

Operational Effectiveness Committee

Frank Sahagian... Member of FEA October 12, 2017

Met with seven teachers (from different schools, levels and disciplines) on October 2nd to brainstorm and discuss ideas. These should not be construed as hard and fast recommendations, **nor the opinion of the Fairfield Education Association**, but rather as ideas to be explored further.

After coming up with a list of 26 ideas, we went back and identified the highest priorities.

We are dealing with a significantly declining enrollment – particularly at the elementary level. See the attachments.

Caveat: All spreadsheets with projections are based on the current enrollment and a roll into the next grade. While projections being used by the district are based on consultant's (Milone and MacBroom) work – it's fair to point out that consultants can be off by a considerable amount – see attachment A of MGT who we are no longer using

- **Attachment A:** Enrollment Projections of MGT of America 2014
- **Attachment B:** Enrollment stats as of 9/29/2017 by school and grade level
- **Attachment C:** Graph of the total enrollment history of the district since 2005- peaked in 2012 and steady decline to 2018 – down 3.8%
- **Attachment D:** Graph zeroes in on current enrollment of Kindergarten – 8th grade
- **Attachment E:** Spreadsheet entitled “Elementary Feeders and Middle School Projected Enrollment”
 - Indicates problematic (inefficient and not good for students) enrollments for Woods and Ludlowe Middle schools in the upcoming four years
- **Attachment F:** Spreadsheet entitled “6 Year Projected Middle School Enrollment” – shows a middle school population that declines by 18% from current level
- **Attachment G:** Spreadsheet entitled “High School Enrollment Projection” – based on current feeder plan **based on elementary schools...** indicates a significant imbalance between Ludlowe and Warde. Note some will be going to private schools.
- **Attachment H:** Table of Enrollment Projections from 2017-2018 Budget
- **Attachment I:** Spreadsheet Entitled Kindergarten Only Enrollment – shows the actual numbers vs what was estimated/budgeted. While the total number was close, it was off considerably by individual school. Our experience has proven to be difficult in projecting next year's kindergarten class and should be noted as we look ahead and make decisions. Are there demographics available in the town than can help us? Should we go out with a town-wide survey to assist us?
- **Attachment J:** Selected pages from Racial Imbalance Plan
 - Existing District Boundary Map for elementary schools
 - Projections and Capacity Utilization

Physical space within the district: 11 elementary schools, 3 middle schools, 2 high schools, central office, Walter Fitzgerald Campus, ECC

Reminder: Working off of projections that are as accurate as possible is critical!

Thoughts/Ideas...

1. A phased approach with the goal to have 10 elementary schools, 3 middle schools and one high school. One high school to be located at Ludlowe high and convert Ludlowe Middle school as part of a high school campus. Convert Warde to a Middle school, Walter Fitzgerald Campus, Central office and pull back in house most of outplaced special education students. The average size elementary school is 385 while surrounding towns are closer to 475.

If an elementary school is closed, it should be done in conjunction with comprehensive redistricting. The boundary lines should be drawn in a way that is more geographically friendly to a schools location (i.e. some students in Osborn and Holland Hill district are south of US 95). Be careful not to fall into same trap as last time we redistricted by having too many parameters...the one that caused a situation where Stratfield School went to Tomlinson was mostly driven by the requirement that the elementary school determined the high school. This parameter should be dropped.

The other parameters which were good:

- As little disruption as possible
- Diversity: McKinley and Holland Hill should go to different middle schools
- No "singletons" meaning a Middle school could not have any one of its elementary feeder schools end up going to one high school
 - in the case of Tomlinson – the 3 elementary schools that fed it all needed to go to Warde, while all four elementary feeder schools to Ludlowe Middle went to Ludlowe High and Woods would have Jennings and North Stratfield go to Warde and Osborne Hill and Holland Hill go to Ludlowe.

If boundary lines are to be redrawn, consideration should be given to condition and capacity of all elementary schools as many are in very close proximity. It's not as simple as just closing Jennings because it is the one with the lowest enrollment.

Another idea for consideration...

2. Close an elementary school, redistrict but make 10 elementary schools go from Kindergarten to Sixth Grade. Close Tomlinson and have Woods and Ludlowe Middle school accommodate only 7th and 8th grade. Tomlinson for short term could be used for central office, WFC and many outplaced special education students. Phased approach into the aforementioned one high school. Maintain the flexibility of elementary locations of either K-5 or K-6 and determine middle school needs.

Other Ideas about Structural Changes

- Eliminate Curriculum Leader positions and establish coordinators who would also teach at a .4 - .5 FTE. Should be done at 6-12 level. Currently we have 4 curriculum leaders – one for math, English, science and social studies.
- Eliminate liaison position at both Middle and Elementary schools – would save approximately \$130,000. The position is an anachronism and was necessary in a time when communication was more difficult
- Dramatically simplify performance evaluation system of teachers. Marzano has given us a common language but the process is extremely time consuming for administrators and no productive. It's a key driver in the reason behind us having the number of building administrators we have
- Restructure Special Education to separate compliance from delivery of services. This would require a PPT coordinator – someone who is knowledgeable about compliance issues and be the leader of PPT's.
- Eliminate the House Plan at the high school. The only identity is with the guidance counselor and the dean. Students do not take courses within their houses. This would eliminate the need for a housemaster. A high school could have a Principal (Headmaster), 2 Assistant Principals, a director of Student Services, 3 deans (still needed with the growing number of issues to be dealt with), and counselors based on case load. A new position for Special Education of PPT Coordinator as stated previously.
- Eliminate as many textbooks as possible to be replaced by Chrome Books – would require hubs in every classroom to assure service to the internet.
- Technology – we should be taking more advantage of all of the freebies that Google provides. The use of U, H and P drives along with the amount of money we spend on maintaining servers can be dramatically reduced by taking advantage of the cloud
- Licenses – need to evaluate all of the licenses we currently have in place and see how or whether or not they are being used
- Go to Pay for Play and allow booster clubs
- Centralized purchasing of supplies rather than each school doing it on their own
- Professional Development – take advantage of the expertise that exists within the schools for PD days and stop wasting (many teachers would assess) on outside PD sessions.

ATTACHMENT A

ENROLLMENT PROJECTIONS – BY DISTRICT

MGT has utilized the methodology described above to forecast enrollment for the district over the next ten years. *Exhibit 1-7* identifies the projected enrollment for the district. *Exhibit 1-8* illustrates the historical and projected enrollment for the entire district.

EXHIBIT 1-7
FAIRFIELD PUBLIC SCHOOLS
PROJECTED ENROLLMENT

	Current	14 - 15	15 - 16	16 - 17	17 - 18	18 - 19	19 - 20	20 - 21	21 - 22	22 - 23	23 - 24
K	722	723	726	728	726	724	723	723	719	716	715
1	703	743	753	749	755	750	747	745	743	743	739
2	857	703	750	754	754	758	752	750	747	741	742
3	777	868	707	753	760	760	764	764	761	754	750
4	748	786	876	717	759	765	766	775	772	772	765
5	823	748	790	883	725	765	772	774	780	778	777
6	777	832	759	796	887	726	768	766	778	775	772
7	848	777	833	762	799	889	728	769	766	778	776
8	861	856	786	842	769	806	897	734	776	774	786
9	732	805	801	729	806	736	776	871	712	756	759
10	778	709	775	769	705	781	714	755	845	690	733
11	724	772	706	771	766	702	776	710	751	839	685
12	738	724	766	704	774	772	709	780	711	751	839
K-5	4,630	4,571	4,602	4,584	4,479	4,522	4,524	4,531	4,522	4,504	4,488
6-8	2,486	2,465	2,378	2,400	2,455	2,421	2,393	2,269	2,320	2,327	2,334
9-12	2,972	3,010	3,048	2,973	3,051	2,991	2,975	3,116	3,019	3,036	3,016
K-12	10,088	10,046	10,028	9,957	9,985	9,934	9,892	9,916	9,861	9,867	9,838

SOURCE: MGT OF AMERICA, INC., 2014.

ATTACHMENT B

9/29/2017 - (For October 1)

FAIRFIELD PUBLIC SCHOOLS ENROLLMENT - ELEMENTARY

	PRE-K	KIND	1	2	3	4	5	TOTAL
Burr		19	23	23	19	24	21	
		19	21	23	19	24	22	
	18	19	20	19	20	24	21	
	18							
	36	57	64	65	58	72	64	416
Dwight		19	18	19	19	19	18	
		18	17	19	19	19	17	
			17	17	21	20	18	
	37	52	55	59	58	53		314
Holland Hill		21	15	23	23	21	24	
		21	16	23	23	21	23	
		20	17	22	21	21	24	
	62	48	68	67	63	71		379
Jennings		19	21	16	19	20	21	
		20	22	16	20	19	21	
				16	19	20		
	39	43	48	58	59	42		289
McKinley		19	18	17	19	19	19	
		18	17	17	17	19	19	
		19	17	17	18	19	17	
			18	16	19	19	18	
		17						
	56	87	67	73	76	73		432
Mill Hill		18	19	21	21	17	21	
		18	20	21	20	16	21	
		17	20	20	20	17	20	
	53	59	62	61	50	62		347
No. Stratfield		22	18	18	24	25	22	
		22	18	17	22	24	22	
		21	18	18	23	24	22	
	65	54	53	69	73	66		380
Osborn Hill		18	21	19	21	21	21	
		18	21	20	22	20	21	
		16	20	20	21	20	21	
		19				22	21	
	71	62	59	64	83	84		423
Riverfield		18	19	18	24	22	23	
		18	19	17	24	25	24	
		18	20	18	24	23	23	
		18		18				
	72	58	71	72	70	70		413

29-Sep-2017

ATTACHMENT B

FAIRFIELD PUBLIC SCHOOLS ENROLLMENT - ELEMENTARY

	PRE-K	KIND	1	2	3	4	5	TOTAL
Sherman		20	20	22	22	23	21	
		19	21	22	22	23	20	
		20	20	22	22	24	22	
			21	20		23	21	
		59	82	86	66	93	84	470
Stratfield	14	19	21	20	23	24	25	
	8	21	22	21	25	25	24	
ECC PK Program	4	20	22	21	24	24	25	
ECC PK Program	5							
	31	60	65	62	72	73	74	437
ECC	111							111
TOTAL PRE-K-5	178	631	674	696	719	770	743	4,411

FAIRFIELD PUBLIC SCHOOLS ENROLLMENT - SECONDARY

	6	7	8	9	10	11	12	TOTAL
Fairfield Woods	343	304	294					941
Ludlowe	326	246	285					857
Tomlinson	223	227	206					656
TOTAL 6-8	892	777	785					2,454
FWHS				376	349	388	389	1,502
Walter Fitzgerald Campus				3	1	4	6	14
FLHS				379	368	375	396	1,518
Walter Fitzgerald Campus				2	1	6	8	17
TOTAL 9-12				760	719	773	799	3,051

SUMMARY	Pre-K - 5	6 - 8	9 - 12	TOTAL
Current:	4,411	2,454	3,051	9,916
Difference: Current - September 30, 2016	(178)	103	7	(68)
Sept 30, 2016 (For Oct 1)	4,589	2,351	3,044	9,984

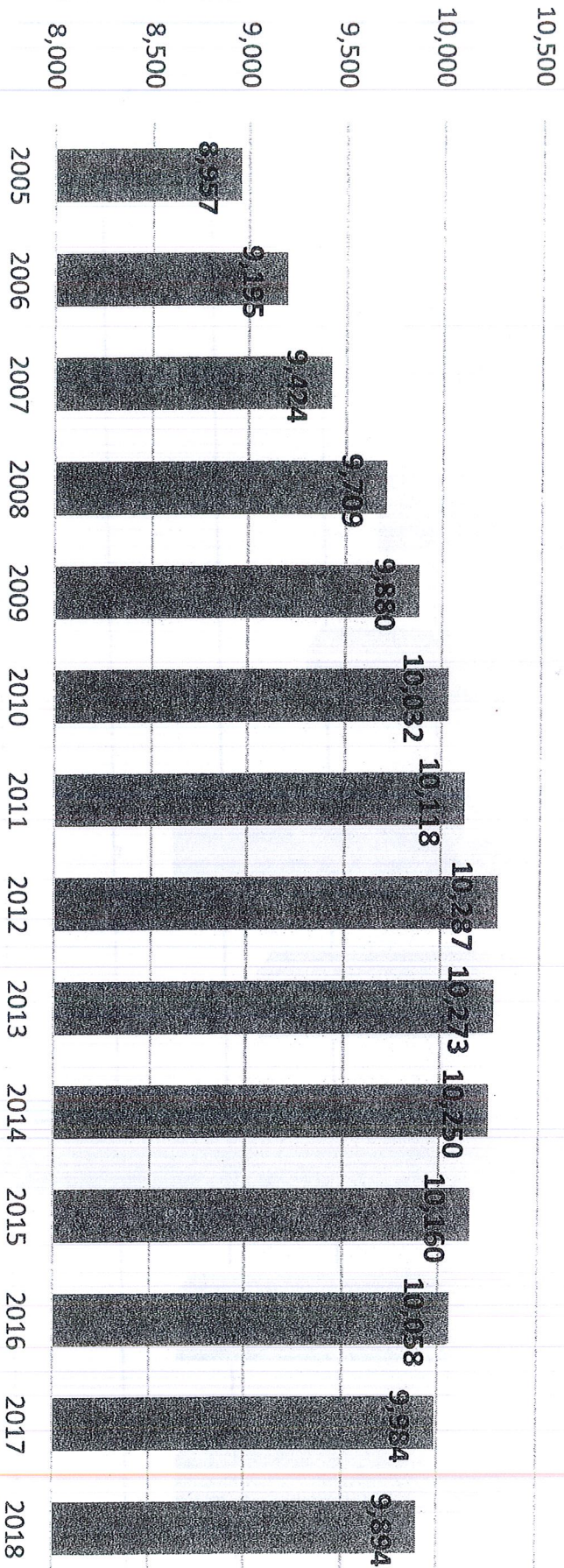
FPS Students in FPS Schools:	9,916
FPS Students in Outplaced Schools:	TBD
FPS Students in Magnet Schools*:	TBD
Total Including OP and Magnet:	TBD

*Excludes Students that are dual-enrolled in Fairfield Public Schools and RCA or Aqua half-day magnet programs. These students are included in the FPS Schools count (not the magnet count).

Please inform the Supt. Office of any discrepancies at 255-8371.

Attachment C

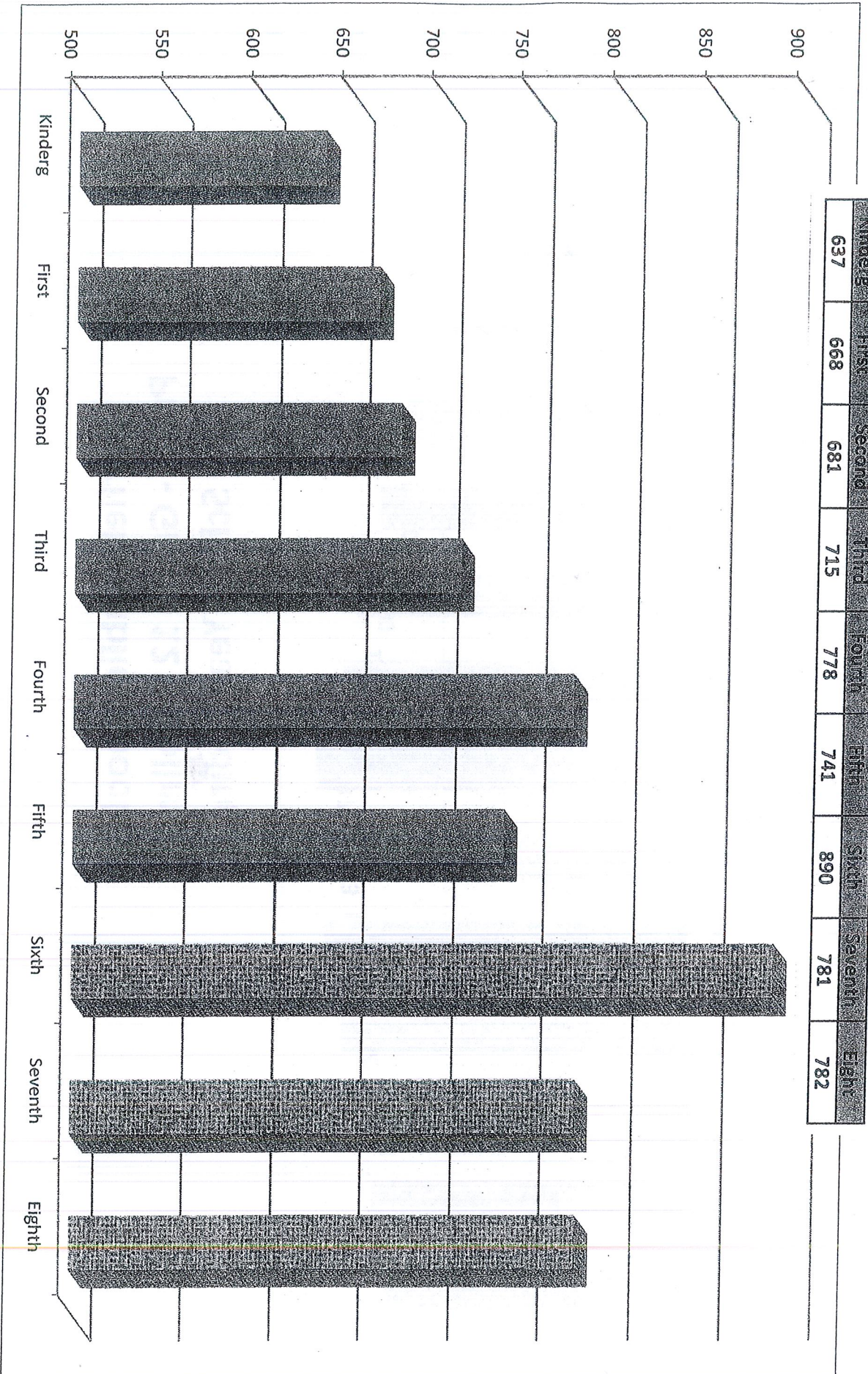
Fairfield Public Schools Pre-K - Grade 12 Enrollment By School Year Ending



Class Sizes 2017-2018

Attachment D

Kinderg	First	Second	Third	Fourth	Fifth	Sixth	Seventh	Eight
637	668	681	715	778	741	890	781	782



ATTACHMENT E

Elementary Feeders and Middle School Projected Enrollments

Woods

Elem School	K	1	2	3	4	5	6	7	8	Middle
Holland Hill	62	48	68	67	63	71				Woods
Jennings	39	43	48	58	59	42				Woods
N. Stratfield	65	54	53	69	73	66				Woods
Osborn Hill	71	62	59	64	83	84				Woods
	237	207	228	258	278	263	343	304	294	

Ludlowe

Elem School	K	1	2	3	4	5	6	7	8	Middle
Dwight	37	52	55	59	58	53				Ludlowe
Mill Hill	53	59	62	61	50	62				Ludlowe
Riverfield	72	58	71	72	70	70				Ludlowe
Sherman	59	82	86	66	93	84				Ludlowe
	221	251	274	258	271	269	326	246	285	

Tomlinson

Elem School	K	1	2	3	4	5	6	7	8	Middle
Burr	57	64	65	58	72	64				Tomlinson
McKinley	56	87	67	73	76	73				Tomlinson
Stratfield	60	65	62	72	73	74				Tomlinson
	173	216	194	203	221	211	223	227	206	

Total	631	674	696	719	770	743	892	777	785
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Problematic class sizes for optimal team size - more than 240 but less than 270
Contract team limit for core subjects 120 students

Attachment F

6 Year Projected Middle School Enrollment

Based on Current Elementary Enrollment

Class Sizes 2017 - 2018												
Elem School	K	1	2	3	4	5	6	7	8			
Burr	57	64	65	58	72	64						
Dwight	37	52	55	59	58	53						
Holland Hill	62	48	68	67	63	71						
Jennings	39	43	48	58	59	42						
McKinley	56	87	67	73	76	73						
Mill Hill	53	59	62	61	50	62						
N. Stratfield	65	54	53	69	73	66						
Osborn Hill	71	62	59	64	83	84						
Riverfield	72	58	71	72	70	70						
Sherman	59	82	86	66	93	84						
Stratfield	60	65	62	72	73	74						
Total	631	674	696	719	770	743				892	777	785

Projected	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	% Chg 2023 from 2017
Middle School	2454	2412	2405	2232	2185	2089	2001	-18%

Attachment G

High School Enrollment Projection

Current Feeder Plan

Ludlowe Feeders Elem School	K	1	2	3	4	5
Dwight	37	52	55	59	58	53
Holland Hill	62	48	68	67	63	71
Mill Hill	53	59	62	61	50	62
Osborn Hill	71	62	59	64	83	84
Riverfield	72	58	71	72	70	70
Sherman	59	82	86	66	93	84
Total	354	361	401	389	417	424

Wardle Feeders Elem School	K	1	2	3	4	5
Burr	57	64	65	58	72	64
Jennings	39	43	48	58	59	42
McKinley	56	87	67	73	76	73
N. Stratfield	65	54	53	69	73	66
Stratfield	60	65	62	72	73	74
Total	277	313	295	330	353	319

Grades 2-5	1631
Ludlowe in 7 years	
Grades 1-4	
Ludlowe in 8 years	1568
Grades K-3	
Ludlowe in 9 years	1505

Grades 2-5	1297
Wardle in 7 years	
Grades 1-4	
Wardle in 8 years	1291
Grades K-3	
Wardle in 9 years	1215

Total High School in 7 Years	2928
Total High School in 8 Years	2859
Total High School in 9 Years	2720

FAIRFIELD PUBLIC SCHOOLS ENROLLMENT PROJECTION

2017 - 2018

ELEMENTARY PROJECTED ENROLLMENT

School	PreK*	K	1	2	3	4	5	Total
Burr*		60	61	60	59	70	67	377
Dwight*		45	48	50	50	57	51	301
Holland Hill		58	52	68	74	65	75	392
Jennings		43	45	47	53	58	42	288
McKinley		75	85	57	75	79	74	445
Mill Hill		50	60	55	65	57	61	348
N. Stratfield		51	52	50	74	71	67	365
Osborn Hill		60	60	62	65	85	83	415
Riverfield		63	65	77	65	73	68	411
Sherman		73	76	87	64	92	80	472
Stratfield*		59	64	68	71	71	73	406
Total		637	668	681	715	778	741	4,220

* PRE-K TOTALS BELOW

MIDDLE SCHOOL PROJECTED ENROLLMENT

	6	7	8	Total
Fairfield Woods	345	305	292	942
Ludlowe	326	245	276	847
Tomlinson	219	231	204	654
Total	890	781	772	2,443

HIGH SCHOOL PROJECTED ENROLLMENT

	9	10	11	12	Total
Fairfield Ludlowe	349	362	368	391	1,470
Fairfield Warde	382	343	394	377	1,496
WFC	15	15	15	15	60
Total	731	705	762	768	3,026

Total Projection (K - 12)	9,689
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PRE-SCHOOL PROJECTED ENROLLMENT

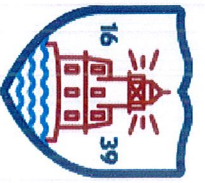
	PreK	Total
Burr	36	36
Stratfield	36	36
ECC	133	133
Total	205	205

2017 - 2018 TOTAL ENROLLMENT PROJECTION (PK - 12)	9,894
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Attachment I

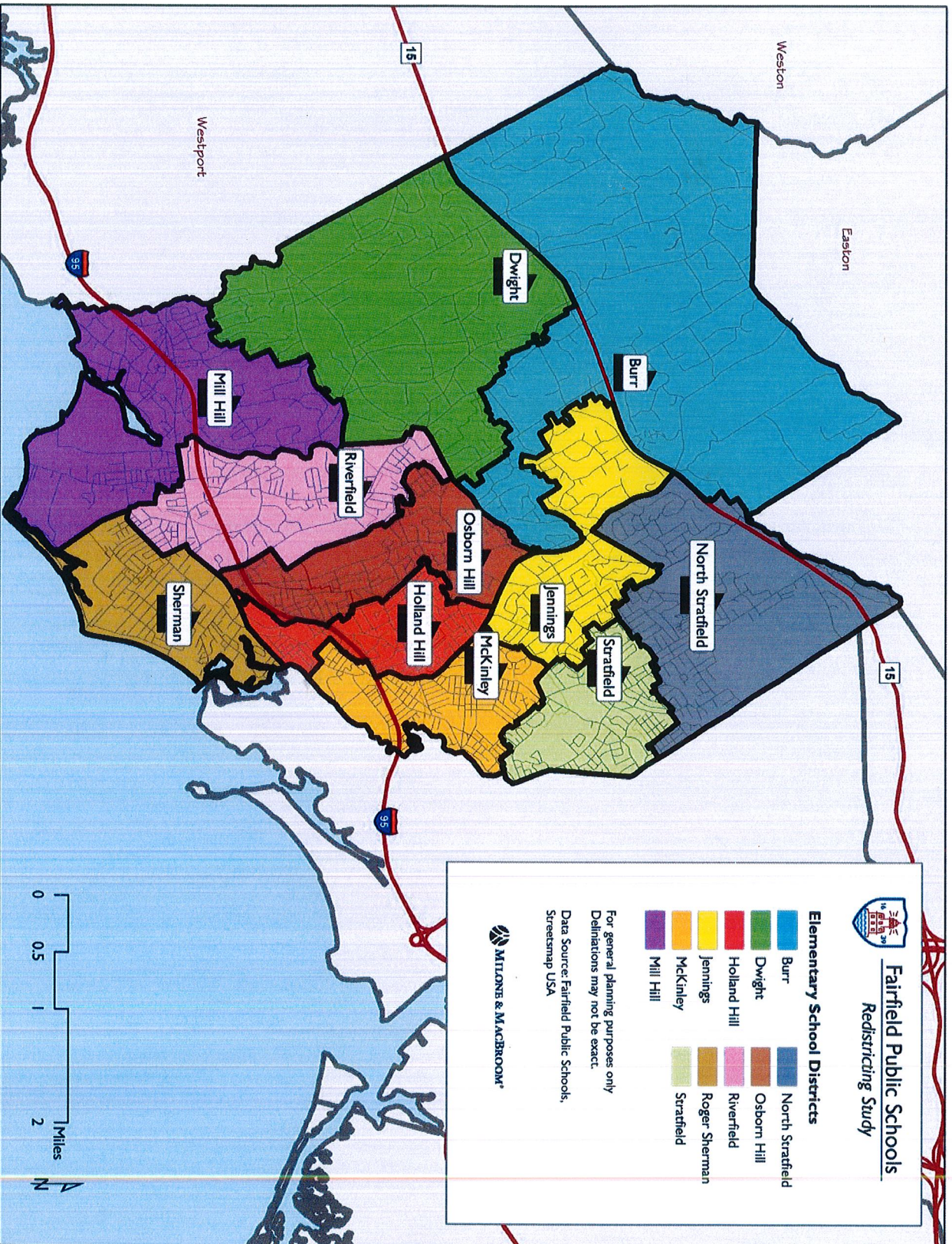
Kindergarten Only Enrollment Comparison Between Actual Vs Estimated (Budget)

Kindergarten			
School	Estimated Enrollment (Budget)	Actual Enrollment	% Difference
McKinley	75	56	-25%
Sherman	73	59	-19%
Dwight	45	37	-18%
Jennings	43	39	-9%
Burr	60	57	-5%
Stratfield	<u>59</u>	<u>60</u>	2%
Mill Hill	50	53	6%
Holland Hill	58	62	7%
Riverfield	63	72	14%
Osborn Hill	60	71	18%
N. Stratfield	51	65	27%
Total	637	631	-1%



APPENDIX J

Existing Districts





District Projections

Appendix J

Fairfield Public Schools Enrollment Projections by Grade: 2015-16 to 2025-26

School Year	Birth Yr	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK *	PK-12	K-5	6-8	9-12
2015-16	2010	515	649	693	759	730	873	774	765	815	795	783	771	734	775	205	10,121	4,478	2,375	3,063
2016-17	2011	505	613	666	703	770	734	874	776	767	819	744	761	773	734	205	9,939	4,360	2,362	3,012
2017-18	2012	474	575	629	675	714	775	735	876	778	771	767	723	763	773	205	9,759	4,103	2,425	3,026
2018-19	2013	503	611	590	638	685	718	776	736	879	782	722	746	725	763	205	9,576	4,018	2,397	2,956
2019-20	2014	565	686	627	598	648	689	719	778	738	883	732	702	748	725	205	9,478	3,967	2,399	2,907
2020-21	2015	580	704	704	636	607	652	690	720	780	742	826	712	704	748	205	9,430	3,993	2,242	2,990
2021-22	2016	601	730	722	714	646	611	653	691	722	784	695	803	714	704	205	9,394	4,076	2,197	2,916
2022-23	2017	607	737	749	732	725	650	612	654	693	726	734	676	805	714	205	9,412	4,205	2,073	2,929
2023-24	2018	614	745	756	759	743	729	651	613	656	696	680	713	678	805	205	9,429	4,383	1,965	2,876
2024-25	2019	621	754	764	767	770	747	730	652	615	659	651	661	715	678	205	9,368	4,532	1,926	2,705
2025-26	2020	628	762	774	775	779	775	748	731	654	618	617	633	663	715	205	9,449	4,613	2,003	2,628

* Includes Pre-K enrollment at Burr, Dwight, and the Pre-K Center

Medium growth scenario uses the following assumptions:

Medium growth births (from regression analysis based on single-family home sales and town unemployment rate)

3-year average persistency ratios for K-5 and 6-8 projections

5-year average persistency ratios for 9-12 projections

Assumes Pre-K program remains at 205 students, with 36 attending Dwight, 36 attending Burr, and the remainder attending the Pre-K center



APPENDIX J

Enrollment Projections

PK-5 Enrollment Projections, by School

School	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Burr	424	433	432	429	426	436	446	446	461	476	487
Dwight	346	338	309	300	292	286	282	294	315	320	329
Holland Hill	407	405	397	385	400	396	395	418	428	441	442
Jennings	320	310	276	282	284	286	296	306	321	331	330
McKinley	433	432	413	407	391	383	394	395	410	419	424
Mill Hill	382	369	335	324	320	324	340	349	362	375	389
North Stratfield	416	391	369	362	362	363	379	393	406	418	422
Osborn Hill	490	468	442	426	407	415	431	449	466	490	504
Riverfield	409	405	377	370	373	375	377	388	405	423	427
Roger Sherman	481	482	453	444	436	453	446	459	484	499	502
Stratfield	442	399	373	359	355	351	363	382	401	414	432
Total	4,550	4,432	4,176	4,088	4,046	4,068	4,149	4,279	4,459	4,606	4,688

Individual school projections may differ slightly from district-wide projections due to rounding

Includes Pre-K enrollment at Burr (36 students), Dwight (36 students), but not students who attend the Pre-K center.

Projections assume Pre-K enrollment at Burr and Dwight remains the same as the 2015-16 school year.



Appendix J

Elementary Capacity

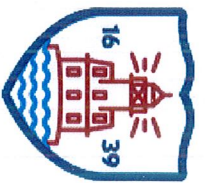
Functional Capacity, With and Without Portable Classrooms

School	2015-16 Enrollment*	With Portables		Without Portables	
		FPS Functional Capacity	Percent Utilization	FPS Functional Capacity	Percent Utilization
Burr *	424	504	80.6%	504	80.6%
Dwight *	346	378	86.8%	378	86.8%
Holland Hill ¹	407	378	107.7%	315	129.2%
Jennings	320	378	84.7%	378	84.7%
McKinley	433	504	85.9%	504	85.9%
Mill Hill	382	378	101.1%	336	113.7%
North Stratfield	416	504	82.5%	504	82.5%
Osborn Hill	490	504	97.2%	504	97.2%
Riverfield ¹	409	504	81.2%	504	81.2%
Roger Sherman	481	462	104.1%	462	104.1%
Stratfield	442	504	87.7%	504	87.7%
Total PK-5	4,550	4,998	91.0%	4,893	93.0%

* Includes Pre-K enrollment at Burr and Dwight

1. Two portable classrooms will be added to Holland Hill for the 2016-17 School Year, bringing its Functional Capacity With Portables to 420 Students

Pre-K program at Burr and Dwight are half day programs that share a classroom. Therefore only half of Pre-K enrollment was used in utilization calculations



Appendix J

Elem. Facility Utilization

PK-5 Utilization Projections (With Portables)

School	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Burr	80.6%	82.3%	82.1%	81.5%	81.0%	82.9%	84.9%	84.9%	87.9%	90.9%	93.1%
Dwight	86.8%	84.7%	77.0%	74.6%	72.5%	70.9%	69.8%	73.0%	78.6%	79.9%	82.3%
Holland Hill ¹	107.7%	96.4%	94.5%	91.7%	95.2%	94.3%	94.0%	99.5%	101.9%	105.0%	105.2%
Jennings	84.7%	82.0%	73.0%	74.6%	75.1%	75.7%	78.3%	81.0%	84.9%	87.6%	87.3%
McKinley	85.9%	85.7%	81.9%	80.8%	77.6%	76.0%	78.2%	78.4%	81.3%	83.1%	84.1%
Mill Hill	101.1%	97.6%	88.6%	85.7%	84.7%	85.7%	89.9%	92.3%	95.8%	99.2%	102.9%
North Stratfield	82.5%	77.6%	73.2%	71.8%	71.8%	72.0%	75.2%	78.0%	80.6%	82.9%	83.7%
Osborn Hill	97.2%	92.9%	87.7%	84.5%	80.8%	82.3%	85.5%	89.1%	92.5%	97.2%	100.0%
Riverfield	81.2%	80.4%	74.8%	73.4%	74.0%	74.4%	74.8%	77.0%	80.4%	83.9%	84.7%
Roger Sherman	104.1%	104.3%	98.1%	96.1%	94.4%	98.1%	96.5%	99.4%	104.8%	108.0%	108.7%
Stratfield	87.7%	79.2%	74.0%	71.2%	70.4%	69.6%	72.0%	75.8%	79.6%	82.1%	85.7%
Total	90.3%	87.9%	82.9%	81.1%	80.3%	80.7%	82.3%	84.9%	88.5%	91.4%	93.0%

Includes Pre-K Enrollment at Burr and Dwight

1. Two additional portable classrooms added to Holland Hill beginning in 2016-17

PK-5 Utilization Projections (Without Portables)

School	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Burr	80.6%	82.3%	82.1%	81.5%	81.0%	82.9%	84.9%	84.9%	87.9%	90.9%	93.1%
Dwight	86.8%	84.7%	77.0%	74.6%	72.5%	70.9%	69.8%	73.0%	78.6%	79.9%	82.3%
Holland Hill	129.2%	128.6%	126.0%	122.2%	127.0%	125.7%	125.4%	132.7%	135.9%	140.0%	140.3%
Jennings	84.7%	82.0%	73.0%	74.6%	75.1%	75.7%	78.3%	81.0%	84.9%	87.6%	87.3%
McKinley	85.9%	85.7%	81.9%	80.8%	77.6%	76.0%	78.2%	78.4%	81.3%	83.1%	84.1%
Mill Hill	113.7%	109.8%	99.7%	96.4%	95.2%	96.4%	101.2%	103.9%	107.7%	111.6%	115.8%
North Stratfield	82.5%	77.6%	73.2%	71.8%	71.8%	72.0%	75.2%	78.0%	80.6%	82.9%	83.7%
Osborn Hill	97.2%	92.9%	87.7%	84.5%	80.8%	82.3%	85.5%	89.1%	92.5%	97.2%	100.0%
Riverfield	81.2%	80.4%	74.8%	73.4%	74.0%	74.4%	74.8%	77.0%	80.4%	83.9%	84.7%
Roger Sherman	104.1%	104.3%	98.1%	96.1%	94.4%	98.1%	96.5%	99.4%	104.8%	108.0%	108.7%
Stratfield	87.7%	79.2%	74.0%	71.2%	70.4%	69.6%	72.0%	75.8%	79.6%	82.1%	85.7%
Total	92.6%	90.2%	85.0%	83.2%	82.3%	82.8%	84.4%	87.1%	90.7%	93.7%	95.4%

Pre-K program at Burr and Dwight are half day programs that share a classroom. Therefore only half of Pre-K enrollment was used in utilization calculations