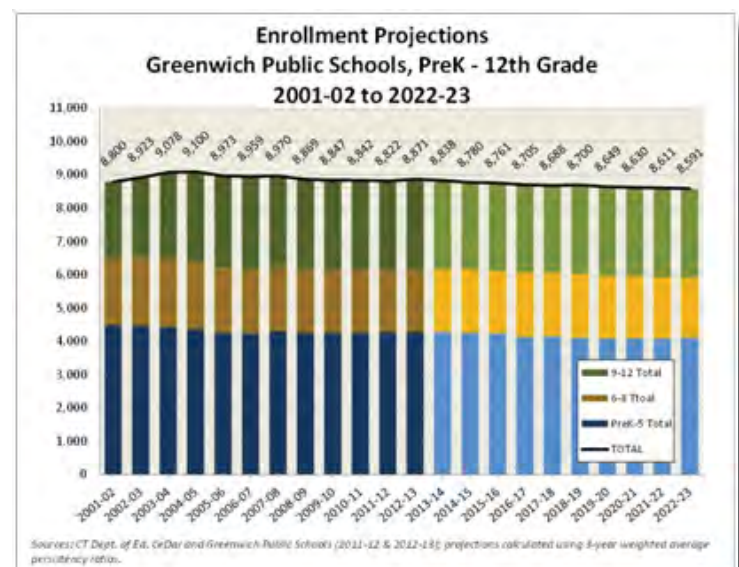
Milone & MacBroom, Inc. is currently working with administrators and the Board of Education to explore potential enrollment management strategies including reconfiguration; traditional, choice or zonal choice redistricting; and/or facility investments.

SERVICES PROVIDED:

- School Enrollment & Demographic Analysis
- Enrollment Projections
- Comprehensive School Planning
- Redistricting & Reconfiguration

CLIENT:

Greenwich Public Schools
Greenwich, Connecticut



District Wide & School Specific Enrollment Projections Hartford, Connecticut

Milone & MacBroom, Inc. was contracted by the Hartford Public Schools School Building Committee to complete eight-year enrollment projections for its PreK-12 enrollments to facilitate planning for several school construction projects. The Connecticut State Department of Education requires eight-year enrollment projections as a critical factor for determining reimbursement eligibility and project size.

The Hartford Public Schools (HPS) system consists of four different school models: neighborhood schools, choice schools (schools open to students from within one of four zones in the City), open choice schools (open to students from anywhere within the City or from within the region on a lottery basis), and regional open choice schools (magnet schools open to anyone from Hartford or the region on a lottery basis). Due to the regional component in HPS enrollments, Milone & MacBroom, Inc. prepared a demographic analysis of the City and region. In addition, the enrollment analysis examined not only HPS enrollment trends, but also other regional educational providers' enrollment trends in order to account for competition in the regional educational market.

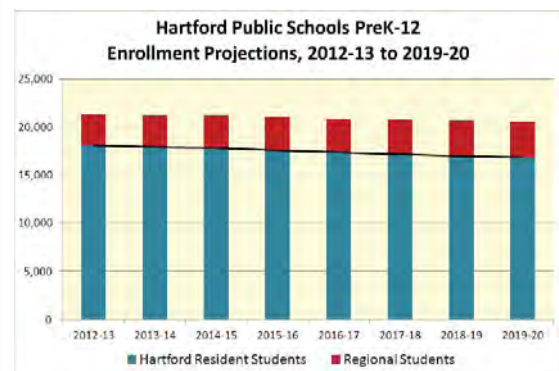
Milone & MacBroom, Inc. developed modifications to the standard cohort-survival projection methodology in order to incorporate non-traditional external factors on enrollments, such as regional competition among educational providers. Enrollment projections were broken down into component pieces: Hartford resident students in HPS schools; HPS students attending regional or private schools; and regional students in the HPS system.

SERVICES PROVIDED:

- School Enrollment & Demographic Analysis
- Enrollment Projections

CLIENT:

Hartford Public Schools
School Building Committee
Hartford, Connecticut



School Facility Utilization & Study

New Milford, Connecticut

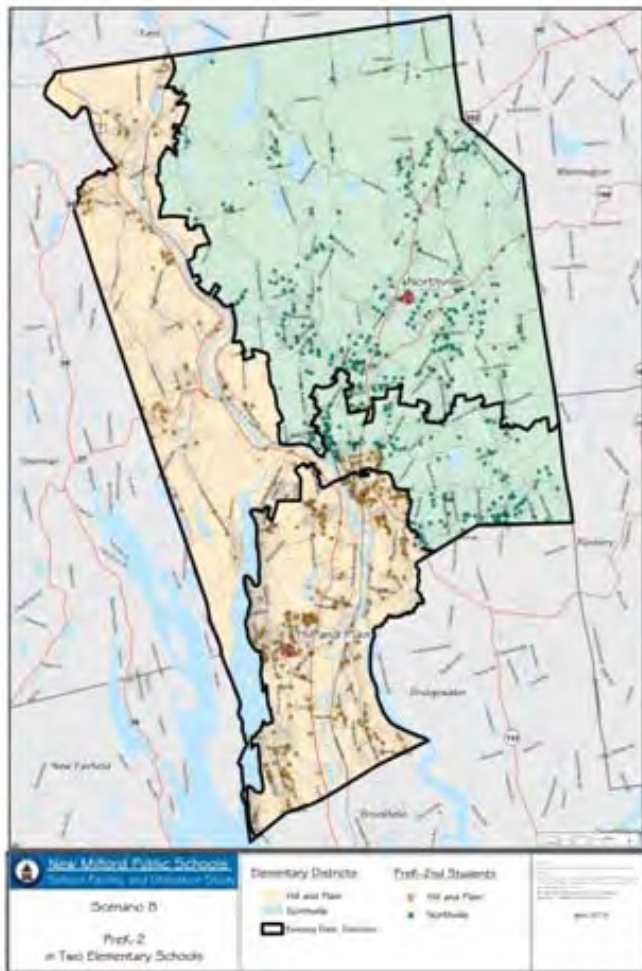
Milone & MacBroom, Inc. was contracted by New Milford Public Schools to conduct an enrollment and facilities analysis. Facing declining enrollments, New Milford Public Schools sought to align its existing facilities to projected educational needs. For this study, Milone & MacBroom, Inc. prepared a comprehensive demographics and existing conditions analysis; projected enrollments district-wide and by school under current economic conditions and under an economic turn-around situation; evaluated facilities; and, worked with a task force committee to explore alternative grade configurations and potential school consolidation.

SERVICES PROVIDED:

- School Enrollment & Demographic Analysis
- Enrollment Projections
- Comprehensive School Planning
- Redistricting & Reconfiguration

CLIENT:

New Milford Public Schools
New Milford, Connecticut



	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

Long-Range School Facilities Plan & Enrollment Analysis

Regional School District 15

Milone & MacBroom, Inc. was contracted by Region 15 Public Schools to conduct a long range school facilities and enrollment analysis. The district sought assistance in determining optimal grade configurations and school district boundaries in order to address enrollment imbalances at both the elementary and middle schools and to facilitate implementation of full-day kindergarten.

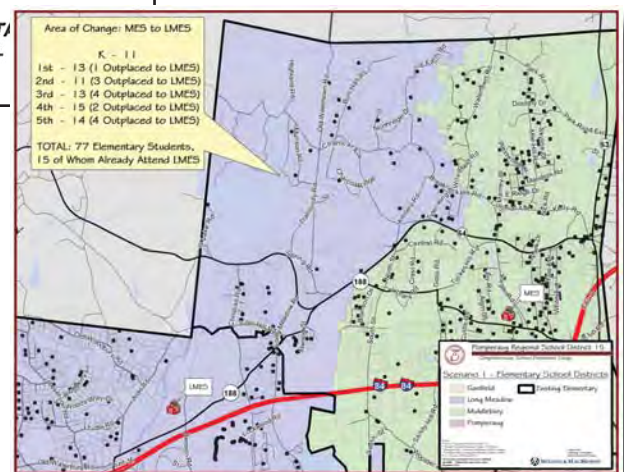
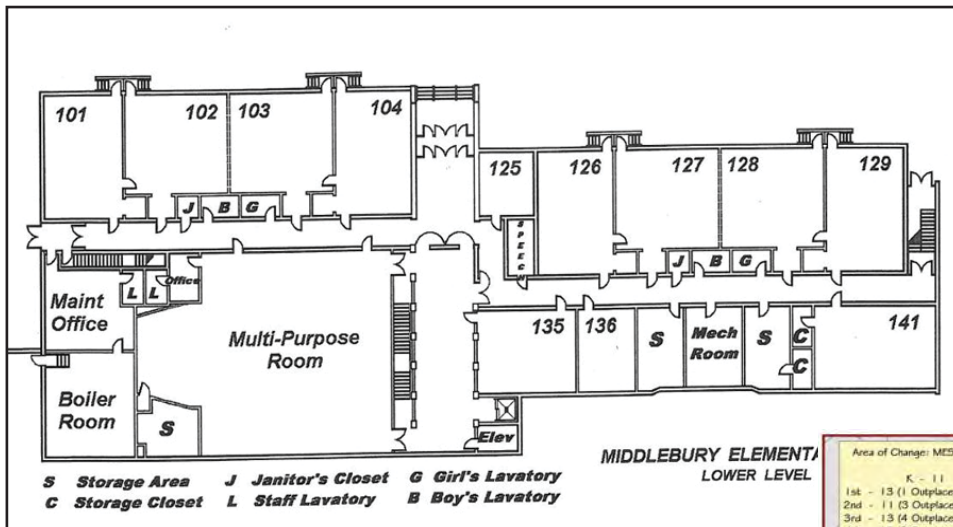
For this study, Milone & MacBroom, Inc. prepared a comprehensive demographics and existing conditions analysis, projected enrollments district-wide and by school, evaluated school facility capacities, and worked with a task force committee to explore alternative grade configurations and/or attendance areas. The Redistricting Plan allowed for full-day kindergarten, equitably aligned enrollment and operational capacities at each school, and ensured flexibility for enrollment increases. The Plan was unanimously adopted by the Board of Education.

SERVICES PROVIDED:

- Comprehensive School Planning Study
- School Enrollment & Demographic Analysis
- Enrollment Projections
- Redistricting & Reconfiguration

CLIENT:

Regional School District 15



Groton Public Schools Redistricting Plan

Groton, Connecticut

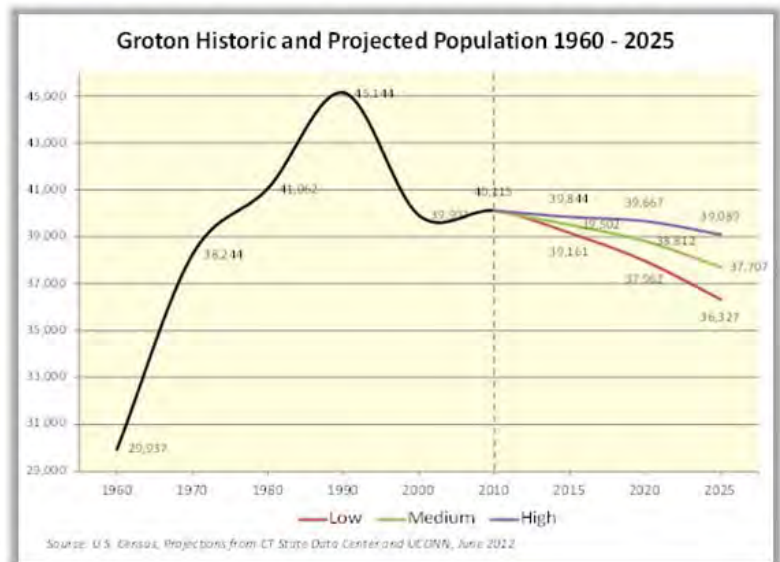
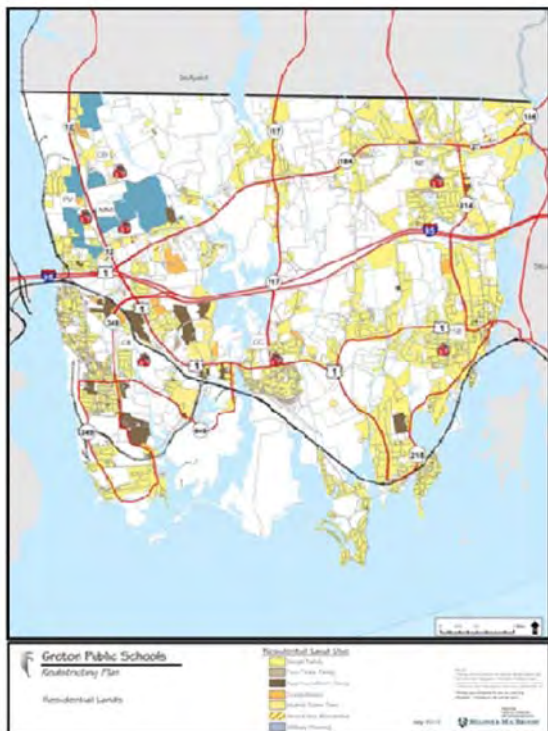
Milone & MacBroom, Inc. assisted Groton Public Schools on a School Redistricting Study and Long Range Plan. This school planning activity is essential for matching projected student populations with the current and future capacity of school facilities. As part of this plan, a comprehensive analysis of housing and population, birth history and projections, historic enrollment patterns and trends, and enrollment projections were prepared. Milone & MacBroom, Inc. worked with the School Steering Committee to develop “what-if” redistricting scenarios against demographic and enrollment trends and projections, space utilization, transportation objectives, programmatic requirements, and state mandates to determine the optimum elementary school district configuration. The adopted Plan addressed overcrowding at the Catherine Kolnaski School, as well as State mandated racial balance.

SERVICES PROVIDED:

- Housing & Demographics Study
- Enrollment Analyses & Projections
- Redistricting Services

CLIENT:

Groton Public Schools
Groton, Connecticut



Long-Range School Facilities & Demographics

East Hartford, Connecticut

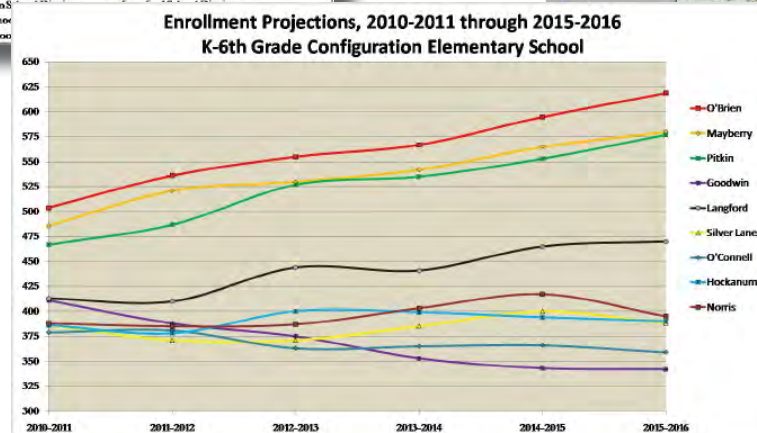
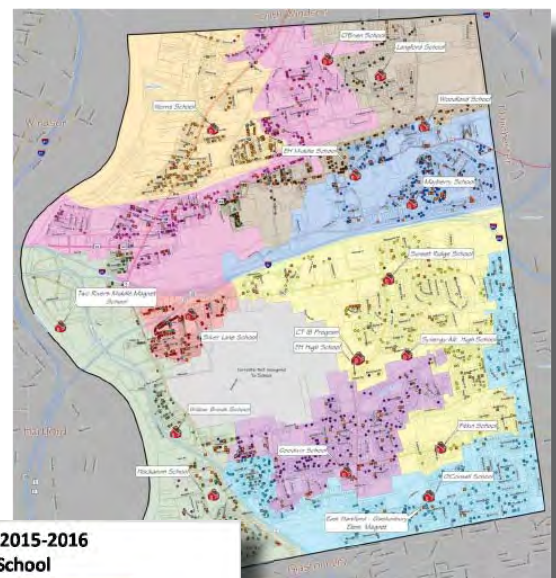
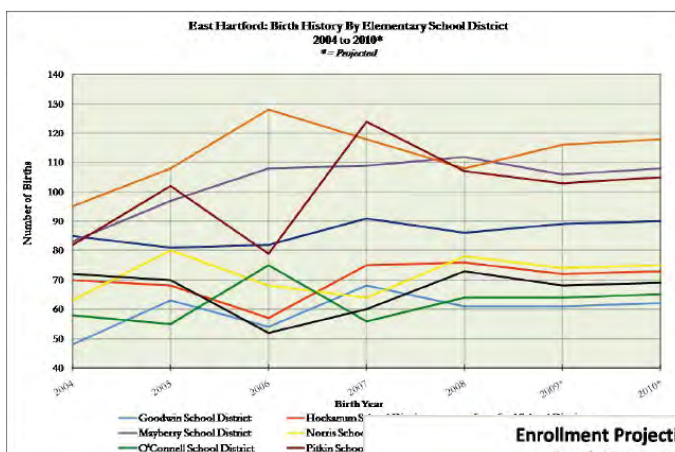
Milone & MacBroom, Inc. conducted an in depth study of East Hartford's sixteen Kindergarten through 12th grade school facilities to determine the optimal configuration of the grade structure based on size, space utilization, demographic and enrollment trends and projections, programmatic requirements, and facility needs. The school system at the time was experiencing declining enrollments and increasing magnet school enrollments affecting all schools. As part of this study, the current 6th grade Academy was evaluated for potential use as a theme based school for grades 4-6. Educational feasibility and economic soundness were analyzed for the various reconfiguration options. The outcome was a reconfiguration of the Elementary School System from K-5th to K-6th and the creation of a theme based 4th- 6th Grade Academy.

SERVICES PROVIDED:

- Reconfiguration Options
- Redistricting Services
- Demographic & Enrollment Trends Analysis

CLIENT:

East Hartford Public Schools
East Hartford, Connecticut



School Facilities & Demographics

Manchester, Connecticut

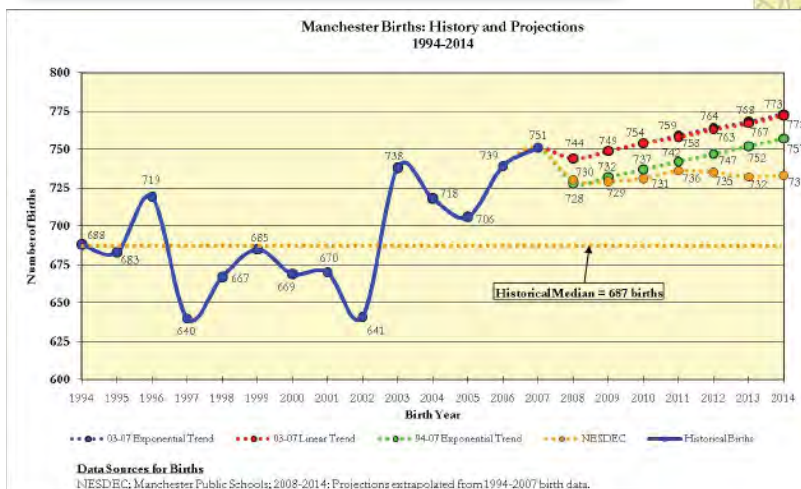
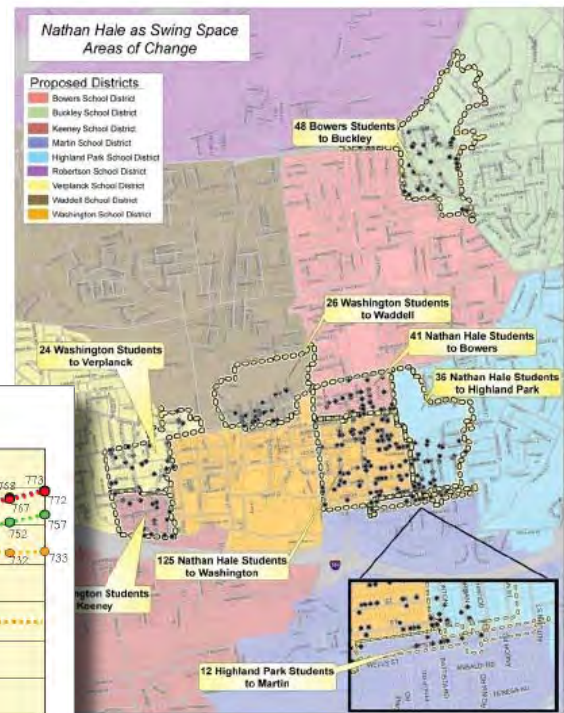
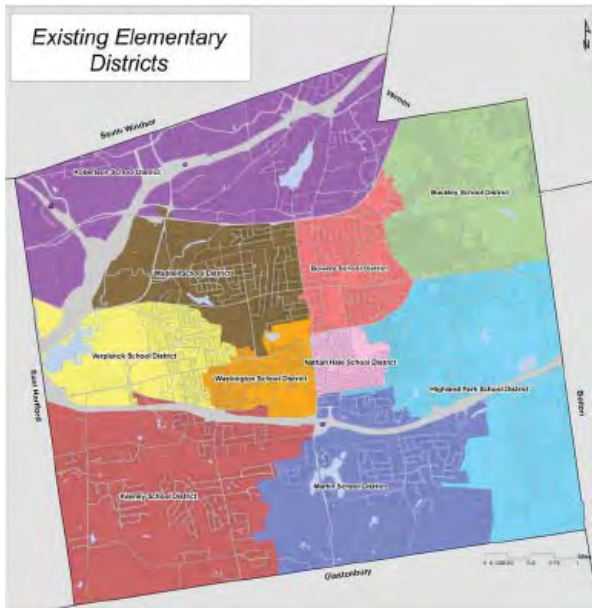
Over the past 10 years, Milone & MacBroom, Inc. has provided a variety of services to Manchester Public Schools including: school facility analysis, enrollment and population projections, reconfiguration options, and various redistricting services. Projects include swing space options for school renovation of Highland Park School, demographic and redistricting services in support of the new 6th grade Academy, the closure of Nathan Hale School, preparation of a racial balance plan, several school reconfiguration projects, and demographic services in support of the "SMARTR" long-range facility planning committee.

SERVICES PROVIDED:

- School Facility Analysis
- Enrollment & Population Projections
- Reconfiguration Options
- Redistricting Services
- Swing Space Plan

CLIENT:

Manchester Public Schools
Manchester, Connecticut



School Redistricting Plan

Bristol, Connecticut

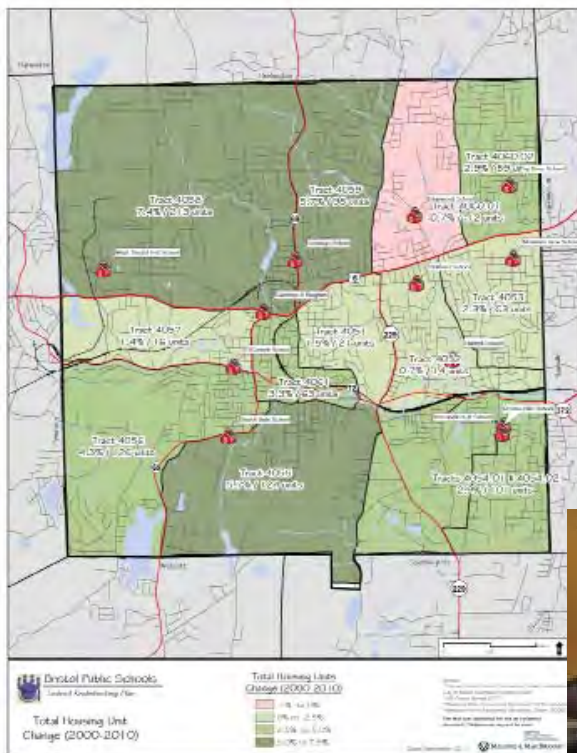
Milone & MacBroom, Inc. completed a Comprehensive School Redistricting Plan for Bristol's Kindergarten through 8th grade school facilities, as the City had two new K-8th facilities under construction, recently closed one K-5th grade elementary school, and intended to close two additional K-5th grade and 6th-8th grade schools. As part of this plan, a comprehensive analysis of housing and population, birth history and projections, historic enrollment patterns and trends, and enrollment projections using live births was conducted. Redistricting scenarios were generated to meet the School's targeted enrollments for an eight-year planning horizon and weighted against demographic and enrollment trends and projections, space utilization, transportation objectives, programmatic requirements and state mandates to determine the optimum elementary school district configuration and middle school feeder system. The Bristol Board of Education unanimously adopted the elementary and middle school redistricting plan that redistricted nearly 2,500 students.

SERVICES PROVIDED:

- Comprehensive School Planning Study
- School Enrollment & Demographic Analysis
- Redistricting & Reconfiguration
- Public Outreach

CLIENT:

Bristol Public Schools
Bristol, Connecticut



Ten-Year Enrollment & Space Utilization Analysis

Stamford, Connecticut

Milone & MacBroom, Inc. is conducting an enrollment and facilities analysis for the Stamford School System (15,800 students). The intent of the project is to assist the district in accommodating changes in enrollment trends and demographics and plan for efficient space utilization. The City has experienced significant housing growth and in-migration over the past several years and sought assistance in identifying how this trend has and will continue to influence enrollment trends.

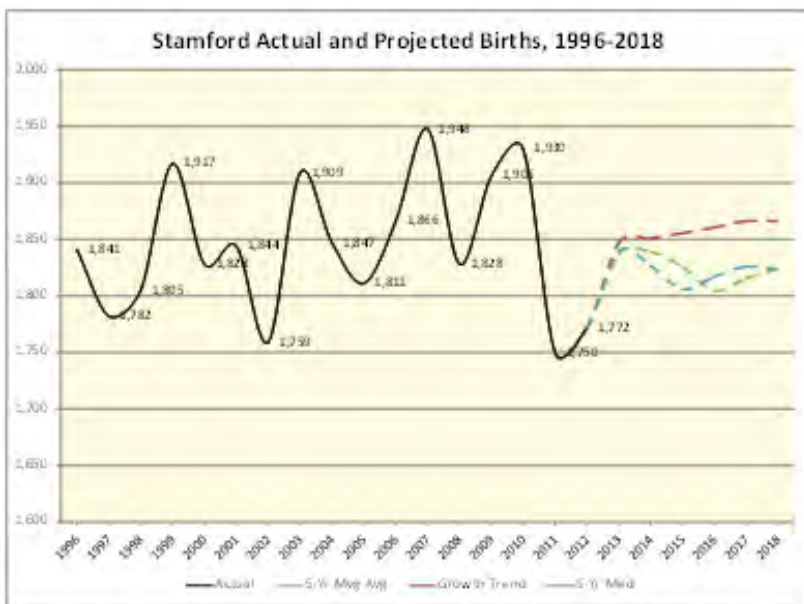
Milone & MacBroom, Inc. has analyzed demographic and housing trends, with a particular emphasis on recent large-scale residential development and the number of students generated by development type. The Project Team is finalizing district-wide enrollment projections disaggregated by school, grade, and race/ethnicity. In addition, a capacity and space utilization analysis of the district's 20 school facilities is underway. Following completion of these analyses, Milone & MacBroom, Inc. will work with the Board of Education to generate and evaluate enrollment management options which will include short- and long-term options for overcrowding; new construction alternatives; reconfiguration, magnet program expansion and/or consolidation of special programming.

SERVICES PROVIDED:

- School Enrollment & Demographic Analysis
- Enrollment Projections
- Comprehensive School Planning

CLIENT:

Stamford Public Schools
Stamford, Connecticut



Enrollment Projections for Waterbury Public Schools

Waterbury, Connecticut

Milone & MacBroom, Inc. was contracted by the Waterbury Public Schools District to provide eight-year enrollment projections to facilitate planning for several school construction projects. Milone & MacBroom, Inc. analyzed population, housing and enrollment trends to develop district-wide enrollment projections from 2011 through 2019. The cohort-survival projection method was used to produce grade-to-grade projections throughout the system.

In addition, Milone & MacBroom, Inc. prepared individual school enrollment projections for each of seven ongoing school construction projects. The construction projects included two brand new K-8 schools, renovations and reconfigurations to two existing elementary facilities to become K-8 facilities, renovations and expansion of an existing alternative high school, renovations to an existing middle school, and renovations to an existing high school. Subsequently, the school district contracted Milone & MacBroom, Inc. to prepare enrollment projections for a high school renovation project. For each of these projects, the Waterbury Public Schools District was required to submit eight-year enrollment projections under the State's school construction grant program.

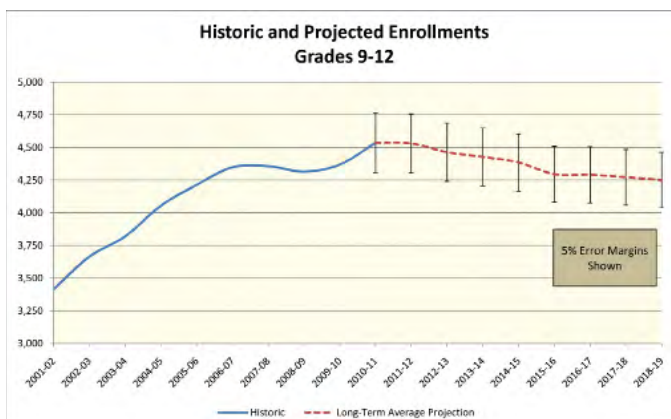
Historic student enrollment data and birth data was address matched using GIS software to determine the location of students by grade within individual schools' attendance areas. The Project Team was then able to analyze previously existing, reconfigured, and brand new school attendance areas to form the basis for projections, using the cohort-survival projection method.

SERVICES PROVIDED:

- Enrollment Projections
- School Boundary Planning
- Analysis of Birth Data

CLIENT:

Waterbury Public Schools
Waterbury, Connecticut



Carrington School Enrollment Projections, 2008-09 to 2015-16													
Birth Year	Births	PreK	K	1	2	3	4	5	6	7	8	Special Ed.	Total
2008-09	1730	19	73	68	66	50	58	47	54			15	450
2009-10	1564	20	55	68	62	54	47	57	50	54		15	482
2010-11	1647	13	63	66	66	62	58	53	59	49	52	15	556
2011-12	1659	40	64	59	62	65	61	57	53	59	48	15	582
2012-13	2007	40	71	60	55	61	64	60	57	52	57	15	592
2013-14	2008	40	67	66	57	54	60	63	60	56	51	15	589
2014-15	1564	40	61	63	62	55	53	59	62	59	55	15	585
2015-16	1649	40	64	57	59	61	55	53	59	62	58	15	582

Comprehensive School Enrollment Study

Bethel, Connecticut

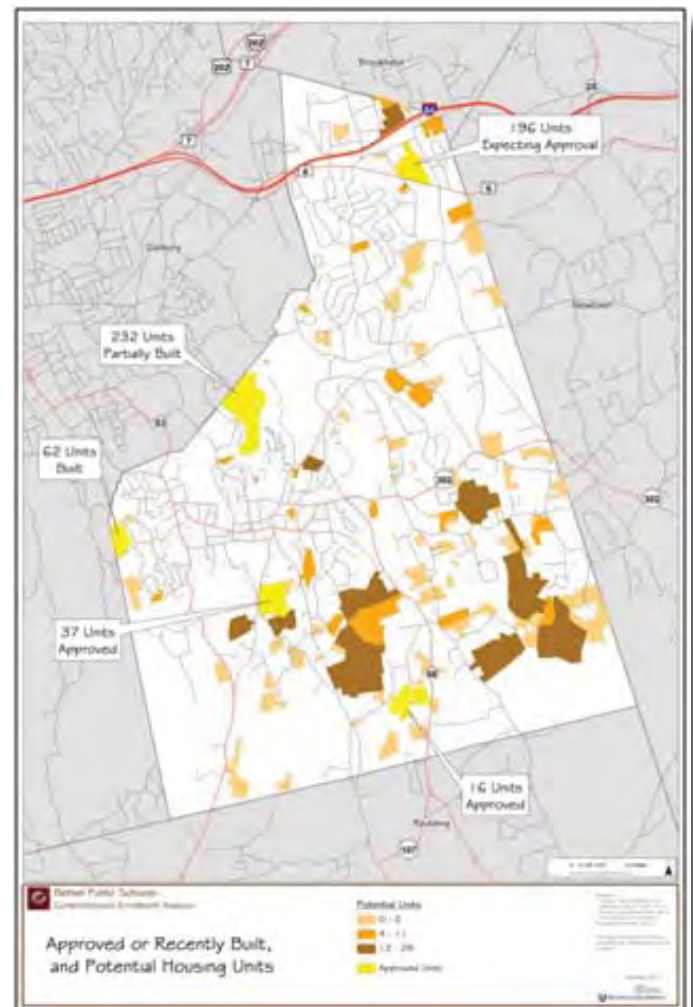
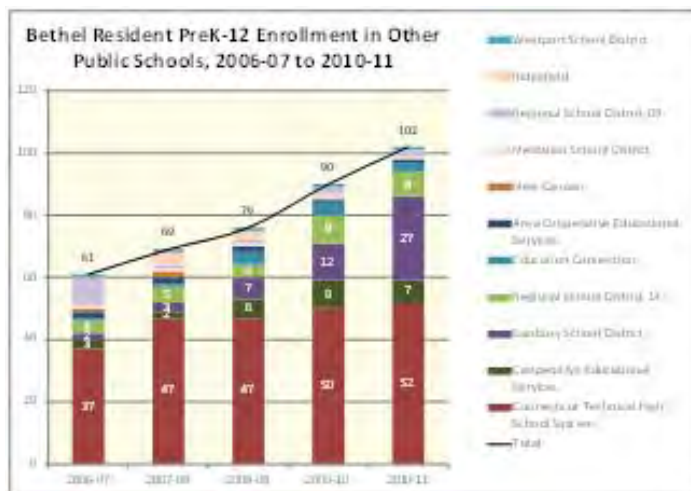
Bethel Public Schools engaged Milone & MacBroom, Inc. to conduct a comprehensive demographic, housing and enrollment analysis and prepare eight-year enrollment projections. As part of this study, the Project Team reviewed recent housing growth and worked with Town officials to determine areas with residential growth potential and other factors that may impact enrollment levels. An analysis of enrollment patterns and trends coupled with demographic and housing analyses provided the foundation for projecting district-wide and by grade enrollments over the next eight years. Results of the analysis were presented to the Board of Education to facilitate an ongoing Master Planning process.

SERVICES PROVIDED:

- Enrollment & Demographic Analysis
- Enrollment Projections

CLIENT:

Bethel Public Schools
Bethel, Connecticut



Milford Public Schools Long Range Planning

Milford, Connecticut

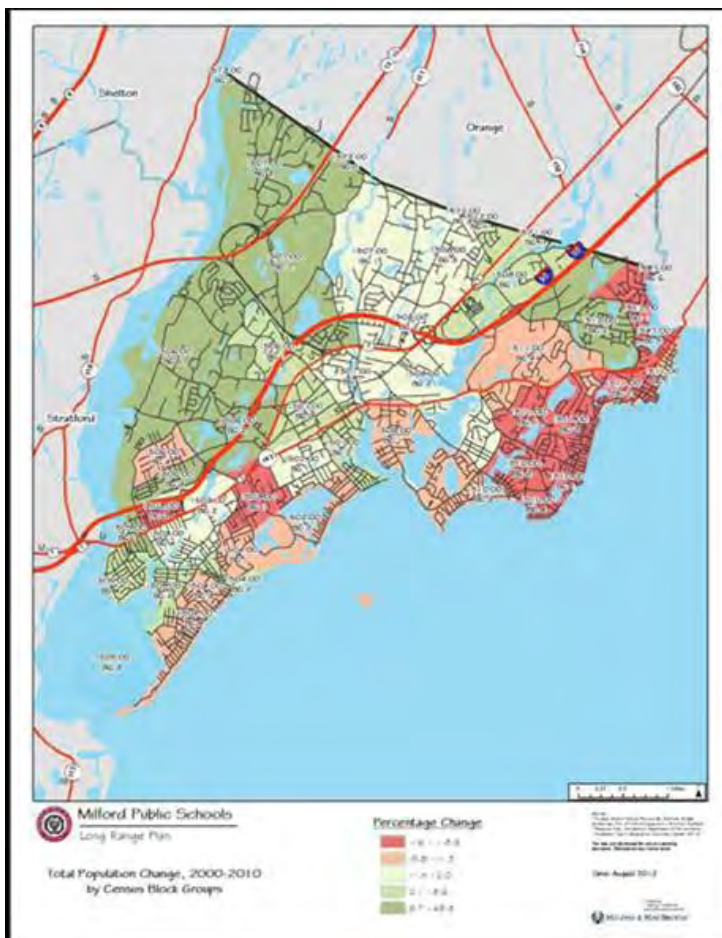
Milford Public Schools recently contracted Milone & MacBroom, Inc. to complete a long-range plan. We are currently assisting the school system to identify housing, demographic and enrollment trends, project future enrollments, engage the community in a visioning process, and develop alternative configurations and/or districts to best fit the community's goals and existing facilities.

SERVICES PROVIDED:

- School Enrollment & Demographic Study
- Analysis of Housing & Population

CLIENT:

Milford Public Schools
Milford, Connecticut



School Demographics & Redistricting Waterford, Connecticut

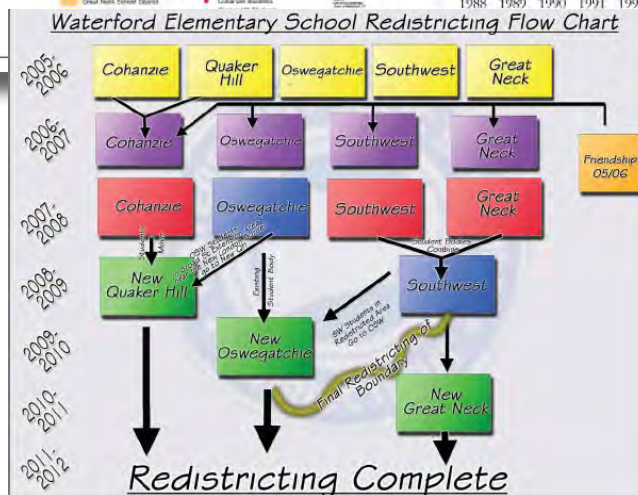
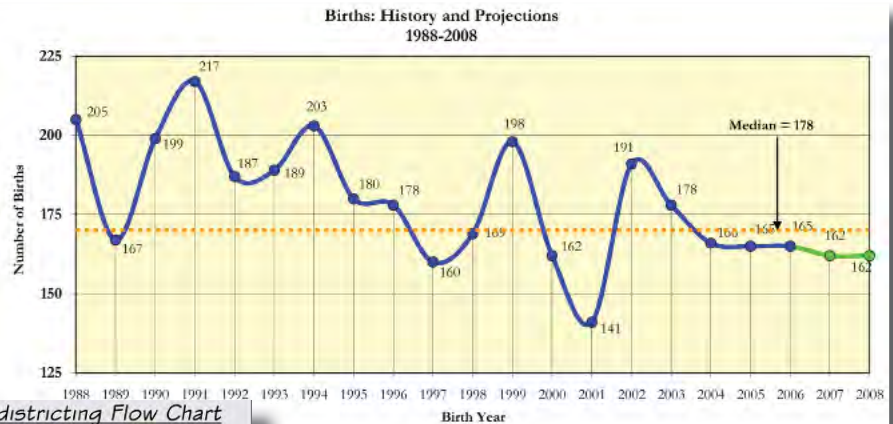
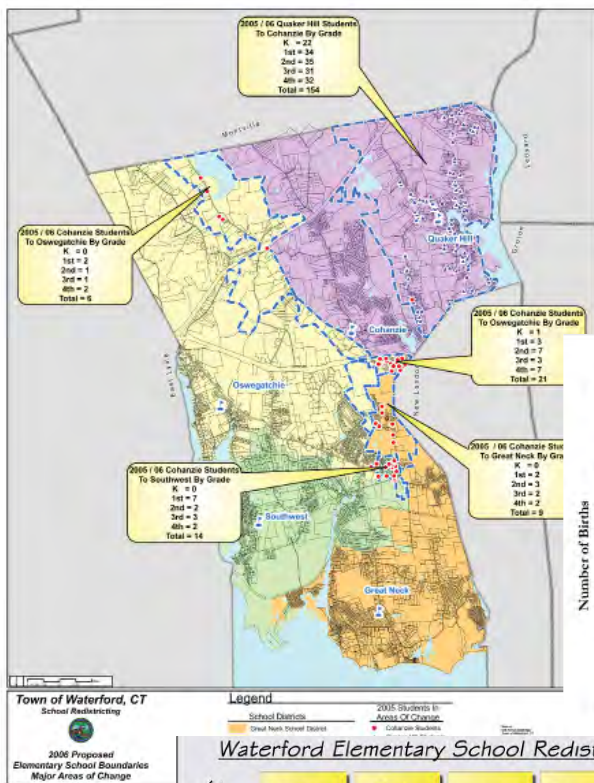
This study and subsequent redistricting plan was undertaken to transition Waterford's Elementary System from five small schools to three medium sized schools through a phased redistricting process that coincided with the construction and renovation of three schools. A school planning study was conducted that provided a systematic approach for analyzing near-term growth, developing redistricting options with staff, reviewing the best options with the Board of Education and concerned citizens, and finalizing a transitional redistricting plan for implementation in September 2006.

SERVICES PROVIDED:

- Redistricting Services
- School Enrollment & Demographic Analysis
- Swing Space Plan

CLIENT:

Waterford Public Schools
Waterford, Connecticut



Schools Demographics & Redistricting

Westerly, Rhode Island

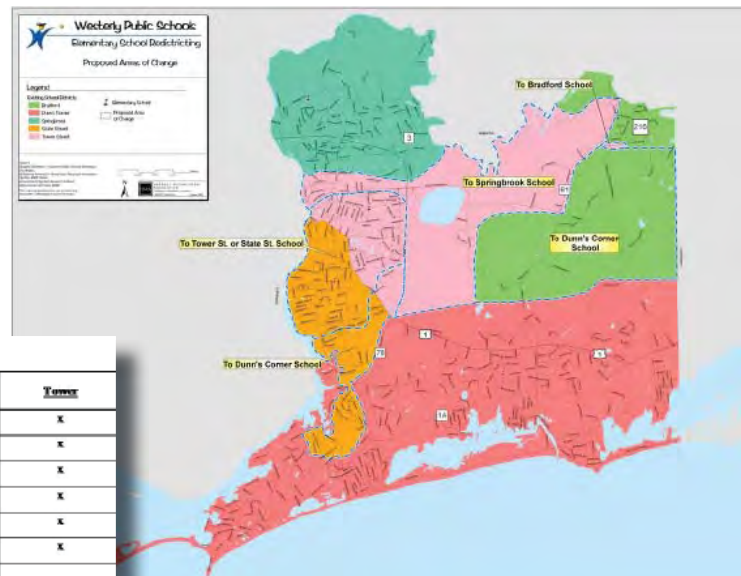
This study was undertaken to determine the number of pupil stations required for its elementary schools for the next five years and beyond in order to align facilities with enrollment trends. Key components of this study included: analysis of historic birth and enrollment trends, enrollment projections by school for a five year horizon, core facilities matrix analysis and development of redistricting scenarios. The outcome was the consolidation of one elementary school.

SERVICES PROVIDED:

- Analysis of Historic Birth & Enrollment Trends
- Enrollment Projections by School

CLIENT:

Westerly Public Schools
Westerly, Rhode Island



Elementary School Core Features

Dedicated Space	Bradford	Dunns	Springbrook	State	Tower
Library	x	x	x	x	x
Clinic	x	x	x	x	x
Art	Shared with music	x	x	x	x
Music	Shared with art	x	x	x	x
Gym	Shared with caf	x	Shared with caf	x	x
Cafeteria	Shared with gym	x	Shared with gym	x	x
Conference	x		x	x	
School Office	x		x	x	x
Principal's Office	x	x	x	x	
Copy Room	x	x	x	x	
Faculty Room	x	x	x	x	
Multi-purpose Room	x	x		x	
Reading	Shared with resource	x	x	x	
O/T/PT	x	x	x	x	
Speech	x	x	x	x	
Social Worker	x	x	x	x	
Psychologist	x	x	x	x	
2 resource rooms	Shared with reading	x	x	x	
Library Room		x			
Computer lab or COWS		X (COWS)			
Special Programs	STAR (2)	ESL (2)			
# of rooms	Preschool (4)	Severe/Profound (1)	Severe/Profound (1)	PDD (2)	
	Families Learning Together (3)				

K-4 Enrollment: History and Projections
1998-99 to 2013-14



Long-Range School Facilities Planning & Redistricting Plan Hamden, Connecticut

Milone & MacBroom, Inc. completed a school enrollment and demographic study for Hamden Public Schools. Key components included an analysis of housing and population, birth history and projections, historic enrollment patterns, facility utilization and enrollment projections. The analysis was used to facilitate the redistricting of two schools, affecting approximately 40 students, to balance current and future enrollments while meeting other educational policy objectives. As part of this study, enrollment projections for each elementary school were evaluated to determine potential impact on capacity, staffing and state mandates over the next 5 years.

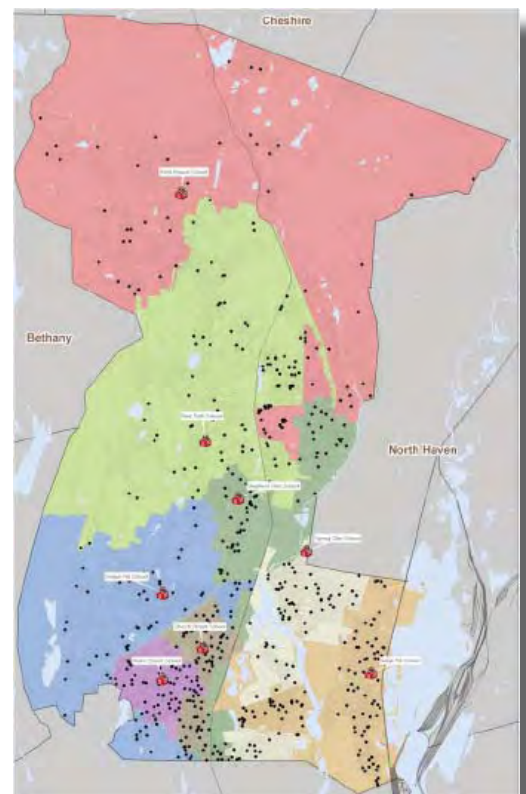
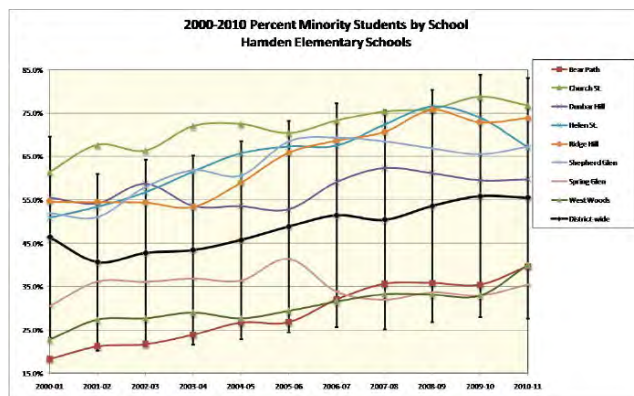
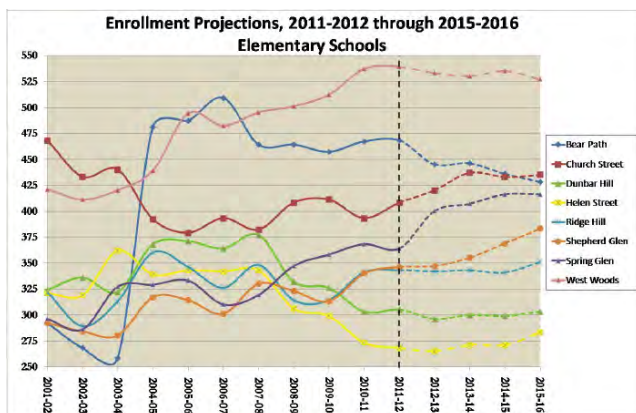
The year following the study, Hamden Public School contracted with Milone & MacBroom, Inc. to redistrict a third elementary school in order to meet state mandates on enrollment diversity. Study information was updated to facilitate this redistricting.

SERVICES PROVIDED:

- School Enrollment & Demographic Study
- Analysis of Housing & Population
- Redistricting Services

CLIENT:

Hamden Public Schools
Hamden, Connecticut



Long-Range School Planning & Demographics

Stratford, Connecticut

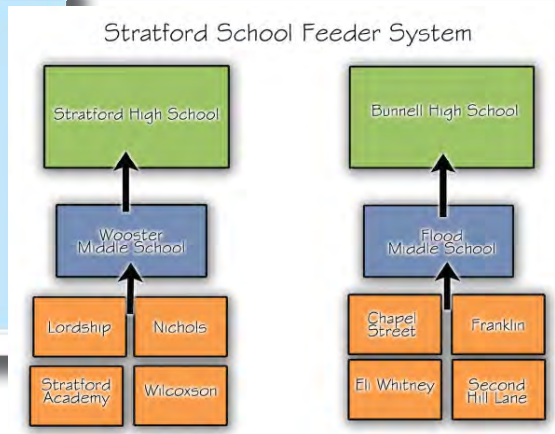
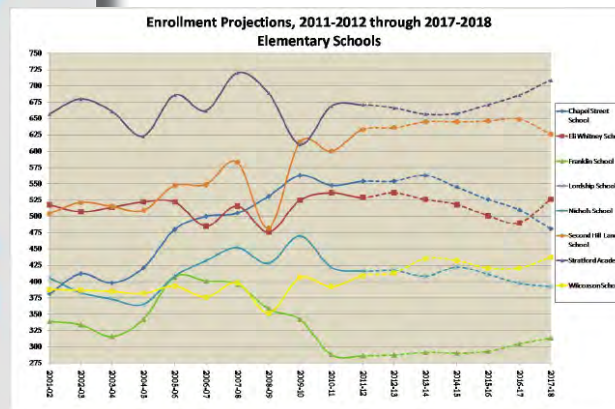
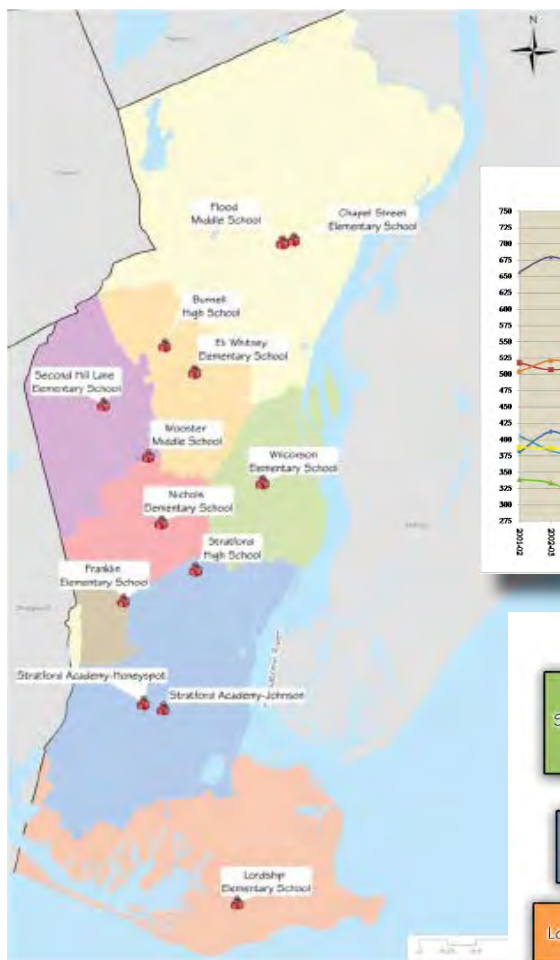
Milone & MacBroom, Inc. conducted a Long Range Comprehensive School Planning Study for Stratford's Kindergarten through 12th grade school facilities to determine the optimal configuration of the grade structure based on size, space utilization, fiscal implications, demographic and enrollment trends and projections, programmatic requirements and facility needs. As part of this study, enrollment projections for each elementary school were evaluated to determine potential impact on capacity, staffing and state mandates over the next 8 years. Milone & MacBroom, Inc. facilitated a task force meeting to synthesize information regarding school enrollment capacities and projected enrollments into a comprehensive analysis of the near-term and long-term future school system, provided analysis and identified areas of particular concern that are recommended for further study and evaluation.

SERVICES PROVIDED:

- Comprehensive School Planning Study
- School Enrollment & Demographic Analysis
- Analysis of Housing & Population
- Redistricting & Reconfiguration

CLIENT:

Cooperative Educational Services



School Planning & Demographics

Meriden, Connecticut

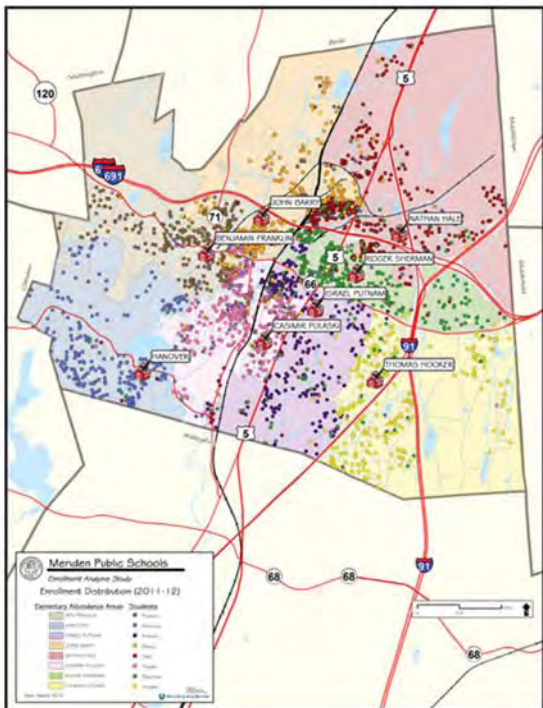
Milone & MacBroom, Inc. was contracted by Meriden Public Schools to conduct an analysis of historic and projected enrollments for Meriden's elementary schools. This analysis was used to help determine the potential for elementary school consolidation and redistricting to meet educational and financial objectives for Meriden Public Schools.

SERVICES PROVIDED:

- School Historic Enrollment & Projections Study
- Redistricting Services

CLIENT:

Meriden Public Schools
Meriden, Connecticut



**Historical Enrollment - K-5
Meriden Elementary Schools
2001-02 to 2011-12**



References

Please feel free to contact any of the following references in regards to our services:

Ms. Patricia Brooks
Assistant to Superintendent, Finance & Management
Manchester Public Schools
Manchester, Connecticut
(860) 647-3445
pbrooks@ci.manchester.ct.us

Ms. Susan Kalt Moreau, Ph.D.
Deputy Superintendent
Bristol Public Schools
Bristol, Connecticut
(860) 584-7006
SueMoreau@ci.bristol.ct.us

Ms. Frances Rabinowitz
Superintendent of Schools
Hamden Public Schools
Hamden, Connecticut
(203) 407-2202
frabinowitz@hamden.org

Mr. John Curtin
Special Projects Manager
Greenwich Public Schools
290 Greenwich Avenue
Greenwich, CT 06830
(203) 625-7431
john_curtin@greenwich.k12.ct.us

Michael Zuba, AICP, Associate Senior Planner

Years of Experience:

With This Firm: 11

Education:

M.S., Environmental Science
University of New Haven
New Haven, CT

B.S., Environmental Science
Wilkes University
Wilkes-Barre, PA

License/Certification:

Certified Planner, American
Institute of Certified
Planners (AICP) 2004

Professional Affiliations:

Member, American
Planning Association
Certification in GIS
University of New Haven
New Haven, CT

Mr. Zuba specializes in planning assignments focused on utilizing GIS for enrollment projections, demographic analysis, school facility planning, land use, community and economic development and other studies. His experience includes facilitating public meetings and workshops for school redistricting and facility planning. He also assumes the primary responsibility of Geographic Information System management and implementation of the firm. This responsibility includes data development, database design, application development, data modeling, spatial and overlay analysis, and cartographic design.

He has been actively involved in a variety of planning assignments including the preparation of plans of conservation and development, housing studies, corridor plans, school redistricting studies, natural resource and open space plans, redevelopment and re-use planning.

Mr. Zuba has extensive experience in supervisory capacity for the following:

- School and Community Facility Planning
- Master Planning Updates
- Land Use Inventory and Analysis
- Zoning Impact Analysis
- Community Build-Out Analysis
- Transportation Planning and Analysis

Highlights of Mr. Zuba's school facility planning experience include:

School Redistricting and Facility Analysis

New Milford Public Schools Long-Range Facilities Plan (2012-2013) New Milford, Connecticut

Mr. Zuba is the Project Manager for New Milford's Long Range Facility Plan that aims to align enrollment with educational programming and facility capacity. Mr. Zuba is involved in the development of alternatives and public outreach efforts to develop redistricting and/or reconfiguration recommendations.

Milford Public Schools Long-Range Facilities Plan (2012-2013) Milford, Connecticut

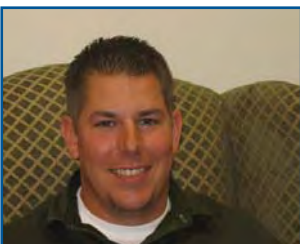
Mr. Zuba is the Project Manager for Milford's Long Range Facility Plan that aims to align enrollment with educational programming and facility capacity. Mr. Zuba is involved in the development of alternatives and public outreach efforts to develop redistricting and/or reconfiguration recommendations.

Bethel Public Schools Comprehensive Enrollment Analysis (2012-2013) Bethel, Connecticut

Mr. Zuba is the Project Manager for a comprehensive demographic analysis and enrollment projection study to guide Bethel's facility master planning efforts.

Groton Public Schools Redistricting Plan (2012-13) Groton, Connecticut

Mr. Zuba is the Project Manager for an elementary school redistricting plan to achieve enrollment balancing objectives and state-mandated racial balancing requirements. Mr. Zuba developed redistricting alternatives and led public outreach efforts that helped



distill alternatives down to a final recommended redistricting plan.

Groton Public Schools Long-Range Facilities Plan (2013)

Groton, Connecticut

Mr. Zuba is the Project Manager for a Long Range Planning process to provide recommendations for the design of a school system that reflects the system's long-term vision and takes into consideration educational programs, budgets, facilities, and demographic changes.

Greenwich Public Schools Ten Year Enrollment & Space Utilization Study (2013)

Greenwich, Connecticut

Mr. Zuba is the Project Manager for a Comprehensive Enrollment Analysis and Facility Plan to identify changes in demographics and develop an enrollment management plan to achieve enrollment balancing objectives and meet state mandated racial balance.

Stamford Public Schools Ten Year Enrollment & Space Utilization Study (2013)

Stamford, Connecticut

Mr. Zuba is the Project Manager for this facility plan that aims to identify changes in enrollment patterns and demographics, assess space utilization and develop recommendations for enrollment balancing and reconfiguration options for the Stamford Public School System.

Hartford Public Schools (2012-2013)

Hartford, Connecticut

Project Manager for Districtwide and school specific enrollment projections for Hartford's Intradistrict and Regional Choice System.

Meriden Public Schools Enrollment Analysis (2012)

Meriden, Connecticut

Project Manager for school enrollment projections and demographics study that serves as a decision making tool for exploring school consolidation and redistricting options. Guiding school redistricting efforts to achieve enrollment balancing through facility consolidation.

Region 15 Schools Enrollment and Facilities Study (2013)

Middlebury/Southbury, Connecticut

Project Manager for a Comprehensive Enrollment Analysis and Facilities Reconfiguration Study. Key components of this assignment include an analysis of housing and population, birth trends and projections, historic enrollment patterns, facility utilization and enrollment projections. Guided outreach efforts and worked with Steering Committee to develop reconfiguration options for school system.

Bristol Public Schools Redistricting Plan (2012)

Bristol, Connecticut

Project Manager for Bristol's district wide redistricting plan for the construction of two new K-8 facilities intended to replace three K-5 and one-middle school. Key components of this assignment include an analysis of housing and population, birth history and projections, enrollment projections, school redistricting plan and a robust public outreach process.

Stratford Public Schools Enrollment and Demographic Study (2010-2011)

Stratford, Connecticut

Project Manager for Comprehensive School Planning Study. Key components of this assignment include an analysis of housing and population, birth history and projections, historic enrollment patterns, facility utilization and enrollment projections, facility assessment and utilization. Worked with the Long Range Facility Planning Committee to develop reconfiguration options for entire school system. Analyzed potential impacts on capacity, staffing, state mandates and fiscal implications over the next five years.

Hamden Public Schools Enrollment and Demographic Study (2010)

Hamden, Connecticut

Project Manager for school enrollment and demographic study. Key components include an analysis of housing and population, birth history and projections, historic enrollment patterns, facility utilization and enrollment projections. Guided school redistricting effort to achieve enrollment balancing objectives for elementary school attendance areas.

East Hartford Public Schools Reconfiguration Study (2010)

East Hartford, Connecticut

As part of Elementary School Reconfiguration Study, served as Project Manager for an in depth study of East Hartford's sixteen K-12th grade school facilities to determine the optimal configuration of the grade structure based on size, space utilization, demographic and enrollment trends and projections, programmatic requirements and facility needs.

Waterbury Public Schools Enrollment Projections (2011)

Waterbury, Connecticut

Project Manager for Waterbury's Enrollment Projections in support of several school construction projects. Milone & MacBroom, Inc. was contracted by the Waterbury Public Schools District to provide eight-year enrollment projections for each of seven ongoing school construction projects, as well as district wide projections.

Manchester Public Schools Swing Space Options for Renovations (2010)

Manchester, Connecticut

Project Manager for the development of a swing space plan was for relocating the school's 300 students, as part of the renovation project for Highland Park School. Conducted an analysis of programmatic requirements and class room need and utilization at the receiving schools. Using GIS, generated transitional district boundaries that met the capacity and programmatic requirements for the renovation period.

Manchester Public Schools Redistricting (2009)

Manchester, Connecticut

As the Project Manager, developed several redistricting scenarios and subsequent student enrollment projections to meet the objectives and needs of the Manchester Public Schools. Geocoded location of current students and recent births using the parcel map and street centerline file within the Manchester Public Schools. Assisted in the development of future school enrollment projections for an 8 year horizon for Manchester's 10 elementary schools under their current configuration and proposed configuration. Tasks included, conducting cohort survival analysis; development of birth projections using a variety of statistical models; and a district-wide analysis of the school enrollment implications resulting from closing one elementary school.

Manchester Public Schools Redistricting (2004)

Manchester, Connecticut

Developed enrollment projections and conducted facility analysis in support of a decision as to the future use of the town's two middle schools and possible grade reconfiguration for a 6th grade academy and 7th-8th grade middle school. Using GIS, developed several redistricting scenarios and subsequent student enrollments to meet the objectives and needs of the Manchester Public Schools. Generated ArcGIS maps of school district boundaries from busing routes. Geocoded location of current students and recent births using the parcel map and street centerline file within the Manchester Public Schools. Generated grade-by-grade enrollment projections for 5-year horizons for the various proposed configurations.

Waterford Public Schools - Phased Consolidation and Redistricting of the Town's Elementary Schools (2005-2007)

Waterford, Connecticut

Developed several redistricting scenarios and subsequent student enrollments to meet the objectives and needs of the Waterford Public Schools. Geocoded location of current students and recent births using the parcel map and street centerline file within the Waterford Public Schools. Assisted in the development of future school enrollment projections for Waterford's five elementary school districts and the development of a phased plan to consolidate the existing five elementary schools into three renovated and expanded elementary schools. Tasks included, conducting a cohort survival analysis; grade-by-grade school enrollment projections for each elementary school for a number of pre-consolidation and post-consolidation scenarios; calculation and configuration of projected individual class section sizes to stay within

established BOE and teacher contract guidelines; and development of a redistricting phasing schedule to enable the BOE to transition smoothly from five elementary schools to three elementary schools.

Westerly Public Schools Elementary School Redistricting Study (2008)

Westerly, Rhode Island

Developed several redistricting scenarios and subsequent student enrollments to meet the objectives and needs of the Westerly Public Schools. Geocoded location of current students and recent births using the parcel map and street centerline file within the Westerly Public Schools. Generated ArcGIS maps of school district boundaries. Assisted in the development of future school enrollment projections for Westerly's 5 elementary schools. Tasks included the design and application of a cohort survival methodology; analysis of both kindergarten to 4th grade and kindergarten to 5th grade cohort scenarios; and a district-wide analysis of the school enrollment implications resulting from closing or consolidating particular elementary schools.

Analysis of the Hartford Public Schools Facilities

Hartford, Connecticut

Analyzed and assessed Hartford's public educational facilities in terms of capacity, condition and utilization. Analyzed current and projected school enrollments for all 35 Hartford schools, ranging from pre-kindergarten to 12th grade, within the context of the Hartford school construction program to determine likely future "capacity versus enrollment level" disconnects. Significant emphasis was placed on determining the enrollment impacts resulting from the development of Hartford's extensive magnet school program, and the declining enrollment trends at several elementary schools. Provided the City of Hartford and the Hartford BOE with a number of recommendations for school consolidations, school relocations, grade cohort organization (i.e., K-8 school configuration versus K-4 or K-5 configurations) and the development of additional magnet schools.

Analysis of Selected General Government Facilities

Hartford, Connecticut

Analyzed Hartford's inventory of general government facilities in terms of condition, utilization, capacity, operating expenses and departmental coordination issues. Conducted site analysis for potential new construction of government facilities. Developed a plan of action for government facility to determine which facilities are best suited for consolidation, renovation, or reconfiguration to meet its near term facility

Rebecca Augur, AICP

Senior Planner

Years of Experience:

With This Firm: 3
With Other Firms: 7

Education:

B.A., International Studies
Marlboro College
Marlboro, VT
M.A., Regional Planning
University of Massachusetts
Amherst, MA

License/Certification:

Connecticut Chapter
American Planning Association
(CCAPA)
Certified Planner, American
Institute of Certified Planners
(AICP), 2007
Member, American Planning
Association

Professional Affiliations:

Chair, Communications
Committee of the CT Chapter of
the American Planning
Association



Ms. Augur serves as a senior planner. With diverse experience in planning at the regional and municipal level, Ms. Augur's technical skills in Zoning regulation development and GIS enhance the capabilities of Milone & MacBroom, Inc.'s Planning Group.

Ms. Augur is experienced in a variety of school planning areas from comprehensive enrollment analyses and projections, to redistricting, racial balancing and long-range facilities plans. Her training and experience as a regional and municipal planner contribute to her deep understanding of the complex demographic, housing and social factors influencing school enrollments, as well as her ability to facilitate public planning processes that garner significant attention.

Highlights of Ms. Augur's project experience include:

Stamford Public Schools Ten-Year Enrollment & Space Utilization Study Stamford, Connecticut

Ms. Augur is currently assisting in completing a comprehensive enrollment and facilities analysis and projections. She has worked with City Planning and Building Departments to analyze recent construction trends (over 2,500 units in the last 6 years), and their impacts on school enrollments. Using GIS, she has also analyzed demographic, social and other housing trends, as well as Stamford enrollments. She is assisting in the preparation of enrollment projections at the district-wide and individual school level over a five- and ten-year horizon.

Greenwich Public Schools Comprehensive Enrollment Data & Facility Analysis Greenwich, Connecticut

Ms. Augur is currently assisting in conducting a comprehensive analysis of enrollments and facility utilization in order to make recommendations to address enrollment balancing objectives. She has used U.S. Census and local data sources to analyze demographic and housing trends at the neighborhood level to help understand the varying enrollment trends among schools within the district. She has developed enrollment and facility utilization projections and will present alternative enrollment management systems to the Board of Education to address racial and overall enrollment imbalances.

New Milford Public Schools Long-Range Facilities Plan (2012-2013) New Milford, Connecticut

Ms. Augur is currently assisting in completing a comprehensive enrollment analysis and projections. She has analyzed population and housing trends, conducted a build-out analysis, and used standard projection method to project future enrollments. Ms. Augur will also be involved in public outreach efforts to develop redistricting and/or reconfiguration recommendations.

Milford Public Schools Long-Range Facilities Plan (2012-2013) Milford, Connecticut

Ms. Augur is currently assisting on a long-range school facilities plan. She has analyzed demographic and enrollment trends throughout the City and school facilities usage. Ms. Augur has also prepared district-wide and individual school enrollment projections. She will assist in developing alternative configurations, usage and/or districting of schools and public outreach efforts.

Bethel Public Schools Comprehensive Enrollment Analysis (2012-2013)

Bethel, Connecticut

Ms. Augur is currently completing an analysis of demographic and enrollment trends for the Bethel Schools System. She will assist in completing a build-out analysis, analysis of live births, and the preparation of enrollment projections for an eight-year horizon.

Groton Public Schools Redistricting Plan (2012)

Groton, Connecticut

Currently completing an elementary school redistricting plan in order to achieve enrollment balancing objectives and state-mandated racial balancing requirements. Ms. Augur assisted in the analyses of demographic, birth and enrollment trends, and the preparation of nine alternative redistricting scenarios. Ms. Augur also assisted in the public outreach efforts that helped distill alternatives down to a final recommended redistricting plan.

Hartford Public Schools Enrollment Projections (2012)

Hartford Connecticut

Ms. Augur assisted in the preparation of district wide enrollment projections and individual school enrollment projections in support of construction grant applications. Ms. Augur helped to refine a projection methodology that accounts for the influence of intradistrict and regional choice educational programming on Hartford Public Schools' enrollment.

Meriden Public Schools Enrollment Analysis (2012)

Meriden, Connecticut

Ms. Augur assisted in the preparation of an enrollment trends analysis and projections for Meriden elementary schools with an eye towards identifying potential school closing opportunities.

Region 15 Schools Enrollment and Facilities Study (2011-2012)

Middlebury/Southbury, Connecticut

Completed a plan to redistrict elementary and middle schools in order to accommodate full-day kindergarten. Ms. Augur assisted in the enrollment analysis and development of projections, as well as the generation of alternative scenarios. She worked with administrators, the Board of Education, and the Schools Task Force to fully evaluate potential redistricting options and build consensus around the final recommended plan.

Bristol Public Schools Redistricting Plan (2011-2012)

Bristol, Connecticut

Assisted in preparing a school redistricting study for the City of Bristol. For this project, Ms. Augur helped to refine and geo-code district enrollment data, analyze population growth and building trends, and used GIS to analyze the affects of potential school district reconfigurations as alternatives were developed in concert with schools' staff, the Board of Education and the public.

Waterbury Public Schools Enrollment Projections (ongoing)

Waterbury, Connecticut

Currently preparing enrollment projections for school construction grant applications. Assisted in completing district-wide enrollment projections and a redistricting study for the City of Waterbury. For this project, Ms. Augur used standard projection techniques to produce eight years of enrollment projections by grade. In addition, Ms. Augur geo-coded current and historic enrollments to analyze and report on enrollments related to school construction projects.

Stratford Public Schools Redistricting Study (2011)

Stratford, Connecticut

Ms. Augur prepared a demographic analysis and five- to seven-year projection of school enrollments. Linked the demographic analysis to geo-spatial data in order to identify redistricting opportunities. Analyzed potential district reconfigurations.

Hamden Public Schools Redistricting Study (2011)

Hamden, Connecticut

Prepared a demographic analysis and five-year projection of school enrollments and analyzed school district imbalances. Prepared maps and tables for presentation to Board of Education.

FRANCIS H. SIPPY Ph.D.
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CAREER OBJECTIVE: Superintendent of Schools

EXPERIENCE:

February 01

Superintendent of Schools, Regional School District 15 (Connecticut)

Developed (3) five-year strategic plans emphasizing continuous instructional improvement through focused professional development supporting improved curricula design and best instructional practices. Our Curriculum development and revision cycle presents supports our work with the Readers' Writers' Workshop, Concept-Based Instruction and the initial integration of Common Core State Standards in our professional work. We are comprehensive professional learning community and supported by our work with instructional rounds evidence of student centered instruction is more the common practice than the exception. Implemented a systemic Scientific Research Based Intervention Model which we believe will enhance learning for all students. Finally, oversaw the development of the Region 15's revised redistricting plan to balance enrollment and provide instructional capacity for full day kindergarten in 2013-14.

July 98 – Apr. 01

Superintendent of Schools, Regional School District 14 (Connecticut)

Developed five-year strategic plan with emphasizing continuous instructional improvement. The district's technology plan is now on target to provide students and staff with the requisite tools to cultivate higher –ordered thought processes as well as enabling students and staff to become more efficient learners. Our district is in the process of completing three major building projects. Throughout this transition, we successfully passed two budget referenda as well as one building project referendum.

1996 – June 98

Assistant Superintendent of Schools for Easton, Redding, and Region 9 (Connecticut)

Duties expanded to include instructional and curricula initiatives as well as overseeing the financial and personnel operation of the three districts. In addition to system-wide instructional responsibilities, and serve as administrative liaison to the Science Curriculum Committee.

1995 - Jan. 96

Director of Business Services for Easton, Redding, Region 9 (Connecticut)

Assumed position by request of the Superintendent to restore trust in the financial operation of the school districts. A critical entry task was the standardization of budget procedures and charts of accounts for the three districts. In addition we fostered a more service-friendly attitude with the various constituencies we served.

1992-Mar.95

Principal Helen Keller Middle School (Easton, Connecticut)

Developed a flexible block schedule in 1993-1994. Chaired both the Easton Budget Development effort and the Regional K-12 Science Curriculum initiative. Authored one of five successful grant applications for Program Improvement Institute in Science.

1990-1992	<u>Principal Long River Middle School (Region 16, Connecticut)</u> Developed a three-year transition plan to move from a junior high to a middle school organization. Physical plant was reorganized to reflect an interdisciplinary team configuration. Developed common planning procedures and mid-quarter progress reports. In May of 1991, a flexible-block-scheduling vehicle was instituted with the cooperation of Long River Teachers.
1987-1990	<u>Principal Chariho Middle School (Rhode Island)</u> Served as its first principal, developed and implemented a two-year middle transition plan. Brought national experts to Chariho to conduct professional training and awareness sessions. During the 1988-89 school year, Chariho moved to flexible-modular scheduling organized via interdisciplinary teams. During the Spring of 1989 organized a very viable PTO group. In September of 1989, the new 1200-pupil Chariho Middle School opened with 1041 children grades 5-8.
1984-1987	<u>Principal Hope Valley Elementary School (Rhode Island)</u> Instituted a primary level transition program between Kindergarten and Grade one. Organized a student council to develop student activities and foster student decision-making. My active participation in community functions created improved community relations with the school. I instituted a three-year maintenance plan for Hope Valley Elementary School.
1974-1984	<u>Teacher in the Cranston School Department (Rhode Island)</u> During my ten years in Cranston, my assignments included a primary level elementary position, a middle level teaching position, and an assignment as a special education teacher.

CERTIFICATION:

2013	Professional Superintendent's Certification, State of Florida
2013	Professional Connecticut Superintendent's Certification
2008	Professional Connecticut Superintendent's Certification
1994	Professional Connecticut Intermediate Administrator's Certification
1994	Certificate of Eligibility Superintendent of Schools in Connecticut
1988	Life certificate as a Principal and Superintendent in Rhode Island
1986	Middle School Principal's Endorsement, Rhode Island
1982	Elementary Resource/DPT-Special Education, Rhode Island
1981	Secondary Biology, Rhode Island
1976	Principal K-8, Rhode Island
1974	Elementary Education K-8 , Rhode Island

EDUCATION:

- 1987 Post doctoral work, the University of North Carolina, Chapel Hill
Concentration: Early Adolescent Development
Certified Trainer for: Living with the 10-15 year old, A Parent Education Curriculum
- 1984 Ph.D. The University of Connecticut, Storrs
Education Administration-Specializing in Budget and Resource Management
Dr. Harry J. Hartley served as major advisor.
- 1982 Special Educational Certification - Providence College
- 1980 CAGS (6th Year) Rhode Island College
Major: Elementary School Administration
- 1976 M.Ed. Rhode Island College
Major: Elementary School Administration
- 1974 BS Rhode Island College
Major: Elementary Education/Secondary Biology

PROFESSIONAL AFFILIATIONS

- 2010-2012 AASA Executive Board- CT's only representative
- 2010-present Member of NCERT
- 2009-present AASA Governing Board
- 2005-2010 CAPSS Executive Board member
- 2002-present Member of Western Connecticut Superintendents' Association
- 2002-present Member of Litchfield County Superintendents' Association –Past President
- 1989-present Member of CAPSS
- 1989-present Member of AASA
- 1989-present Member of ASCD

OTHER CAREER ACCOMPLISHMENTS

- 2013 Recipient of the CAPSS President Award for outstanding contributions to the CAPSS organization.
- 2013 CAPSS representative to the State of Connecticut's Office of Policy and Management's Advisory Committee Developing a Unified Chart of Accounts

2010 – 12	Served on the CAPSS Core Group that developed the initial recommendations for Educational Transformation of Public Schools in Connecticut
2010	Served as the President of CAPSS
2009	Named CT's Superintendent of the Year by the Connecticut Association Public School Superintendents
March 2008	Testified on behalf of CAPSS to State's Education Committee to delay the implementation of the In School Suspension law to July, 2009
2005-06	Served on Governor's Rell's School Finance Taskforce leading to reforms in the ECS formula
Nov. 1990	Offered two workshops titled: "Middle School Transition and Planning" at the National Middle School Association's annual conference in Long Beach, California.
Mar. 1989	Presented "Blueprints for Successful Transition to Middle School" at the NELMS Annual Conference in Hyannis, Massachusetts
1987-1990	Adjunct Professor, the University of Rhode Island Offered graduate level courses in Middle School Curriculum and Adolescent Psychology