



Upcoming Meeting Dates

Racial Imbalance Plan – Update to CSDE, August 2018

Board Goals, August 1, 2018



Upcoming Board of Education Meeting Dates



August 27	5:00 PM	Policy Committee Meeting 501 Kings Hwy East Instructional Conference Room (Blue Room)
August 28	6:15 PM	Special/Executive Session 501 Kings Hwy East Superintendent's Conference Room
	7:30 PM	Regular Meeting 501 Kings Hwy East 2 nd Floor Board Conference Room
September 4	9:00 AM	Finance Committee Meeting 501 Kings Hwy East Superintendent's Conference Room
September 4	5:00 PM	Policy Committee Meeting 501 Kings Hwy East Superintendent's Conference Room

Other Town Meetings:

September 18 (Tue) – BOF – Capital Planning Workshop

September 26 (Wed) – BOF – Quarterly Review Meeting



Toni R. Jones Ed.D.
Superintendent of Schools

August 1, 2018

Attorney Laura Anastasio
Connecticut State Department of Education
Division of Legal and Governmental Affairs
PO Box 2219
Hartford, CT 06145-2219

Dear Attorney Anastasio:

This is to provide an update on Fairfield Public Schools' Racial Imbalance Plan, as requested in the June 19, 2018 memo from Commissioner Wentzell. In September 2017, Fairfield presented its amended Racial Imbalance Plan to the State Board of Education, and the plan has progressed as intended:

- 1) In October 2017, the Board of Education created an ad hoc committee to explore long-term options for facility use. The consulting firm of Milone and MacBroom presented redistricting options to the committee and the BoE. Scenarios to resolve racial imbalance were explored through potential school closures, pocket redistricting and school pairings. Public meetings were held to discuss school pairing with McKinley Elementary School and Jennings Elementary School.
- 2) The Board is committed to determining the preferred district-balance method in the upcoming year (2018-2019).

After the completion of construction projects, the district is on track to meet the 2020 timeline to have a methodology for balancing the district. *(Exhibit A)*

- 3) The Preschool program at Dwight Elementary was relocated to Stratfield Elementary to allow greater access for McKinley Elementary families. McKinley Elementary families are remaining at Burr Elementary and the program is having a positive impact on the racial balance.
- 4) An elementary school survey collected input on magnet program options. Of the 1,548 responses, 74.49% showed an interest in a STEAM magnet program. *(Exhibit B)*

- 5) Open Choice K-12 will increase to 88 students in 2018-2019.
- 6) The State Board of Education recognized McKinley Elementary for closing the achievement gap and identified McKinley Elementary as a School of Distinction for 2017-2018. Its program has been studied for closing the gap at a higher rate than many of our other schools.
- 7) Construction projects are on time as planned. The construction projects are necessary to optimize facility utilization, thereby alleviating overcrowding at several school sites and resolving the racial imbalance at McKinley Elementary.
 - a. Holland Hill Elementary School is currently under construction. The renovation and expansion project was approved at \$18,500,000, with a scheduled completion date of December 2020. *(Exhibit C)*
 - b. The Mill Hill Elementary School project was approved in 2017-2018, with \$1,500,000 in planning funds for renovation and possible expansion. The building committee has been established and the planning will take place during the 2018-2019 school year. *(Exhibit D)*
 - c. The 3rd phase of the Roger Sherman Elementary School renovation was approved in 2017-2018, with a cost of \$3,200,000. The building committee has been approved and work has begun. The scheduled completion date is September 2020. *(Exhibit E)*

Fairfield Public Schools will continue with integrity to implement the plan and adhere as closely as possible to the timeline, as presented to the State Board of Education. I would be happy to answer any questions you may have on the above. Please feel free to reach out to me at any time to discuss further.

Sincerely,



Toni Jones, Ed.D.
Superintendent of Schools
Fairfield Public Schools

c: Commissioner of Education, Dr. Wentzell
Fairfield Board of Education

TJ:mb



Facility Planning Update

April 3, 2018



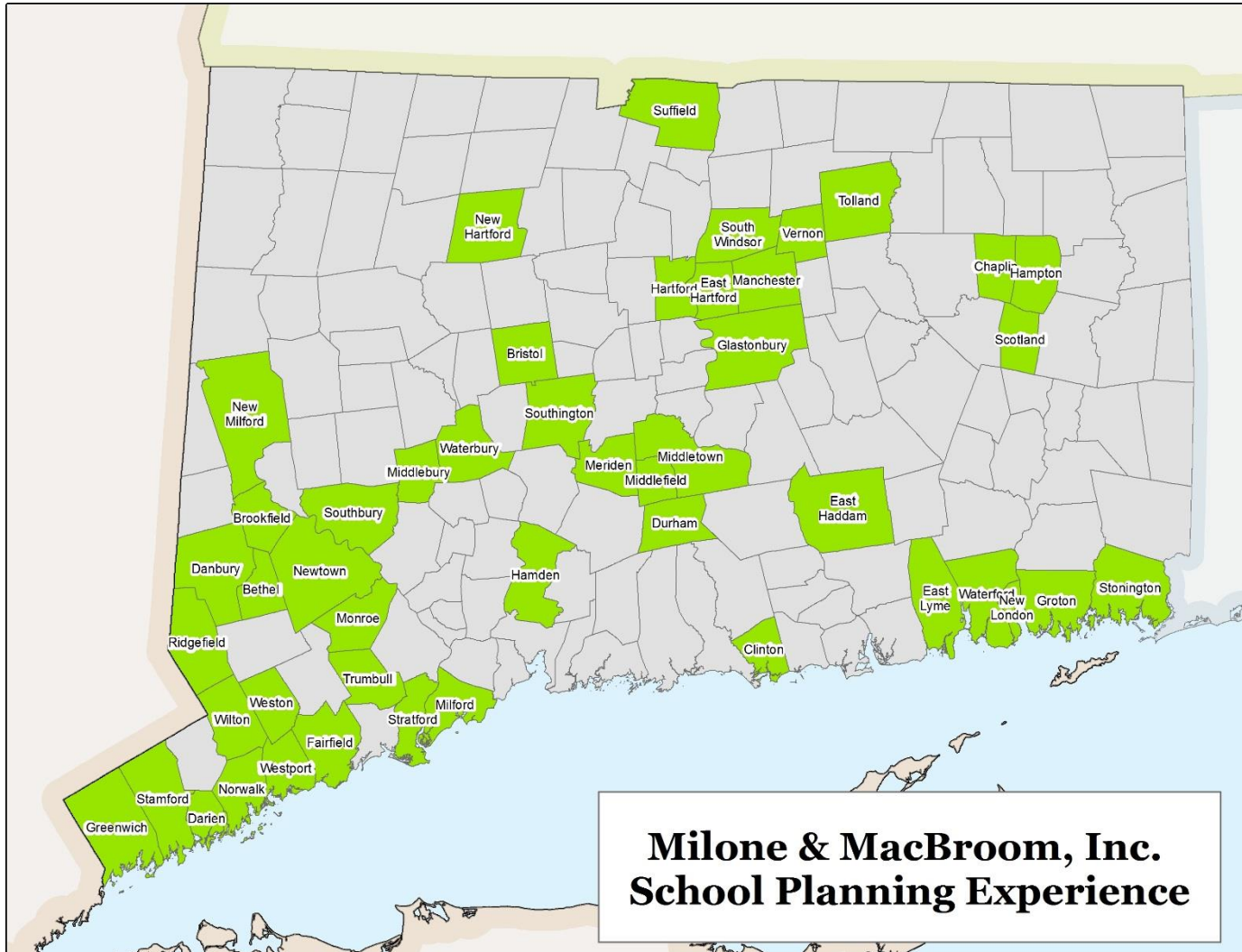
MMI School Planning Experience

Our experience developing enrollment studies in the following areas:

- Comprehensive Enrollment Projections
- Facility Utilization Studies
- Long Range Plans
- Redistricting & Reconfiguration Plans



MMI School Planning Experience





Summary of Previous Efforts



Timeline

2016 Scenario Planning

- District amended its state-mandated Racial Balance Plan in 2016
- Tested several comprehensive redistricting scenarios for long-term viability
 - Tested scenarios with and without school construction projects at Holland Hill and Mill Hill

2017-18 Scenario Planning

- Created additional scenarios that were not investigated as part of the 2016 Scenario Planning
- Assessed potential cost-savings measures in light of state budget including school closures, school paring, pocket redistricting, and grade reconfiguration options



Guiding Principles

Guiding Principles (1) -

- Strive to maintain established neighborhoods and consider natural and manmade boundaries (rivers, highways)
- Consider the impact on busing and walkers
- Safety issues should be considered
- Phase out all temporary solutions (portables)
- Strive for sustained facility utilization at 90%
- Siblings should attend same schools – avoid crossing feeder patterns
- Maintain District Guidelines for class size
- Create the least amount of disruption

(1) *Adhoc Redistricting Committee* - Redistricting: Guiding Principles
(Approved by BOE, November 17, 2015)



Racial Balance

Connecticut's Racial Balance Law

- Outlined in Connecticut General Statutes § 10-226
- Schools whose minority composition varies by 25% or more from the district's minority composition for the same grades are considered racially imbalanced
 - Districts with racial imbalances need to submit a plan to the CSDE addressing how imbalance will be corrected – Fairfield last amended their plan in 2016
 - McKinley has been designated as racially imbalanced for 7 out of the last 8 school years



2016 Scenario Planning

Long-Term Solutions

- Comprehensive redistricting identified as a long-term solution to address overcrowding and alleviate racial imbalance while adhering to District's guiding principles
 - Requires construction of two 504-student schools at Holland Hill and Mill Hill
 - Alleviates racial imbalance at McKinley to less than 20% of the district average
 - Allows the district to address overcrowding and remove portable classrooms at all schools
 - Would require comprehensive redistricting of between 15% and 20% of elementary school students



Conceptual Redistricting Options

No New Construction at Holland Hill or Mill Hill

- Does not get McKinley within 20% of district average for racial balance
- Does not address overcrowding or remove portables
- **Not a viable solution to overcrowding and racial balance**

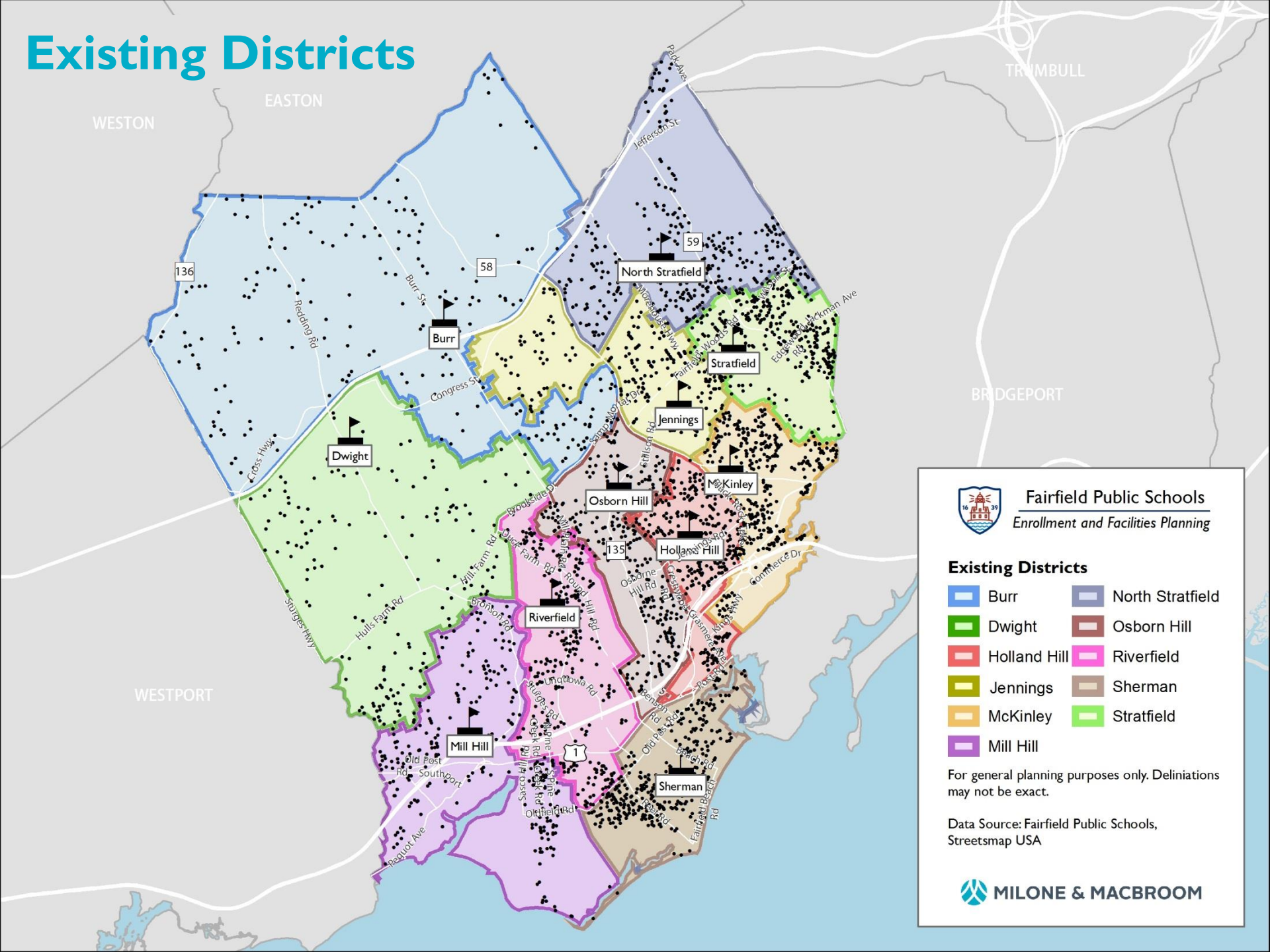
New Construction only at Holland Hill (504)

- Does not get McKinley within 20% of district average for racial balance
- Does not address overcrowding at Sherman or Mill Hill
- Portables can be removed at Holland Hill but remain at Mill Hill
- **Not a viable solution to overcrowding and racial balance**

New Construction at both Holland Hill (504) and Mill Hill (504)

- Gets McKinley under 20% of district average for racial balance
- Addresses overcrowding at Sherman and allows district to remove all portable classrooms
- **Two redistricting scenarios identified as being viable solutions to overcrowding and racial balance**

Existing Districts



Fairfield Public Schools
Enrollment and Facilities Planning

Existing Districts

	Burr		North Stratfield
	Dwight		Osborn Hill
	Holland Hill		Riverfield
	Jennings		Sherman
	McKinley		Stratfield
	Mill Hill		

For general planning purposes only. Delineations may not be exact.

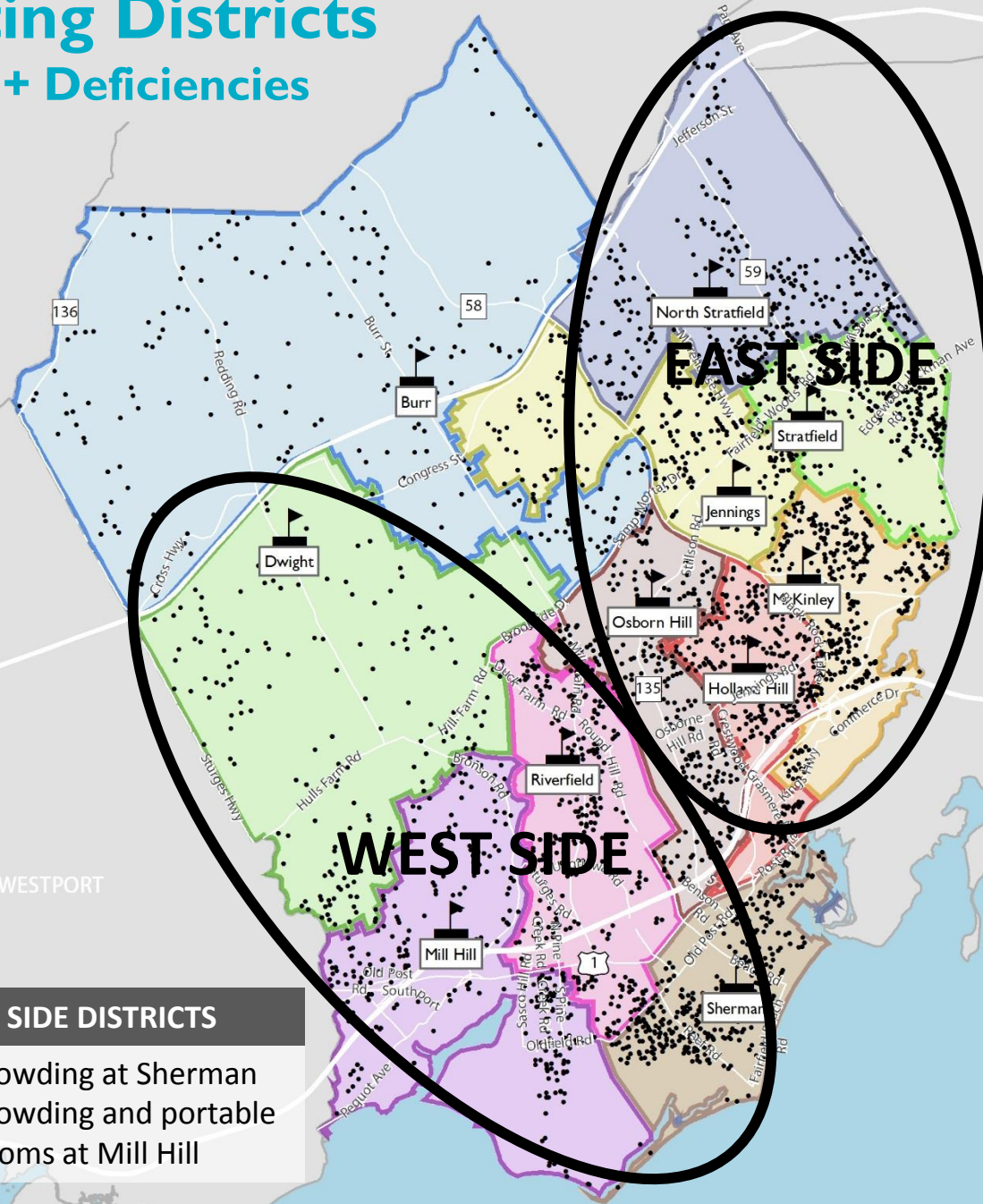
Data Source: Fairfield Public Schools, Streetsmap USA



MILONE & MACBROOM

Existing Districts

Needs + Deficiencies



EAST SIDE DISTRICTS

- **Racial imbalance** at McKinley
- Possible **impending racial imbalance** at Holland Hill
- Overcrowding and portables at existing Holland Hill



Fairfield Public Schools
Enrollment and Facilities Planning

Existing Districts

	Burr		North Stratfield
	Dwight		Osborn Hill
	Holland Hill		Riverfield
	Jennings		Sherman
	McKinley		Stratfield
	Mill Hill		

For general planning purposes only. Delineations may not be exact.

Data Source: Fairfield Public Schools, Streetsmap USA

WEST SIDE DISTRICTS

- Overcrowding at Sherman
- Overcrowding and portable classrooms at Mill Hill

Viable Scenario (from 2016)

HOLLAND HILL (504 STUDENTS)

- Infusion of space from the Holland Hill construction project enables the redistricting of east-side districts to address racial imbalance at McKinley.
- Holland Hill construction project alone not enough to reduce McKinley racial imbalance to under 20% of district average

BRIDGEPORT



Fairfield Public Schools
Enrollment and Facilities Planning

Scenario F (2016)

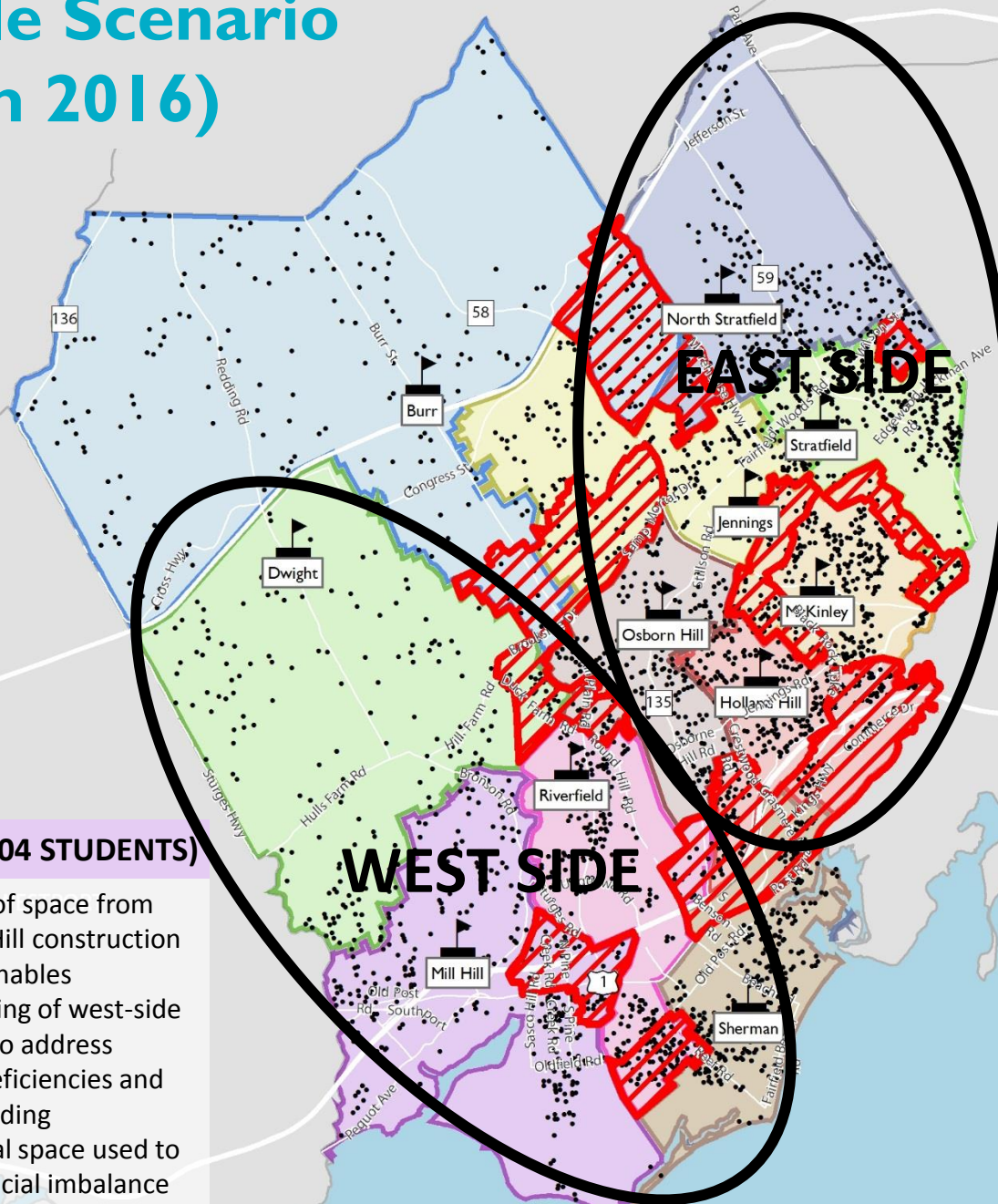
	Burr		North Stratfield
	Dwight		Osborn Hill
	Holland Hill		Riverfield
	Jennings		Sherman
	McKinley		Stratfield
	Mill Hill		Area of Change

For general planning purposes only. Delineations may not be exact.

Data Source: Fairfield Public Schools,
Streetsmap USA

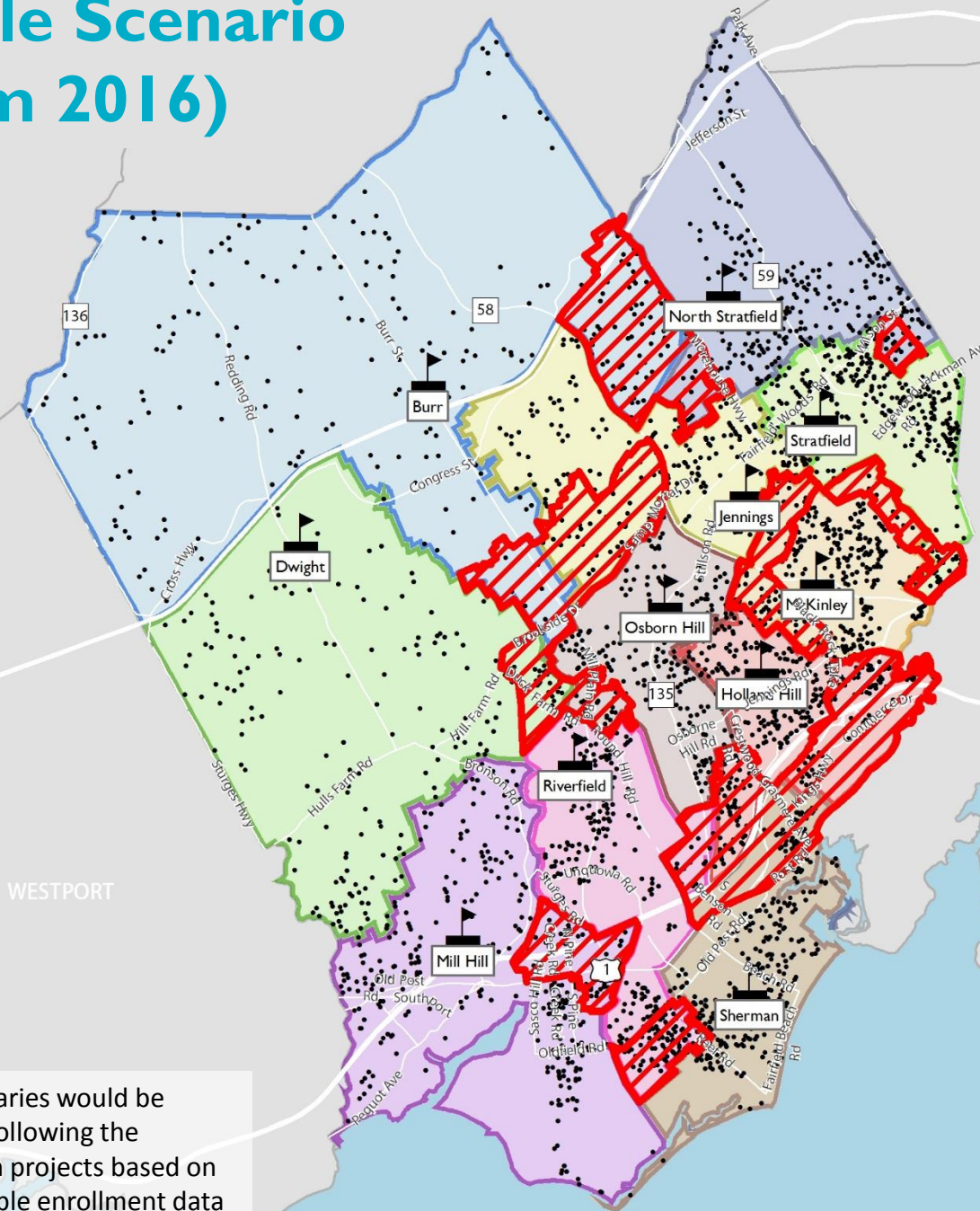
MILL HILL (504 STUDENTS)

- Infusion of space from the Mill Hill construction project enables redistricting of west-side districts to address facility deficiencies and overcrowding
- Additional space used to reduce racial imbalance at McKinley



Viable Scenario (from 2016)

**~20% of elementary
school students
would be redistricted
under this scenario**



Fairfield Public Schools
Enrollment and Facilities Planning

Scenario F (2016)

Burr	North Stratfield
Dwight	Osborn Hill
Holland Hill	Riverfield
Jennings	Sherman
McKinley	Stratfield
Mill Hill	Area of Change

For general planning purposes only. Delineations may not be exact.

Data Source: Fairfield Public Schools,
Streetsmap USA



MILONE & MACBROOM

Final boundaries would be developed following the construction projects based on latest available enrollment data



2017 Scenario Planning

Tested additional scenarios that were not examined in the 2016 conceptual redistricting options – focus was on testing structural changes

- Assessed potential cost-savings measures in light of state budget including school closures, school paring, pocket redistricting, and grade reconfiguration options
- School-pairing of McKinley with Jennings (K-2, 3-5) was identified as a sustainable long-term solution to racial imbalance
 - Deviates from current K-5 neighborhood based educational model
 - Requires further architectural study
- Three other options were determined to be feasible at achieving cost savings or addressing school overcrowding, but **did not address racial imbalance at McKinley**

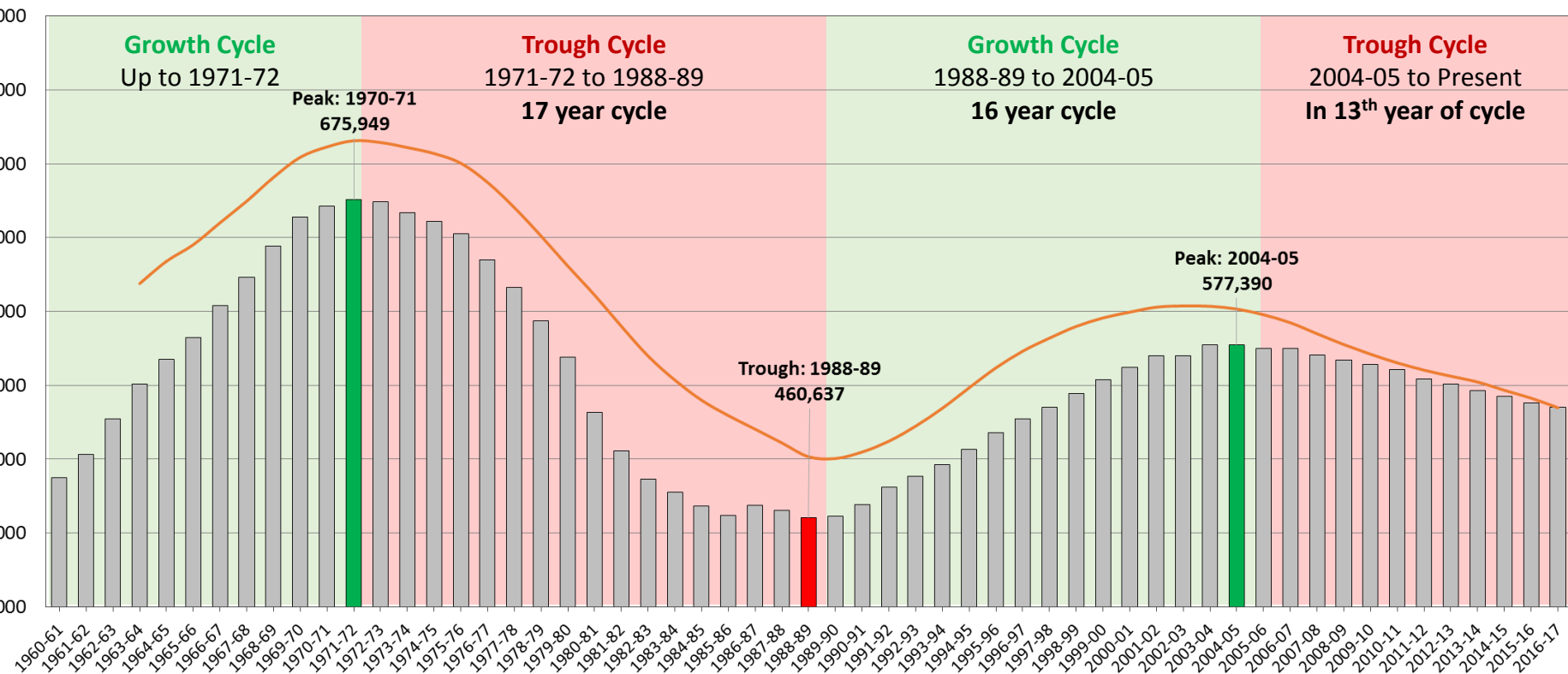


Enrollment Trends and Projections



State Enrollment Trends

Public School Enrollment in Connecticut: 1960 to 2016



Data Sources: 1960-61 through 2014-15 data provided by the National Center for Education Statistics - Enrollment in Public Elementary and Secondary Schools, by State
2014-15 through 2016-17 enrollment data is estimated based on Connecticut State Department of Education enrollment.

“Baby Boom” enters school – enrollments surge in the 1960s

“Baby Bust” of the late 1960s and 1970s enters school and leads to enrollment declines

“Echo Boom” (millennials) begin entering school, leading to another growth cycle

“Echo Bust” in 13th year of cycle – are we nearing the end of a cycle?



Projections Comparison

Elementary School Projections Comparison

Grade	K	1	2	3	4	5	K-5 Total
Actual Enrollment	631	674	697	719	771	743	4,235
Projected Enrollment	637	668	681	715	778	741	4,220
Difference	(6)	6	16	4	(7)	2	15

0.3% deviation

Enrollment data provided by Fairfield Public Schools as of October 1, 2017

Middle School Projections Comparison

Grade	6	7	8	6-8 Total
Actual Enrollment	893	778	787	2,458
Projected Enrollment	890	781	772	2,443
Difference	3	(3)	15	15

0.6% deviation

Enrollment data provided by Fairfield Public Schools as of October 1, 2017

High School Projections Comparison

Grade	9	10	11	12	9-12 Total
Actual Enrollment	762	721	775	803	3,061
Projected Enrollment	746	720	777	783	3,026
Difference	16	1	(2)	20	35

1.2% deviation

Enrollment data provided by Fairfield Public Schools as of October 1, 2017



Projections Buildings Blocks

Starting Data

Critical to the overall accuracy of the projections, as each year builds upon the last

District Projections

**Town of
Fairfield
Births**

*Obtained from CT
DPH*

**Historic
Enrollment
Trends**

*Obtained from FPS
and CT SDE*

Individual School Projections

**Geolocated
Birth Data**

*Obtained from CT
DPH and address
matched*

**Geolocated
Enrollment
Data**

*Obtained from FPS
and address matched*

Projection Assumptions

Several projection models are developed by applying different persistency ratios to building blocks

**5-Year
Average**

**3-Year
Average**

**3-Year
Weighted**

Blended

Demographic and Housing Data

Used to inform model selection and birth projections

**Unemployment
(Town, Region)**

**Housing Permit
Activity**

**Home Sales
(1-family,
condos)**

**Women of Child-
Bearing Age +
Fertility Rates**

**Population
Projections &
Development
Capacity**



Persistency Ratios

- Persistency ratios are calculated from historic enrollment data to determine growth or loss in a class as it progresses through school system
- Persistency ratios account for the various external factors affecting enrollments, including housing characteristics, residential development, economic conditions, student transfers in and out of the system, and student mobility
- Persistency Ratio of 1.0 means cohort size remains the same; 1.05 means the cohort size increases by 5%, or a cohort of 100 grows to 105 the following year
- Changes in population, housing stock and tenure, and economic conditions help explain persistency ratios

School Year	K	1	2	3	4	5	6
2011-12	800	785	735	810	763	851	843
2012-13	803	841	774	742	820	770	863
2013-14	723	763	858	778	749	824	780
2014-15	686	751	774	870	782	756	808
2015-16	649	693	759	759	873	774	765
2016-17	641	676	702	775	757	886	787
2017-18	631	674	697	719	771	743	893

The table to the left shows how a grade cohort grows from year to year, indicating persistency ratios over 1.0. This accounts for the variety of external factors that affect enrollments, including home sales, residential development and student transfers into and out of the system



Persistence Ratios

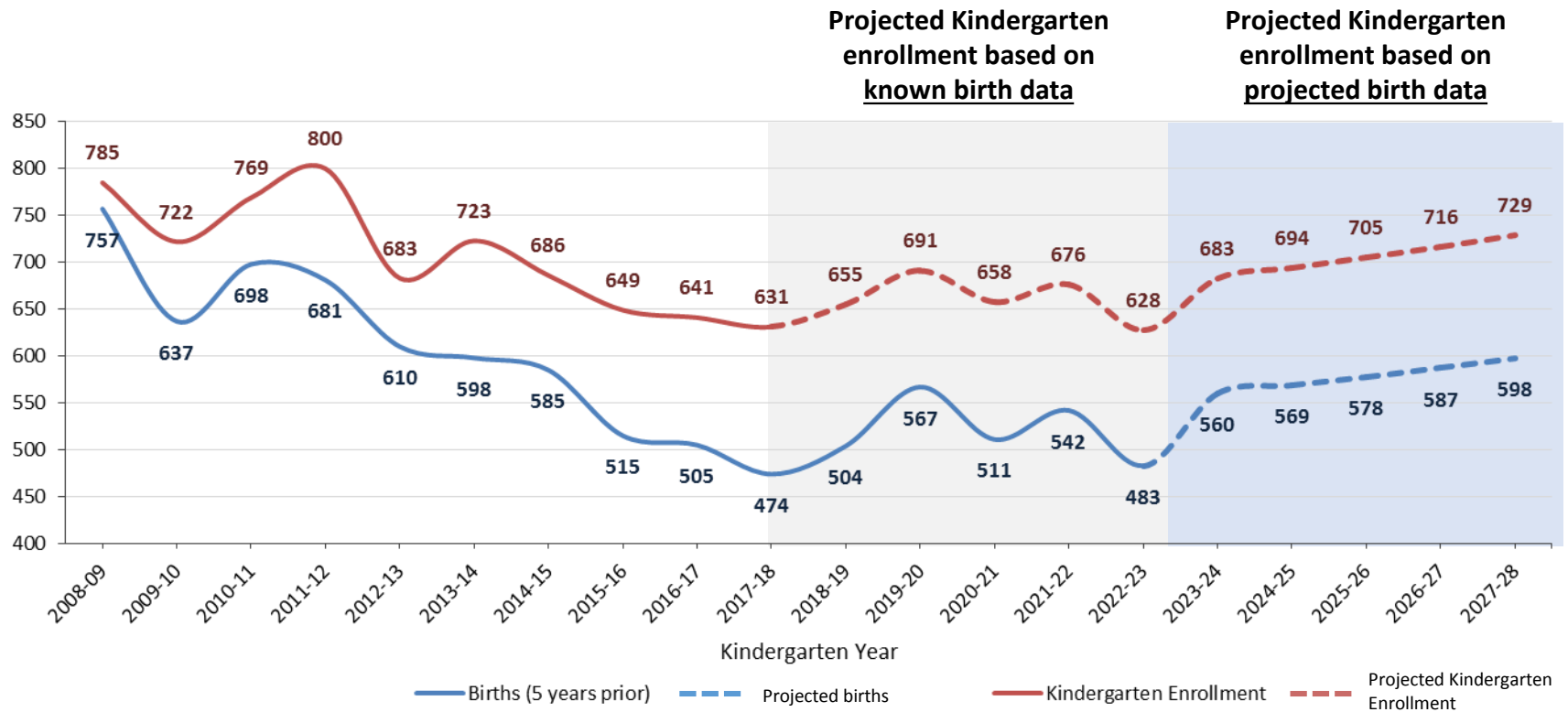
Kindergarten through 12th Grade Persistence Ratios by School Year
2002-2003 to 2017-18

Year	Birth-K	K-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	10-11	11-12	Est. of Migration
2002-03		1.0367	1.0127	1.0056	1.0030	1.0000	1.0123	0.9958	1.0000	0.9213	0.9715	0.9728	1.0109	0.27%
2003-04		1.0388	1.0105	0.9972	0.9834	0.9760	0.9871	1.0046	0.9789	0.9485	0.9984	0.9780	0.9795	-1.22%
2004-05		1.0013	1.0097	1.0013	0.9734	1.0154	1.0108	1.0174	1.0015	0.9497	0.9885	0.9836	1.0150	0.31%
2005-06	0.9558	1.0577	0.9899	0.9822	0.9948	0.9899	1.0097	1.0061	1.0043	0.9849	0.9652	0.9750	0.9799	-0.23%
2006-07	1.0579	1.0062	0.9839	1.0281	1.0209	1.0013	1.0174	0.9945	1.0000	0.9986	0.9508	1.0047	0.9778	1.06%
2007-08	1.0839	1.0328	1.0037	1.0366	1.0409	1.0233	1.0078	1.0114	1.0152	0.9985	0.9957	0.9919	0.9922	2.30%
2008-09	1.0370	1.0204	0.9929	1.0087	0.9951	1.0072	1.0094	1.0065	1.0282	0.9620	0.9803	0.9772	1.0163	0.87%
2009-10	1.1334	1.0166	1.0027	1.0119	1.0123	1.0024	1.0118	1.0146	1.0128	0.9822	0.9746	0.9969	1.0190	1.09%
2010-11	1.1017	1.0263	1.0125	1.0093	0.9941	1.0048	1.0049	0.9883	1.0026	0.9861	0.9832	0.9957	1.0233	0.04%
2011-12	1.1747	1.0208	0.9919	1.0025	1.0039	1.0035	1.0157	0.9951	1.0166	0.9727	0.9576	0.9986	1.0087	0.63%
2012-13	1.1197	1.0513	0.9860	1.0095	1.0123	1.0092	1.0141	1.0166	1.0085	0.9709	0.9906	1.0214	1.0242	1.18%
2013-14	1.2090	1.0293	1.0202	1.0052	1.0094	1.0049	1.0130	0.9873	1.0093	0.8936	0.9436	0.9932	0.9974	0.46%
2014-15	1.1726	1.0387	1.0114	1.0140	1.0064	1.0093	0.9806	1.0128	0.9988	0.9225	1.0014	1.0089	0.9959	0.35%
2015-16	1.2602	1.0102	1.0107	1.0267	1.0034	0.9885	1.0119	1.0087	1.0063	0.9201	0.9662	0.9919	0.9761	0.72%
2016-17	1.2693	1.0416	1.0130	1.0211	1.0068	1.0149	1.0168	1.0078	0.9877	0.9258	0.9949	1.0104	1.0313	0.91%
2017-18	1.3312	1.0515	1.0311	1.0242	0.9948	1.0109	1.0079	0.9886	1.0208	0.9466	0.9796	0.9949	1.0308	0.75%

- Relatively stable in-migration of between 0% and 1% over the last decade
- Decreasing number of births over the last decade, but a growing birth-to-k ratio
 - Indicates a greater proportion of kindergarteners are being born outside of Fairfield than in the past



Birth and Kindergarten Trends



- Kindergarten enrollment has declined by about 20% over the last ten years
- Corresponding birth cohorts have declined by 37% over the same time period
- Rising Birth-to-K ratio indicates that a growing proportion of kindergarteners who enroll in Fairfield Public Schools were born elsewhere



Birth and Kindergarten Trends

Birth-to-K Ratios in Fairfield and other Fairfield County Districts

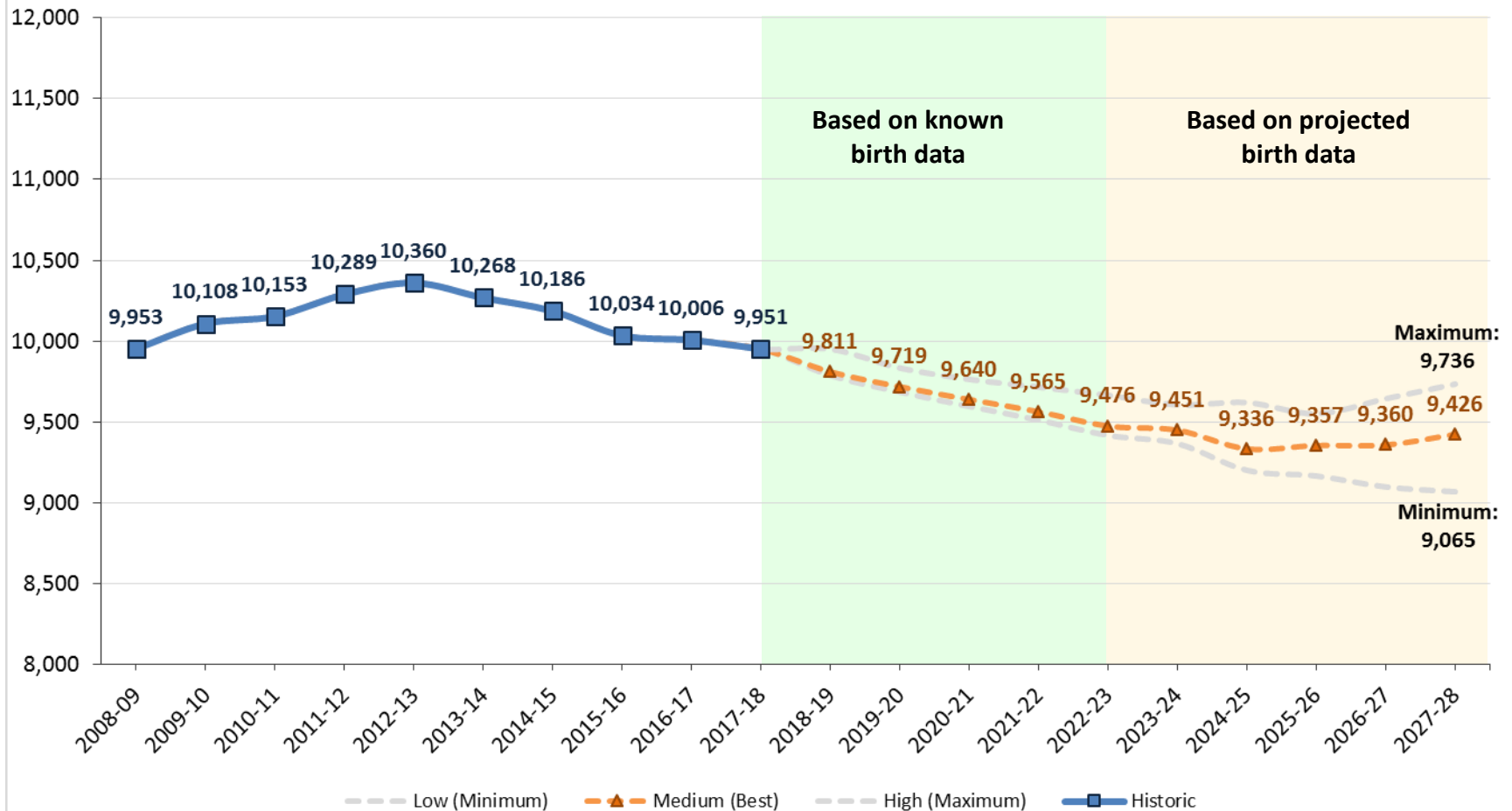
School Year	Fairfield	Ridgefield	Trumbull	Weston	Wilton
2008-09	1.0370	1.2073	1.1663	1.7292	1.5046
2009-10	1.1334	1.2299	1.2025	1.6289	1.6429
2010-11	1.1017	1.4137	1.1473	1.5143	1.6404
2011-12	1.1747	1.3377	1.1629	1.8837	1.5714
2012-13	1.1197	1.3668	1.1381	1.5972	1.6048
2013-14	1.2090	1.6957	1.3415	1.9155	1.7063
2014-15	1.1726	1.4921	1.3474	1.9718	1.7945
2015-16	1.2602	1.6095	1.5106	2.0328	1.8015
2016-17	1.2693	1.6802	1.5669	2.6122	1.8926
2017-18	1.3312	1.9216	1.5495	1.7937	1.9537

- Rising birth-to-kindergarten ratio documented in districts across Fairfield County
- Direct correlation between size of birth cohort and birth-to-K ratio. As the number of births has decreased, the birth-to-K ratio has increased
- Indicates that a growing proportion of kindergarteners were born elsewhere and moved prior to enrolling in Kindergarten



District Projections

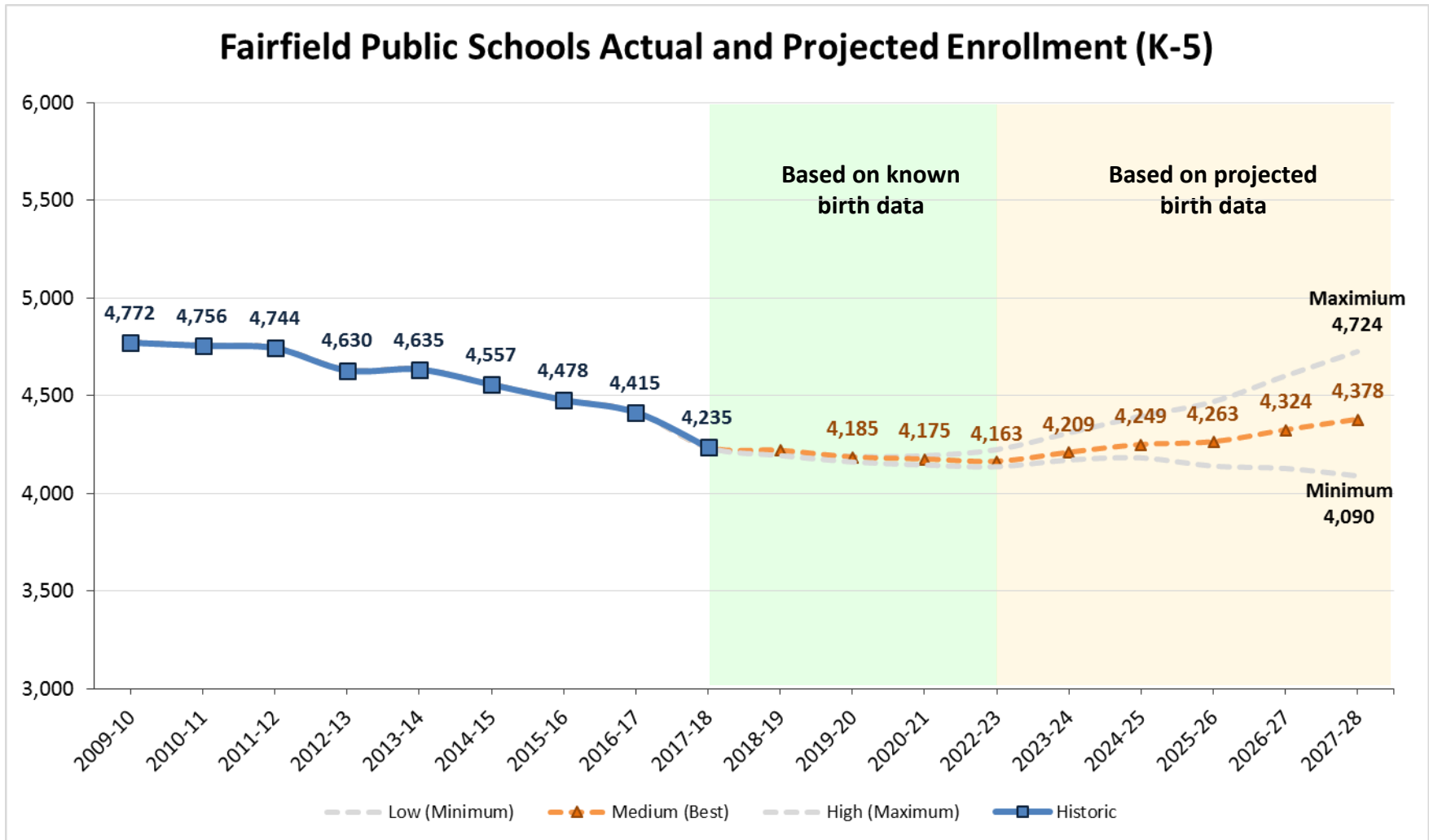
Fairfield Public Schools Actual and Projected Enrollment (PK-12)



Medium Projections are supported by demographic, housing, and economic data



K-5 Projections



Medium Projections are supported by demographic, housing, and economic data



Facilities

School	Total Full-Size Classrooms ²	Total Full-Size Instructional Classrooms	K-5 Grade Level Instruction	CLC	Pre-K ³	K-5 Operational Capacity
Burr	28	24	22	1	1	470
Dwight	21	18	17	1	0	365
Holland Hill ¹	28	24	24	0	0	504
Jennings	23	18	17	1	0	365
McKinley	30	24	24	0	0	504
Mill Hill (without portables) ²	20	13	13	0	0	273
North Stratfield	28	24	24	0	0	504
Osborn Hill	30	24	22	2	0	478
Riverfield	27	24	24	0	0	504
Roger Sherman	24	22	22	0	0	462
Stratfield	27	24	22	0	2	462
Total All Schools	286	239	231	5	3	4,891

1. Based on the planned capacity from the new Holland Hill Ed Spec

2. The five portable classrooms were deducted from the capacity at Mill Hill

3. Pre-K classrooms are deducted from the K-5 operational capacity

- Operational capacity is educationally driven – aligns with district Ed. Spec. with all portable classrooms removed
- Portable classrooms were deducted from the operational capacity at Mill Hill
- Takes into account the placement of district-wide programs such as CLC and Pre-K



Facility Utilization

K-5 Utilization Projections (Operational Capacity) *

School	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Operational capacity
Burr	80.4%	78.1%	77.4%	77.4%	75.5%	76.0%	76.2%	76.4%	78.5%	78.5%	470
Dwight	91.2%	92.3%	89.3%	85.2%	84.7%	87.9%	85.2%	85.5%	89.9%	96.2%	365
Holland Hill ¹	74.4%	76.4%	77.0%	76.2%	78.8%	80.0%	80.8%	79.8%	79.4%	80.2%	504
Jennings	81.4%	81.4%	78.9%	79.2%	79.7%	82.2%	83.0%	81.4%	81.9%	83.3%	365
McKinley	85.7%	84.1%	82.3%	83.3%	78.4%	81.0%	81.0%	81.3%	82.5%	82.9%	504
Mill Hill (Operational Capacity)	124.9%	127.1%	132.2%	134.4%	134.1%	134.8%	137.0%	140.7%	139.9%	139.9%	273
Mill Hill (Functional Capacity)	90.2%	91.8%	95.5%	97.1%	96.8%	97.4%	98.9%	101.6%	101.1%	101.1%	378
North Stratfield	75.2%	74.2%	74.0%	76.6%	77.2%	76.2%	77.6%	77.4%	77.4%	77.8%	504
Osborn Hill	83.9%	79.7%	77.4%	78.7%	79.1%	77.8%	79.3%	80.3%	82.8%	83.5%	478
Riverfield	82.7%	83.3%	84.5%	87.5%	90.3%	90.3%	91.5%	91.5%	93.1%	91.7%	504
Roger Sherman	101.5%	101.9%	105.2%	102.4%	98.1%	100.6%	101.5%	100.6%	101.9%	104.3%	462
Stratfield	85.9%	82.7%	81.8%	82.0%	81.2%	81.4%	84.0%	86.4%	87.4%	89.8%	462
Total	86.3%	85.6%	85.4%	85.7%	85.1%	86.1%	86.9%	87.2%	88.4%	89.5%	4,891

1. Based on the capacity of the New Holland Hill School (504 students)

* Operational capacity assumes all portable classrooms are removed

- Utilization based on operational capacity and enrollment projections
- High utilization projected to continue at Mill Hill and Roger Sherman over the next ten years.
- Using Mill Hill's functional capacity (378) rather than operational capacity, utilization would still be over 95% for eight of the next ten years, and over 100% for the final three years of the projections horizon



Mill Hill Construction Project

“No Build” Alternatives *

In order to meet the Ed. Spec. without new construction, Mill Hill would need to:

1. Replace portable classrooms with new trailers
2. Utilize hallways and common areas (stage, etc.) to make up for the lack of support spaces in the main building – remove portables
3. Redistrict ~100 students out of Mill Hill – remove portables

** If done in isolation, none of the above alternatives would address racial imbalance at McKinley or overcrowding at Roger Sherman*



Mill Hill Construction Project

Construction Project

- If comprehensive redistricting is undertaken to address overcrowding and racial imbalance, a 504 student school is needed at Mill Hill
- Maintains current K-5 neighborhood-based model, but would redistrict between 15% and 20% of students



Mill Hill Construction Project

Other Considerations

- In order to maximize reimbursement from the State for the School Construction Grant, District needs to hit the target capacity for the new school
- Additional students need to be moved into Mill Hill District in order to support a 504 student school

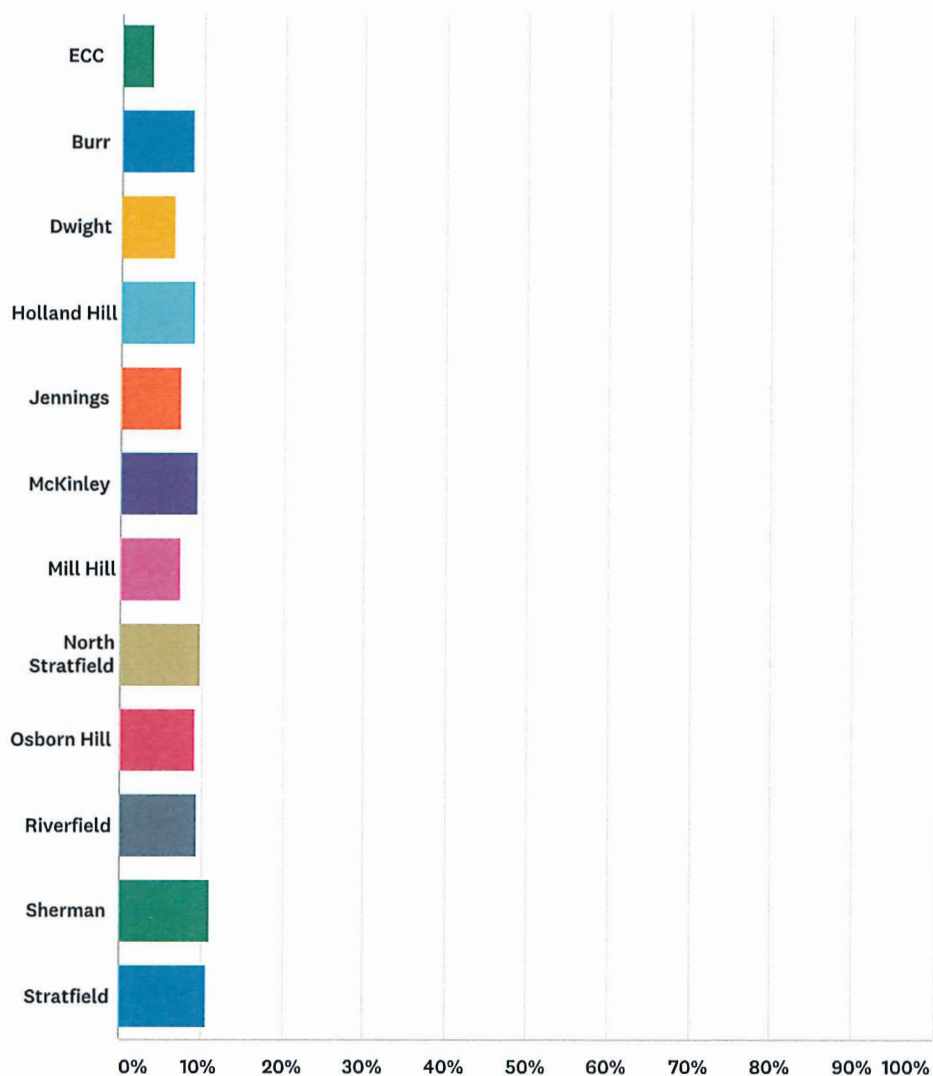


Questions?

Required Survey for the FPS Racial Imbalance Plan

Q1 Please select the school(s) where you currently have children in PK-5.

Answered: 1,540 Skipped: 5



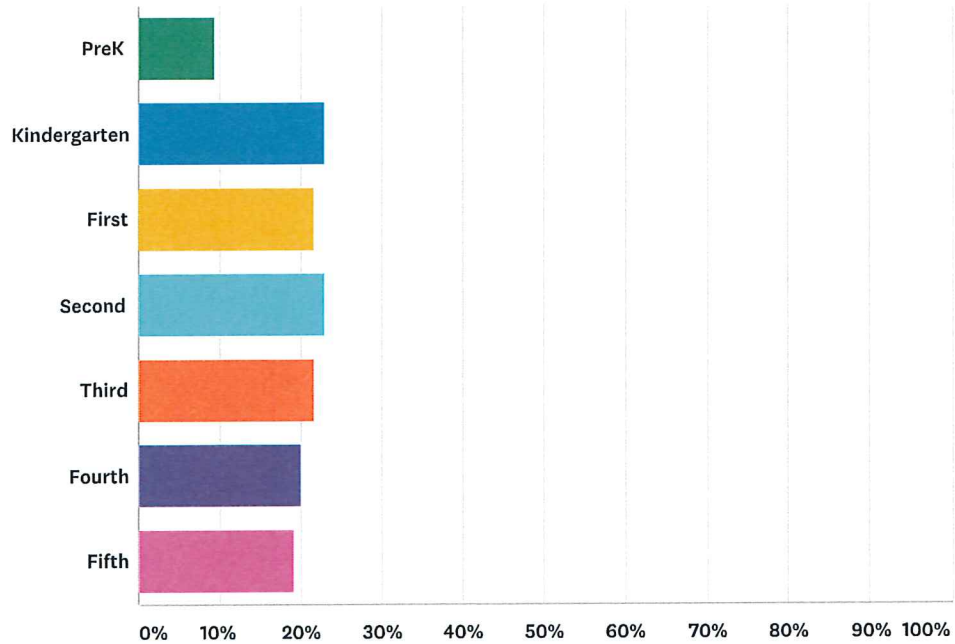
ANSWER CHOICES	RESPONSES	
ECC	3.83%	59
Burr	8.77%	135
Dwight	6.49%	100
Holland Hill	9.03%	139
Jennings	7.27%	112
McKinley	9.48%	146
Mill Hill	7.40%	114
North Stratfield	9.87%	152

Required Survey for the FPS Racial Imbalance Plan

Osborn Hill	9.16%	141
Riverfield	9.48%	146
Sherman	11.17%	172
Stratfield	10.65%	164
Total Respondents: 1,540		

Q2 What are the grade levels of your children?

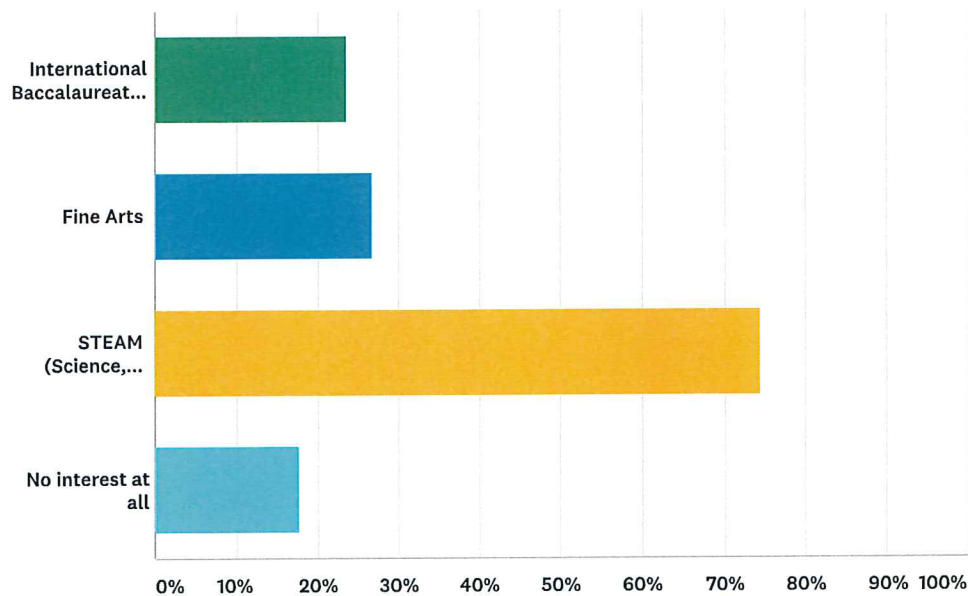
Answered: 1,544 Skipped: 1



ANSWER CHOICES	RESPONSES	
PreK	9.39%	145
Kindergarten	23.06%	356
First	21.76%	336
Second	23.06%	356
Third	21.70%	335
Fourth	20.08%	310
Fifth	19.17%	296
Total Respondents: 1,544		

Q3 Fairfield must seek input on intra-district (within Fairfield only) magnet school options. If FPS were to offer such a program which of the following options would encourage your child's participation?

Answered: 1,517 Skipped: 28



ANSWER CHOICES	RESPONSES	
International Baccalaureate (IB)	23.67%	359
Fine Arts	26.83%	407
STEAM (Science, Technology, Engineering, Arts, Math)	74.49%	1,130
No interest at all	17.86%	271
Total Respondents: 1,517		

Timeline for Holland Hill Project

Dec. 2015	Fairfield Public Schools <ul style="list-style-type: none"> Develops Project Team Initial Funding request analysis (including temporary classrooms costs) for services through Design Development
Dec. 2015 – Jan. 2016	Board of Education: <ul style="list-style-type: none"> Approve Educational Specifications
Jan 2016	Fairfield Public Schools: <ul style="list-style-type: none"> Hires Architect for Temporary (Portable) Classroom Design Board of Education: <ul style="list-style-type: none"> Approve Project Team Initial Funding request analysis (including temporary classrooms costs) for services through Design Development Board of Selectman : <ul style="list-style-type: none"> Establishes a Building Committee Approve Building Committee Charge Approve initial Building Committee Members ('Day Staff') Approve the '3 Resolutions' Approve Project Team Initial Funding request
Jan. 2016 – Feb. 2016	Architect develops: <ul style="list-style-type: none"> Temporary (Portable) Classrooms Bid Documents
Feb. 2016	Board of Finance: <ul style="list-style-type: none"> Approve Project Team Initial Funding request RTM: <ul style="list-style-type: none"> Approve initial Building Committee Members ('Day Staff') Approve the '3 Resolutions' Approve Project Team Initial Funding request Fairfield Public Schools: <ul style="list-style-type: none"> Files the SCG-049 for the temporary (portable) classrooms with the state Files the SCG-049 for full project with the state
Mar. 2016	SCG issues approval to bid temporary (portable) classrooms. 'bDay Staff' as initial Building Committee

Mar. 2016 –Apr. 2016	Purchasing Department: <ul style="list-style-type: none"> • Requests bids for temporary (portable) classrooms.
Apr. 2016	Building Committee: <ul style="list-style-type: none"> • Approve award of temporary (portable) classrooms bid • Hires Project Architect Purchasing Department: <ul style="list-style-type: none"> • Awards bid for temporary (portable) classrooms
Apr 2016 – June 2016	Architect develops the: <ul style="list-style-type: none"> • Conceptual Designs
May 2016 - June 2016	Building Committee selects and hires: <ul style="list-style-type: none"> • Construction Manager • Owner’s Rep. • Commissioning Agent
June 2016 – Aug. 2016	Vendor: <ul style="list-style-type: none"> • Constructs temporary (portable) classrooms
June 2016 –July 2016	Construction Manager: <ul style="list-style-type: none"> • Estimates Conceptual Designs
July 2016	Building Committee: <ul style="list-style-type: none"> • Select Conceptual Design for the project
July 2016 – Sept. 2016	Architect proceeds with: <ul style="list-style-type: none"> • Schematic Design Development Documents
Sept. 2016 – Oct. 2016	Construction Manager: <ul style="list-style-type: none"> • Estimates Schematic Design • Value Engineering process with design/construction/owner team (if necessary)
Oct. 2016	Building Committee: <ul style="list-style-type: none"> • Approve Schematic Development Documents
Oct. 2016 – Feb. 2017	Architect proceeds with: <ul style="list-style-type: none"> • Hazardous Materials Survey • Design Development Documents Board of Selectman and RTM <ul style="list-style-type: none"> • Add permanent members to the building committee.

Feb. 2017- Mar. 2017	Construction Manager: <ul style="list-style-type: none"> • Estimates Design Development Documents • Value Engineering process with design/construction/owner team (if necessary)
Mar. 2017	Building Committee: <ul style="list-style-type: none"> • Approve Design Development Documents • Seek Full Project Funding Architect, Construction Manager & Owners Rep <ul style="list-style-type: none"> • Meets with SCG for Design Development Review
Apr. 2017 – May. 2017	Board of Selectman, Board of Finance & RTM <ul style="list-style-type: none"> • Approve Full Project Funding Request
May 2017 – July 2017	Architect proceeds with: <ul style="list-style-type: none"> • Construction Documents (CD)
July 2017 –Aug. 2017	Building Committee, Architect, Construction Manager & Owners Rep seeks approval from land use boards which may include all of the following: <ul style="list-style-type: none"> • Wetlands • Conservation • Zoning Board of Appeals • Planning and Zoning Commission
Aug. 2017 –Sep. 2017	Construction Manager: <ul style="list-style-type: none"> • Estimates Construction Documents (CD) • Value Engineering process with design/construction/owner team (if necessary)
Oct. 2017 – Nov.2017	Building Committee Approve: <ul style="list-style-type: none"> • Submit plans and specifications for third party review
Dec. 2017	Building Committee Approve: <ul style="list-style-type: none"> • Construction Documents – plans, specifications and budget Board of Education Approve: <ul style="list-style-type: none"> • Construction Documents – plans, specifications and budget
Jan. 2018	SCG issues approval to bid.

Jan. 2018 – March 2018	Construction Manager and Purchasing Department advertise for bids on the project. Once bids are received and analyzed a list of the qualified low bidders is sent to the Building Committee for approval. Building Committee Approve the selection of qualified low bidders.
Mar. 2018 – Aug. 2019	Construction Manager schedules and constructs project.

Timeline for Mill Hill Project

Dec. 2017	Fairfield Public Schools <ul style="list-style-type: none"> Develops Project Team Initial Funding request analysis for services through Design Development
Jan. 2018	Board of Education <ul style="list-style-type: none"> Approves Project Team Initial Funding request analysis services through Design Development
Feb. 2018	Board of Education <ul style="list-style-type: none"> Approves Educational Specifications Board of Selectmen <ul style="list-style-type: none"> Establishes a Building Committee Approves the '3 Resolutions' Approves Project Team Initial Funding request
Mar. 2018	Board of Selectmen <ul style="list-style-type: none"> Approves initial Building Committee Members
Apr. 2018	Board of Finance <ul style="list-style-type: none"> Approves Project Team Initial Funding request
May 2018	RTM <ul style="list-style-type: none"> Approves initial Building Committee Members Approves the '3 Resolutions' Approves Project Team Initial Funding request
June 2018	Board of Selectmen <ul style="list-style-type: none"> Approves Building Committee Charge
July 2018 – Aug. 2018	Building Committee <ul style="list-style-type: none"> Hires Project Architect Construction Manager
Aug 2018 – Sep. 2018	Architect develops the <ul style="list-style-type: none"> Conceptual Designs Construction Manager <ul style="list-style-type: none"> Estimates Conceptual Design

Timeline for Mill Hill Project

Sep. 2018 – Oct. 2018	Building Committee selects <ul style="list-style-type: none">• Owner's Rep.• Commissioning Agent
Sep. 2018	Building Committee <ul style="list-style-type: none">• Selects Conceptual Design for the project Architect, Construction Manager & Owners Rep <ul style="list-style-type: none">• Meets with OSCG&R for Conceptual Design Review
Sep. 2018 – Nov. 2018	Architect proceeds with <ul style="list-style-type: none">• Schematic Design Documents
Nov. 2018 – Dec. 2018	Construction Manager <ul style="list-style-type: none">• Estimates Schematic Design• Value Engineering process with design/construction/owner team (if necessary)
Dec. 2018	Building Committee <ul style="list-style-type: none">• Approves Schematic Documents Architect, Construction Manager & Owners Rep <ul style="list-style-type: none">• Meets with OSCG&R for Schematic Design Review
Dec. 2018 – Mar. 2019	Architect proceeds with <ul style="list-style-type: none">• Hazardous Materials Survey• Design Development Documents
Mar. 2019- Apr. 2019	Construction Manager <ul style="list-style-type: none">• Estimates Design Development Documents• Value Engineering process with design/construction/owner team (if necessary)
Apr. 2019	Building Committee <ul style="list-style-type: none">• Approves Design Development Documents• Seek Full Project Funding Architect, Construction Manager & Owners Rep <ul style="list-style-type: none">• Meets with OSCG&R for Design Development Review (DDR)

Timeline for Mill Hill Project

May 2019 – June 2019	Board of Selectmen, Board of Finance & RTM <ul style="list-style-type: none">• Approves Full Project Funding Request Fairfield Public Schools <ul style="list-style-type: none">• Files the SCG-049 for full project with the state
May 2019 – July 2019	Architect proceeds with <ul style="list-style-type: none">• Construction Documents (CD)
July 2019 –Aug. 2019	Building Committee, Architect, Construction Manager & Owners Rep seeks approval from land use boards which may include all of the following: <ul style="list-style-type: none">• Wetlands• Conservation• Zoning Board of Appeals• Planning and Zoning Commission
Aug. 2019	Construction Manager <ul style="list-style-type: none">• Estimates Construction Documents (CD)• Value Engineering process with design/construction/owner team (if necessary)
Aug. 2019 – Sep. 2019	Building Committee <ul style="list-style-type: none">• Approves Construction Documents – plans, specifications and budget• Submit plans and specifications for third party review Board of Education Approves <ul style="list-style-type: none">• Construction Documents - plans and specifications
Oct. 2019	Architect, Construction Manager & Owners Rep <ul style="list-style-type: none">• Meets with OSCG&R for Pre-Bid Conformance Review (PCR)
Nov. 2019	OSCG&R issues approval to bid
Dec. 2019	Construction Manager and Purchasing Department advertise for bids on the project. Once bids are received and analyzed a list of the qualified low bidders is sent to the Building Committee for approval. Building Committee Approves the selection of qualified low bidders.
Jan. 2020 – Aug. 2021	Construction Manager schedules and constructs project.

Timeline for Roger Sherman Project

Dec. 2017	Fairfield Public Schools <ul style="list-style-type: none"> Develops Project Team Initial Funding request analysis for services through Design Development
Jan. 2018	Board of Education <ul style="list-style-type: none"> Approves Project Team Initial Funding request analysis services through Design Development
Feb. 2018	Board of Education <ul style="list-style-type: none"> Approves Educational Specifications Board of Selectman <ul style="list-style-type: none"> Establishes a Building Committee Approves Building Committee Charge Approves the '3 Resolutions' Approves Project Funding request
Apr. 2018	Board of Selectman <ul style="list-style-type: none"> Approves Building Committee Members
May. 2018	Board of Finance <ul style="list-style-type: none"> Approves Project Funding request RTM <ul style="list-style-type: none"> Approves Building Committee Members Approves the '3 Resolutions' Approves Project Funding request
June 2018 – Aug 2018	Building Committee <ul style="list-style-type: none"> Hires Project Architect Owner's Rep./Clerk of the Works
Sep. 2018	Architect develops the <ul style="list-style-type: none"> Conceptual Designs Estimates Conceptual Designs
Sep. 2018 – Oct. 2018	Building Committee <ul style="list-style-type: none"> Selects Commissioning Agent Selects Conceptual Design for the project

Timeline for Roger Sherman Project

Oct. 2018	Architect & Owners Rep <ul style="list-style-type: none">• Meets with OSCG&R for Conceptual Design Review
Oct. 2018 – Nov. 2018	Architect proceeds with <ul style="list-style-type: none">• Schematic Design Development Documents• Hazardous Materials Survey• Estimates Schematic Design• Value Engineering process with design/construction/owner team (if necessary)
Nov. 2018	Building Committee <ul style="list-style-type: none">• Approves Schematic Development Documents Architect & Owners Rep <ul style="list-style-type: none">• Meets with OSCG&R for Schematic Design Review
Nov. 2018 – Dec. 2018	Architect proceeds with <ul style="list-style-type: none">• Design Development Documents• Estimates Design Development Documents• Value Engineering process with design/construction/owner team (if necessary)
Dec. 2018	Building Committee <ul style="list-style-type: none">• Approves Design Development Documents Architect, Construction Manager & Owners Rep <ul style="list-style-type: none">• Meets with OSCG&R for Design Development Review (DDR)

Timeline for Roger Sherman Project

Jan. 2019	Fairfield Public Schools <ul style="list-style-type: none">• Files the SCG-049 for full project with the state
Jan. 2019 – Feb. 2019	Architect proceeds with <ul style="list-style-type: none">• Construction Documents (CD)• Estimates Construction Documents (CD)• Value Engineering process with design/construction/owner team (if necessary) Building Committee, Architect & Owners Rep seeks approval from land use boards which may include all of the following: <ul style="list-style-type: none">• Wetlands• Conservation• Zoning Board of Appeals• Planning and Zoning Commission
Mar. 2019	Building Committee <ul style="list-style-type: none">• Approves Construction Documents – plans, specifications and budget• Submit plans and specifications for third party review Board of Education Approves <ul style="list-style-type: none">• Construction Documents - plans and specifications Architect & Owners Rep <ul style="list-style-type: none">• Meets with OSCG&R for Pre-Bid Conformance Review (PCR)
Apr. 2019	OSCG&R issues approval to bid Architect and Purchasing Department advertise for bids on the project. Once bids are received and analyzed a list of the qualified low bidders is sent to the Building Committee for approval.
May 2019	Building Committee Approves the selection of qualified low bidders.
June 2019 – Aug. 2020	General Contractor schedules and constructs project.



Board Goal Subjects for Survey Monkey

July 2018

Please See Numbered Goals Detail on pages 2-7

1. *Board Development and Procedure*
Number 1a-c, 11a-d, [16](#), [29](#), 32, [34](#), 36
2. *Board Advocacy*
Number 2a, 2c-e, [33](#)
3. *Student Achievement and Supports*
Numbers 3a-e, 21, 22
4. *Curriculum Review and Revision*
Numbers 4a-b, 12, [17](#)
5. *Collaboration with Other Town Bodies*
Numbers 5a-c, [18](#), [28](#)
6. *Staff Support – Recruiting and Retention*
Number 6a-b
7. *Facilities: Maintenance and Planning*
Numbers 7a-c, 13, 14, 20, 25, 31b
8. *Fiscal Prudence and Budgeting*
Numbers 8a-e, [16](#), 24, 26, 30
9. *District Policy and Goal Alignment*
Numbers 2b, 9, [16](#), [17](#), 23, [29](#), 31a, 35
10. *Communication*
Numbers 10a-c, [18](#), 19, [28](#), [33](#)
11. *Comprehensive Redistricting Plan*
Numbers 15, 27, 31c
12. *Security*
Number [34](#)

Board Goals

August 2018

Board Goals Submitted by Jenn Jacobsen

July 25, 2018

1. Board Development:

- a) Board members attend Board development opportunities as it relates to board responsibilities and duties.
- b) Board engages in the Board evaluation process two times per year
- c) Board considers the outcomes of said self-evaluation and make adjustments based on Board feedback and consensus as to the operation of the Board.

2. Board Advocacy:

- a) Board advocates on the local and state level on policy and financing which supports our public schools, students and staff.
- b) Board provides input on policy and budget proposals that impacts our district, staff and students.
- c) The Board creates position statements on matters before the town or state that may impact the district.
- d) Potentially revise Vice Chair Role, or create Legislative liaison. Dr. Jones as mentioned she has had legislative liaisons in previous districts and although I wouldn't want to create a new job for this it could be a role within the Board. While CAFE does advocate in Hartford we are not necessarily informed ahead of time of that advocacy or its details. VC could also keep abreast of CAFE advocacy and report to the Board.
- e) Board considers a review of unfunded mandates and their effectiveness towards student achievement and provides suggested amendments/advocacy where appropriate.

3. Student Achievement:

- a) Board provides breadth of learning opportunities and the necessary supports for all students
- b) Board supports programming and staffing needs to allow for the achievement of all learners
- c) Board monitors and updates the District Improvement Plan as it supports the District Mission and Goals, including any curricular, budgetary and human resources components
- d) Board supports the services and programming needs of our diverse learners of all levels.
- e) Board supports extracurricular opportunities and programs within the district that engage our students and provide learning and leadership opportunities for students.

4. Curriculum:

- a) The Board is abreast of curricular reviews and revisions, as determined by the Curriculum review schedule.
- b) The Board, with administration, supports the curriculum review, adoption and implementation process, on time with adequate resources.

5. Collaboration with Other Town Bodies:

- a) The Board collaborates with other town bodies on issues related to their impact on district function, facilities and finance.
- b) The Board identifies areas of collaboration with other town bodies for areas of joint efficiencies, where appropriate.
- c) The Board continues to appoint liaisons to appropriate town entities to stay informed on matters before town bodies that may impact the district.

6. Staff:

- a) Board supports the administration in its efforts to recruit and retain highly qualified staff in all areas of administration, teaching and specialized instruction.
- b) Board ensures staff have adequate resources to meet course/initiative objectives.

7. Facilities:

- a) Board takes steps to ensure well maintained facilities
- b) Board will monitor, revise and update as needed the Long Range Facilities and Waterfall plans
- c) Board considers security updates and policy as recommended by staff and municipal security professionals.

8. Finance:

- a) The Board advocates for the passage of the BOE budget as approved by the Board
- b) The Board engages in the process to identify fiscal efficiencies that support the continual improvement of the district and achievement of our students
- c) The Board seeks to identify potential additional revenue to the district
- d) The Board provides input to administration on the District Budget which supports the needs of our facilitates, staff and students
- e) Board considers a review of unfunded mandates and their effectiveness towards student achievement and provides suggested amendments/advocacy where appropriate.

9. District Plans and Programming Evaluation:

The Board evaluates the effectiveness of district plans and programming and considers adjustments towards goal alignment via feedback and data analysis.

10. Communications:

- a) Board continues to provide district communications via various mediums to community members and parents
- b) All board members have the necessary information to make timely decisions.
- c) Board continues to make school site-based visits, tours of facilities and provide ample opportunity for community and parent input on matters of the Board.

11. Governance:

- a) The Chair considers ideas and feedback of all Board members for items pertaining to the agenda and timing of discussions.
- b) The Board shall hold regular and special meetings and executive sessions per statute and as needed for effective oversight and timeliness of Board topics.
- c) The Board maintains committees deemed necessary to conduct the business of the Board in an efficient and transparent manner.
- d) Consider revision of the role of the Vice Chair. Right now the Chair and the Secretary have detailed responsibilities. The Vice Chair does not have official duties other than if the Chair is absent. I could see the Vice Chair having positive impact and am open to ideas of other board members on this role but some ideas could be:
 - o To bring attention to the full board of proposed state matters that may impact the district
 - o Coordinate position statements the board may wish to advocate on at the state level
 - o With board consensus, inform other town bodies of education related matters at the state level that could impact the town.
 - o Keep the Board abreast of CAFE advocacy/opportunities and resources.
 - o Ideas from others on how this role could be expanded or better utilized.

Board Goals Submitted by Phil Dwyer

July 26, 2018

- 12. Explore Magnet Programs: International Baccalaureate Program and STEAM Program.
- 13. Research ECC Facility Issues
- 14. Research WFC Facility Issues
- 15. Research a Comprehensive Redistricting Plan to Resolve Facility Utilization Concerns.

Board Goals Submitted by Christine Vitale

July 27, 2018

16. Hold one special “working” meeting per quarter to discuss such items as new program initiatives, school climate, facilities utilization, budget.
17. Approve new high school graduation requirements by end of September, and support programming that will further Vision of the Graduate.
18. Develop stronger relationship with the Fairfield Board of Realtors so they can more effectively convey accurate information about the Fairfield Public Schools to potential home owners.
19. Reevaluate past suggestions made by Board’s Communication Committee and identify new ways to better engage the community at large.
20. Tour the Walter Fitzgerald Campus and ECC by December 2018 so that all Board members are well informed prior to making any decisions about the future location of these programs.
21. Address how the BoE can help reduce vaping and juuling in our secondary schools.

Board Goals Submitted by Trisha Pytko

July 31, 2018

22. The Board of Education goal should include- continuous improvement in curriculum, instruction and assessment. As a school district, we should be fostering the growth our students and staff.
23. BOE goal- Maintain appropriate board policies that are aligned with educational goals and sound educational practice.
24. BOE goal- manage the schools in an efficient and cost effective manner while maintaining and improving the quality of educational programs.
25. BOE goal- manage the schools facilities and ongoing facilities plans to ensure adequate capacity for function of all educational programs in our school district.

Board Goals Submitted by Jessica Gerber

July 31, 2018

26. Discuss and work with administration to develop an RFP for a district-wide audit of FPS, as the last one took place almost 10 years ago, and with new/different Board members and staff, as well as new and continued concerns regarding financial issues at the district, town, state and national levels, looking at ways to save money and improve the running of the district could be helpful.
27. Discuss and work with administration to either a) have FPS staff develop one or more redistricting plans that will better utilize our school buildings; or b) hire a firm to develop one or more redistricting plans that will better utilize our school buildings; as many members of the other town bodies and some members of the FPS community have expressed the belief that a district-wide redistricting needs to take place to balance our facilities from a capacity perspective, and help with the racial imbalance situation.
28. Continue to work with the other town bodies and members of the Fairfield community to better communicate the goals, budgets, accomplishments and issues surrounding FPS.

Board Goals Submitted by Nick Aysseh

August 1, 2018

29. Board Organization

Board will commit to hearing recommendations from Administration for Board action and act upon those recommendations in a timely manner. The expectation should be to hear a proposal in one meeting, and vote on it at the next meeting. While there are situations where more information is needed then;

Upon hearing recommendations from Administration for Board action the Board will give clear input and direction to Administration when requesting further information for making a decision.

The ultimate expectation would be that upon hearing a recommendation from Administration, and the Board giving feedback on the recommendation, an action item would be placed on the earliest available agenda for a vote in an expedited fashion.

30. Budget Development

The Board shall direct the Superintendent to begin budget development with a zero based budget, not a roll forward budget. During budget development, the Board shall provide appropriate and timely feedback to the Superintendent, as the costs of any new initiatives are made available. In other words, it should be a goal of this Board to direct this Superintendent to find cost savings wherever possible while striving to meet district education goals.

31. Policy Goals

- a) The Board shall adopt the terms for a policy on the vision of a graduate/new graduation requirements by XXXX date (open to board discussion on a date, but we should vote on achieving this goal on a specific date).
- b) The Board shall review and revise as necessary the Long Range Facilities Planning Principals on a parallel timeframe with the work being done by Mill Hill Building Committee.
- c) By our first meeting in October, in the absence of an agreement by the majority of the Board to reject the need for a racial imbalance plan, the Board shall direct the Superintendent to seek a request for proposals to hire a consulting firm to assist with a district wide redistricting plan to solve overcrowding and racial imbalance.

Board Goals Submitted by Jeff Peterson

August 1, 2018

- 32. The Board should streamline its debate and decision-making processes to be able to conduct its business more efficiently. A discussion on this topic could touch on whether the current schedule of meetings is sufficient, encouraging pre-meeting questions of central office, reevaluating subcommittee roles, and the like.
- 33. The Board should aim to increase community engagement with its educational and budget policy. Discussions could cover the possibility of an official social-network presence, expansion/retooling of our town hall meetings, and member appearances outside established PTA visits (e.g., at the senior center).
- 34. The Board should receive a security briefing on a regular basis (perhaps annually/semiannually) rather than limiting these discussions to crisis points or when debating budgetary issues. These briefings could include a recap of recent improvements/repairs, a listing of recent threats/resolutions, and guidance about anything we should be looking for on the horizon.
- 35. The Board should direct the creation of a compilation of our Policy manual into a single, searchable, downloadable PDF.

Board Goals Submitted by Jennifer Leeper

August 1, 2018

- 36. I think the board should separate action-oriented agenda items from discussion-oriented agenda items such that one of the Regular meetings a month is a traditional meeting format focused on action items and one Regular meeting a month is formatted as a "work session" to help facilitate open discussion on the agenda topics. Both meeting formats are Regular Meetings under the law and are noticed and posted in advance as has historically been done.