



STATE OF CONNECTICUT
STATE BOARD OF EDUCATION



June 20, 2019

Jody Goeler
Superintendent of Schools
Hamden Board of Education
60 Putnam Avenue
Hamden, CT 06517

Dear Mr. Goeler:

On June 13, 2019, the Connecticut State Board of Education ("CSBE") accepted a report concerning the racial imbalance statistics for all schools in the state. This report, which I have attached for your information, indicates that the Church Street School in Hamden is racially imbalanced. The report also indicates that Helen Street and Shepherd Glen Schools have impending imbalance. Although a board of education is not required to file a plan to address impending imbalance, I strongly encourage your board to address the matter in a proactive manner to avoid future identification of racial imbalance. Boards of education should strive to maintain balanced schools so that each child has the advantage of attending a school that is as diverse as possible.

Pursuant to Section 10-226e-3 of the Regulations of Connecticut State Agencies ("Regulations"), the Hamden Board of Education is required to submit a plan to correct the racial imbalance in Church Street School within 120 days of your receipt of this notice. The plan must comply with the requirements of Section 10-226e-5 of the Regulations, a copy of which I am enclosing. Please note that this regulation addresses how the plan must be prepared, its contents and other relevant provisions concerning such plan. The CSBE must vote to approve, conditionally approve or disapprove your plan within 60 days of its receipt.

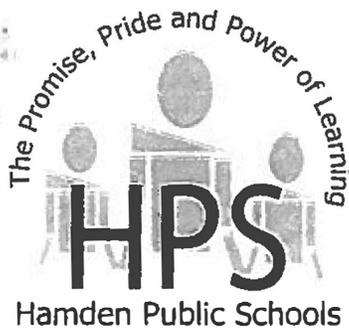
I shall expect to receive your racial imbalance plan on or before October 18, 2019. If you have any questions, you may contact Attorney Laura Anastasio, Division of Legal and Governmental Affairs, at (860) 713-6512.

Sincerely,

Dr. Dianna R. Wentzell
Commissioner of Education

DRW:lla

Enclosure



Jody Ian Goeler, Superintendent
Christopher C. Melillo, Assistant Superintendent

October 18, 2019

Dear Attorney Anastasio:

Please find included in this packet, information regarding Hamden's attempt to address the imbalance at Church Street Elementary School in Hamden, CT. Included in this packet are materials created by Milone and MacBroom and a presentation made to Hamden's Legislative Council on June 18, 2019. Additionally you will find a map of Hamden with its current established attendance zones, a document that identifies the various "actions" related to the 3R strategic plan: Advantages, Costs, and Impact. Please also find the Per-Pupil Expenditure Summary Report, Growth Data, Board Policy on Reduction of Racial, Ethnic, and Economic Isolation, and a Timeline (also available in the packet of materials for the Legislative Council).

Conditions Contributing to Racial Imbalance

Hamden is a Town that spans from New Haven to Cheshire, South to North, and Bethany to North Haven, East to West. A Town that is much longer than wide, it is bifurcated by Skiff Street, which runs East/West dividing Hamden's predominately White North and its predominately Black and Brown South. The area of greatest concentration of people of color resides along the New Haven boarder. Likewise, the area aligning the Cheshire boarder is predominately White with a higher socioeconomic level.

Hamden has historically placed great value on its neighborhood schools, and therefore, the neighborhood families settled over time, have sent their children to these schools. To lessen the adverse impact causing racial imbalance, Hamden went through a significant racial balance initiative, approximately twenty years ago, creating elongated and oddly shaped attendance zones causing longer bus trips and having some children attend schools further than a school in that neighborhood. More recently (approximately eight years ago), a minor adjustment was made moving a handful of streets to balance both Helen Street and Church Street Schools. Helen Street School, a school that has an "impending imbalance", was designed as a neighborhood school where all students would be within walking distance. This school has no area for busses to pick up and drop off students. Two years ago, the Town cut an area off of a busy road to allow two or three small busses to safely pick up and drop off children with special needs.

Strategic Planning to Ensure Higher Levels of Racial Balance Among Elementary Schools

In an effort to more effectively racially balance all of its elementary schools, the Hamden Board of Education engaged in a strategic planning process that established goals to scale facilities to address current and future enrollment projections, create sensible attendance zones, provide opportunities for pre-k in each school, and add 6th grade to the 7-8 Middle School. Partnering with District Management Group to assist with financial modeling, Milone and MacBroom to assist with demographic and redistricting scenarios, and Silver Petrucelli to assist with architectural renderings, the Board established a plan that would add intra-district magnet school themes in four of its elementary schools to provide parents an element of choice to assist in the balancing initiative. The Board also believes that thematic magnet schools can elevate the level of instruction and student engagement in the earlier grades and provide pathways for students as they enter the secondary level.

Having developed several scenarios, we scheduled Public Hearings on September 24 2018, October 2, 2018, and October 16, 2018 at Hamden Middle School. Each of these meetings included approximately 200 – 300 parents, students, political leaders, and media. The meetings began with a presentation, which lasted under an hour, and an opportunity for public comment, which lasted up to two hours. Overall the thoughts shared through the public comments portion of the meetings centered on the following themes: We love our neighborhood schools; we love our teachers and our Principal; we love our neighborhood; Let those kids come to our school; transitions are difficult, especially for our most vulnerable.

Having heard these concerns, the Board voted at a Special Meeting (well attended at Hamden Middle School) on November 29th, 2018 to:

- Move 6th grade to the Middle School
- Close and repurpose Church Street Elementary School
- Close and repurpose Shepherd Glen School
- Petition the Legislative Council for the transfer of the Wintergreen facility to be incorporated back into the Hamden Public School system
- Direct the Superintendent to develop intra-district magnet programs and obtain Board approval for implementation
- Direct the Superintendent to develop a district-wide “universal” pre-k program and obtain Board approval for implementation.

To ensure students would not have to transition to new schools more than the one time required, the Board is currently engaged in the redistricting aspect of this work, to ensure plans are established and communicated by the time construction is completed at the Middle School that will provide space for sixth grade to transition to a 6-8 Middle School. Once this transition can occur, two elementary buildings will close, pre – k programming will be available at the remaining six elementary schools, the four intra-district magnet schools will be prepared to begin, and new attendance zones will be drawn, based upon Milone and MacBroom’s most favorable scenario.

This plan was unanimously passed by the Board on November 29, 2018.

The Hamden Board of Education has also recently partnered with a consultant who is assisting the Board in determining the effectiveness of intra-district magnet schools, providing possible alternative approaches to integration, performing additional community outreach, and presenting findings during the 2019-20 school year.

Additional Programs and Services at Church Street Elementary School

Specifically related to Church Street Elementary School, you will see that the per student expenditure for Title I schools is generally higher than non-title schools. That includes Church Street School. Church Street School also has the lowest class sizes, an additional social worker, and additional .5 reading specialist, and a Family Engagement Coordinator.

Church Street Elementary School also includes a highly effective and longstanding School Based Health Clinic.

Please let me know if you have any questions or concerns related to Hamden's response to the current racial imbalance at Church Street School.

Sincerely,



Jody Ian Goeler
Superintendent
Hamden Public Schools
jgoeler@hamden.org
(203) 407-2090

A Timeline of Hamden Board of Education Work on the 3R Restructuring Plan (Information Sessions, Workshops, Action)

Chronological Order

Saturday, December 2, 2017 Board of Education Special Meeting

At this Board Workshop, District Management Group (Sam Ribnick and Peter Riley) presented on the variables impacting financial sustainability now and into the future. Among the trends include: declining enrollment; budgets that don't adequately maintain levels of programming and personnel; special education increases, and operational cost increases. This presentation sparked a sense of urgency for the Board to consider bold, strategic steps moving forward. With these bold steps, the Board took this opportunity to engage in developing a strategic vision that would more effectively racially balance the Town's elementary schools, ensure equity, and better prepare all students for the future.

Friday, March 2, 2018 Board of Education Special Meeting

Following the December 2nd meeting, the Board asked Mike Zuba, from Milone and MacBroom to perform a demographic student that proposes the closing of elementary schools, adds Wintergreen Inter-district Magnet School back to the District, and racially balances elementary schools according to State statutes. Scenarios 1-7 were presented as the first iteration examining what attendance zones would look like under these initial scenarios.

Wednesday, May 23, 2018 Board of Education Special Meeting

At this Special Meeting, Milone and MacBroom presented refined Scenarios 1-7 "Narrowing and Alternatives and Next Steps," responding to feedback provided at the March 2nd meeting. In addition, the Board of Education approved to "re-acquire Wintergreen Magnet School from ACES for the September 2019 school year." Upon this unanimously approved motion, the Superintendent drafted a letter to the ACES Executive Director expressing to Board's intention.

Prior to this meeting, the Superintendent drafted Goals that would assist the Board of Education in determining a scenario that would best meet the needs of our educational community and the Town. The Goals approved by the Board on November 29th follow: (Goal number six was added through consultation with discussions with Town leadership)

District Restructuring Goals

1. **Move 6th grade to middle school** – To ensure Hamden students receive the broad offerings of a secondary experience, particularly in lab science and world language, our students will be better served by a 6-8 middle school, as is the practice in many Connecticut middle schools.

2. **Scale use of facilities to address declining enrollment trends; Use resources more efficiently** – Some of our elementary schools are becoming underutilized resulting in the opportunity to consolidate. Shifting locations and resources will provide a greater chance to allocate existing resources for improved programming and services to students.
3. **Incorporate Wintergreen School into Hamden Public Schools** – This beautiful building and property, owned by the Town of Hamden, could be a great asset for our school system. Some of our existing school buildings are not as modern in their design, which limits our use of them, and others currently require significant and costly structural improvements.
4. **Create sensible attendance zones that more closely reflect our demographics and meet state regulations for diversity** – The current attendance zone map for Hamden elementary schools has had only minor changes in more than twenty years, while populations have shifted over this same period of time. As a result, our attendance zones no longer meet state requirements and our own benchmarks for diversity. In addition, more sensible attendance zones could reduce transportation costs.
5. **Provide opportunities for greater financial sustainability** – The Hamden Board of Education is committed to proactively addressing the impact of declining enrollment, less State and Federal funding, and the higher level of needs of students and families. If we take the necessary steps to address these trends head on, we will be in a position to allocate dollars to improve programs and buildings across the district.
6. **Provide an opportunity for all children to have a Pre-K experience before attending kindergarten.** In collaboration with Legislative Council leadership and the Mayor's Office, the Hamden Board of Education endorsed the recommendation for pre-K for all. As the achievement gap begins prior to the first day of kindergarten, we are committed to ensuring a pre-K experience for all students, regardless of socio-economic status or race.

Tuesday, July 10, 2018

Board of Education Meeting

The Superintendent updated the Board of Education on the outcome of his District Management Group (DMG) and Thought Exchange meetings (to discuss the beginning planning stages of a district restructuring effort and the development of a town-wide opportunity for input.

Tuesday, August 14, 2018

Board of Education Meeting

The Superintendent updated the Board on district restructuring plans, an upcoming District Management Group meeting, the next Thought Exchange survey, as well as other meetings attended.

Monday, September 24, 2018 Special Board Meeting (Public Hearing)

Mike Zuba, from Milone and MacBroom, and John Ireland, from Silver Petrucelli, gave a presentation on scenarios 8, 9, and 10, for the Board to consider for a redistricting plan. These presentations explored schools considered for closing and redistricting and took into account feedback from the Board and administration related to the original seven Scenarios.

Tuesday, October 2, 2018 Special Board Meeting (Public Hearing)

Mike Zuba, from Milone and MacBroom gave a presentation on scenarios 8, 9, and 10 for the Board to consider for a restructuring plan. This presentation in the Middle School auditorium focused primarily on enrollments, and demographic studies. Following the presentation, members of the community shared their feedback. The feedback centered on the following themes: Parents and children love their schools; the Board should care more about maintaining the current number of schools and adding to what currently exists than financial sustainability; Wintergreen should remain an ACES inter-district magnet school; don't racially balance schools on the backs of the community's Title I schools – If the District is going to racially balance schools, have children from the northern schools attend schools in the southern part of the community.

Tuesday, October 9, 2018 Board of Education Meeting

John Ireland, from Silver Petrucelli, updated the Board on the West Woods School building project.

Tuesday, October 16, 2018 Special Board Meeting (Public Hearing)

Sam Ribnick, from District Management Group (DMG) gave a presentation on the financial aspects of scenarios 8, 9, and 10. Mike Zuba, from Milone and MacBroom and John Ireland, from Silver Petrucelli answered questions from the Board regarding restructuring scenarios. John Ireland gave a presentation on scenarios 8, 9, and 10 for the Board to consider for restructuring. Similar comments were shared from community members attending this public hearing in the Middle School auditorium. In addition to the formal presentations, the Superintendent shared with the community preliminary discussions related to intra-district magnet schools as a tool to assist the Board in its racial balancing efforts.

Thursday, October 18, 2018 Special Board Meeting

Karen Kaplan facilitated the workshop. Jody Goeler, Chris Melilo, Karen Kaplan, and John Ireland shared with the Board, additional information to consider as part of the restructuring plan.

Monday, October 29, 2018 Special Board Meeting

Karen Kaplan facilitated the workshop on the restructuring plan.

Wednesday, November 28, 2018 Special Board Meeting

Sam Ribnick, from District Management Group (DMG) gave a presentation on the financial analysis of Scenario 9.

Thursday, November 29, 2018 Special Board Meeting

The Board voted unanimously on the following action items:

Move to approve the 3R Plan, which includes the following elements:

- Move 6th grade to the Middle School,
- Close and repurpose Church Street Elementary School,
- Close and repurpose Shepherd Glen Elementary School,
- Petition the Legislative Council for the transfer of Wintergreen facility to be incorporated back into the Hamden Public School system,
- Direct the Superintendent to develop intra-district magnet programs and obtain Board approval for implementation,
- Direct the Superintendent to develop a district-wide universal pre-k program and obtain Board approval for implementation.

During this time, the Superintendent consulted with the State Attorney's office on matters related to racial balance and magnet schools and the Department of Administrative Services (DAS) regarding updates related to the 3R Plan. In addition, the Superintendent consulted with members of the Administrative Council and Core Team to develop an intra-district magnet school plan (taking into account parent and principal input). The Board Chair and Board Secretary continued to meet with the Superintendent and Core Team members as well as attend meetings to update DAS officials in Hartford.

Tuesday, March 26, 2019 Board of Education Meeting

The Board voted unanimously to move the Superintendent to continue the development of intra-district magnet schools at Helen Street School, Ridge Hill School, Dunbar Hill School, and Bear Path School with the following themes: Career Pathways, Global Studies and Citizenship, STEAM/STEM and Environmental Studies. Furthermore, move to approve a capital budget request of \$48,574,438 for Universal Pre-K, Church Street School, Dunbar Hill School, Helen Street School and the Middle School. Furthermore, direct the Superintendent to develop the information required to complete the SCG-049.

Additional notes regarding the Tuesday, March 26, 2019 meeting:

The Superintendent presented an intra-district magnet school plan that would provide choice for parents and a tool that would help the Board racially balance district elementary schools.

With the State expressing support and encouragement for the Board's plan along the way (through many meetings throughout this process), renovating Dunbar Hill Elementary School and Ridge Hill Elementary School would not only provide additional magnet appeal to these schools (necessary for racial balance), the Town would receive significant State reimbursement for renovations it anticipates needing (now and in the near future).

Average Percentage of Students Meeting Growth Targets 2015-16 through 2018-19

	ELA	Math
Church Street	34%	56%
All other elementary schools- not including Church Street	42%	57.7%

Average Percentage of Students Meeting Benchmark 2014-15 through 2018-19

	ELA	Math
Church Street	13%	9%
All other elementary schools- not including Church Street	29.45%	25.79%

Instruction

Equal Educational Opportunity

Reduction of Racial, Ethnic and Economic Isolation

The Board of Education shall provide, in conformity with all applicable state statutes and regulations, educational opportunities for students to interact with students and teachers from other racial, ethnic and economic backgrounds in order to reduce racial, ethnic and economic isolation. Such opportunities may be provided with students from other communities.

In providing such opportunities, the Board will consider such programs or use such methods as:

1. Inter-district magnet school programs;
2. Charter schools;
3. Inter-district after-school, Saturday and summer programs and sister-school projects;
4. Intra-district and inter-district public school choice programs;
5. Inter-district school building projects;
6. Inter-district program collaboratives for students and staff;
7. Minority staff recruitment;
8. Distance learning through the use of technology;
9. Experiences that increase awareness of the diversity of individuals and cultures;
10. Community and parental involvement in the school district; and
11. Diversity committee.

The Board shall report by October 1, 1998 and biennially thereafter, to its regional education service center on district programs and activities undertaken to reduce racial, ethnic and economic isolation. Such information shall, through the regional service center and the Commission of Education, be reported to the Governor and the General Assembly.

- (cf. 1110.1 Parental Involvement)
- (cf. 1212 School Volunteers)
- (cf. 1330 Use of School Facilities)
- (cf. 5117.1 Intra-District Choice/Open enrollment)
- (cf. 5117.2 Inter-District Choice)
- (cf. 5117 School District Lines)
- (cf. 5118 Nonresident Attendance)
- (cf. 6010 Goals and Objectives)
- (cf. 6114.7 Safe Schools)
- (cf. 7010 Goals and Objectives - Construction)
- (cf. 7100 Planning-Construction)

Instruction

Equal Educational Opportunity

Reduction of Racial, Ethnic and Economic Isolation

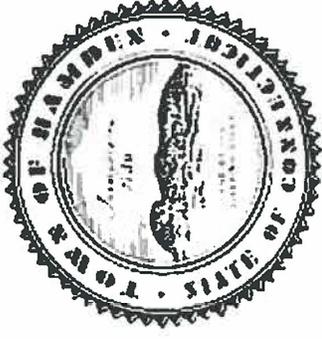
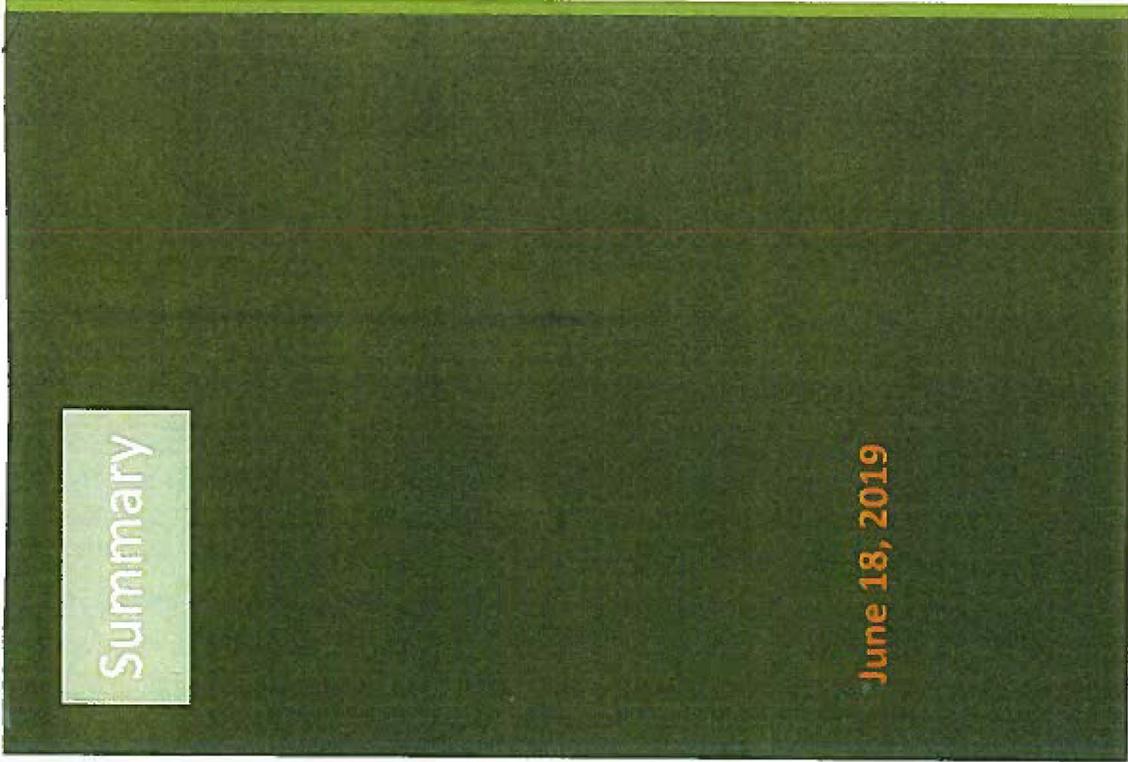
Legal Reference: Connecticut General Statutes

10-4a Educational interests of state defined, as amended by PA 97-290- An Act Enhancing Education Choices and Opportunities.

10-220 Duties of boards of education

Policy adopted: December 12, 2000

HAMDEN PUBLIC SCHOOLS
Hamden, Connecticut



HAMDEN PUBLIC SCHOOLS

Final and Funding Approval by the
Hamden Town Council

Goals Defined by the Board of Education which guided the 3R Restructuring Plan

- Move 6th Grade to HMS
- Scale use of facilities to address Declining Enrollment
- Incorporate Wintergreen into Hamden Public Schools
- Create sensible attendance zones that more closely reflect our demographics and meet state regulations for diversity
- Provide opportunities for greater financial sustainability
- Provide Universal Pre-K



A Timeline of Hamden Board of Education Work on the 3R Restructuring Plan

Chronological Order of Info Sessions, Workshops, Action

December 2, 2017

Board of Education Meeting

DMG Budget presentation outlining SPED cost increases, Population Decreases and less than adequate Budget increases over the Past 5 years, are unsustainable. Changes are required. BOE noted that changes must consider pending racial imbalances.

March 2, 2017

Board of Education Meeting

Consultants presented 7 different Scenarios of school groupings, grade shiftings and even school closings to address the 6 goals of the Board. Spatial and fiscal impacts of each were discussed in detail, then and in the coming weeks.

May 23, 2018

Board of Education Meeting

Consultants present refined Scenarios 1 thru 7 "Narrowing and Alternatives & Next Steps". BOE did not feel any of these Sceneries met the 5 goals established at this meeting. (Goal 6 of Universal Pre-K added later at the request of Legislative Council). BOE requests Administration to Explore additional options.

A Timeline of Hamden Board of Education Work on the 3R Restructuring Plan

May 23, 2018 (continued)

Board of Education Meeting

Prior to this meeting, the Superintendent drafted Goals that would assist the Board of Education in determining a scenario that would best meet the needs of our educational community and the Town. The Goals approved by the Board on November 29th follow: (Goal number six was added after consultation with Town leadership)

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- 1. Move 6th grade to middle school** – To ensure Hamden students receive the broad offerings of a secondary experience, particularly in lab science and world language, our students will be better served by a 6-8 middle school, as is the practice in many Connecticut middle schools.
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- 3. Incorporate Wintergreen School into Hamden Public Schools** – This beautiful building and property, owned by the Town of Hamden, could be a great asset for our school system. Some of our existing school buildings are not as modern in their design, which limits our use of them, and others currently require significant and costly structural improvements.



A Timeline of Hamden Board of Education Work on the 3R Restructuring Plan

May 23, 2018 (continued)

Board of Education Meeting

4. Create sensible attendance zones that more closely reflect our demographics and meet state regulations for diversity – The current attendance zone map for Hamden elementary schools has had only minor changes in more than twenty years, while populations have shifted over this same period of time. As a result, our attendance zones no longer meet state requirements and our own benchmarks for diversity. In addition, more sensible attendance zones could reduce transportation costs.

5. Provide opportunities for greater financial sustainability – The Hamden Board of Education is committed to proactively addressing the impact of declining enrollment, less State and Federal funding, and the higher level of needs of students and families. If we take the necessary steps to address these trends head on, we will be in a position to allocate dollars to improve programs and buildings across the district.

6. Provide an opportunity for all children to have a Pre-K experience before attending kindergarten. In collaboration with Legislative Council leadership and the Mayor's Office, the Hamden Board of Education endorsed the recommendation for pre-K for all. As the achievement gap begins prior to the first day of kindergarten, we are committed to ensuring a pre-K experience for all students, regardless of socio-economic status or race.



A Timeline of Hamden Board of Education Work on the 3R Restructuring Plan (continued)

Tuesday, July 10, 2018

Board of Education Meeting

The Superintendent updated the Board of Ed on the outcome of his District Management Group (DMG) and Thought Exchange meetings (to discuss the beginning planning stages of a district restructuring effort and the development of a town-wide opportunity for input.

Tuesday, August 14, 2018

Board of Education Meeting

The Superintendent updated the Board on district restructuring plans, an upcoming District Management Group meeting, the next Thought Exchange survey, as well as other meetings attended.

Monday, September, 24, 2018

Special Board Meeting (Public Hearing)

Milone and MacBroom, and Silver Petrucelli, gave a presentation on scenarios 8, 9, and 10, for the Board to consider for a redistricting plan. (These presentations explored schools considered for closing and redistricting.)

A Timeline of Hamden Board of Education Work on the 3R Restructuring Plan (continued)

Tuesday, October 2, 2018

Special Board Meeting (Public Hearing)

Mike Zuba, from Milone and MacBroom gave a presentation on scenarios 8, 9, and 10 for the Board to consider for a restructuring plan. (This presentation focused primarily on enrollments, and demographic studies).

Tuesday, October 9, 2018

Board of Education Meeting

John Ireland, from Silver Petrucelli, updated the Board on the West Woods School building project.

Tuesday, October 16, 2018

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Thursday, October 18, 2018

Special Board Meeting

Karen Kaplan facilitated the workshop. Jody Goeler, Chris Melilo, Karen Kaplan, and John Ireland shared with the Board, additional information to consider as part of the restructuring plan.

A Timeline of Hamden Board of Education Work on the 3R Restructuring Plan (continued)

Monday, October 29, 2018

Special Board Meeting

Karen Kaplan facilitated the workshop on the restructuring plan.

Wednesday, November 28, 2018

Special Board Meeting

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Petition the Legislative Council for the transfer of Wintergreen facility to be incorporated back into the Hamden Public School system,

Direct the Superintendent to develop intra-district magnet programs and obtain Board approval for implementation,

Direct the Superintendent to develop a district-wide universal pre-k program and obtain Board approval for implementation.



A Timeline of Hamden Board of Education Work on the 3R Restructuring Plan (continued)

December, 2018 thru March, 2019

Direct the Superintendent to develop a district-wide universal pre-k program and obtain Board approval for implementation.

During this time, the Superintendent consulted with the State Attorney's office on matters related to racial balance and magnet schools and the Department of Administrative Services (DAS) regarding updates related to the 3R Plan. In addition, the Superintendent consulted with members of the Administrative Council and Core Team to develop an intra-district magnet school plan (taking into account parent and principal input). The Board Chair and Board Secretary continued to meet with the Superintendent and Core Team members as well as attend meetings to update DAS officials in Hartford.



A Timeline of Hamden Board of Education Work on the 3R Restructuring Plan (continued)

Tuesday, March 26, 2019

Board of Education Meeting

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Additional notes regarding the Tuesday, March 26, 2019 meeting:

The Superintendent presented an intra-district magnet school plan that would provide choice for parents and a tool that would help the Board racially balance district elementary schools.

With the State expressing support and encouragement for our plan along the way (through many meetings throughout this process), renovating Dunbar Hill Elementary School and Ridge Hill Elementary School would not only provide additional magnet appeal to these schools (necessary for racial balance), the Town would receive significant State reimbursement for renovations we anticipate needing (now and in the near future).



How to Meet the Goals Defined by the Board of Education

- Move 6th Grade to HMS
- Scale use of facilities to address Declining Enrollment
- Incorporate Wintergreen into Hamden Public Schools
- Create sensible attendance zones that more closely reflect our demographics and meet state regulations for diversity
- Provide opportunities for greater financial sustainability
- Provide Universal Pre-K

Racial Balance

School	2017-18			2012-13		
	Enrollment	% Minority	% Imbalance	Enrollment	% Minority	% Imbalance
Spring Glen *	435	32.6%	29.38%	429	32.6%	23.73%
Church Street	300	87.7%	24.88%	371	83.3%	26.09%
Helen Street	315	86.7%	23.88%	288	79.9%	22.67%
Bear Path *	421	42.8%	19.27%	463	35.0%	21.38%
Shepherd Glen	302	78.8%	16.78%	336	69.1%	12.68%
West Woods *	344	44.2%	17.84%	461	36.0%	20.36%
Ridge Hill *	319	74.3%	12.27%	334	76.4%	19.98%
Dunbar Hill *	254	69.3%	6.50%	308	66.6%	10.19%
Districtwide (K-6)	2690	62.03%		2954	56.4%	

Source: CTSDE Racial Imbalance Reports (2012-2017)

* Diverse School Status (between 25% and 75% minority student body)

- Church Street Helen Street schools have student bodies with significantly higher than average % minority populations, putting them in imbalance/impending imbalance
- Shepherd Glen's student body also is in impending imbalance, although it is unlikely to reach imbalanced status imminently
- K-6 student body has become more heavily weighted towards minority students since 2012 (62% vs. 56%)
- Spring Glen's imbalance is a BOE concern

Elementary Capacity

School	Total Full-Size Rooms	Grade Level Instructional Rooms	Art	Music	Computer	SPED/ Resource/ Other in Full-Size	Target Capacity
Alice Peck	19	0	1	1		17	0
Bear Path	29	22	1	2	1	3	429
Church Street	30	20	1	1	1	7	345
Dunbar Hill	22	16	1	2	1	2	312
Helen Street	22	20	1	1		0	345
Ridge Hill	25	19	1	1	2	2	371
Shepherd Glen	23	19	1	1	1	1	371
Spring Glen	26	23	1	2	0	0	449
West Woods	29	21	1	1	2	4	410
Total	225	160	9	12	8	36	3032

SPED/ Resource and Other rooms include Readiness, Math/ Literacy Coaches, OT/PT, Special Education and other uses ONLY when located in full-size classrooms or spaces designated as full-size classrooms. There are numerous smaller spaces in each building also used for these kinds of programs.

- Scenarios developed based on fit with building capacities, as established under previous study, and updated based on Fall 2017 data on use of full-size rooms and administrative input
- Utilization and scenario feasibility assessed based on current deployment and programming of space
- Target capacity includes 10% headroom to accommodate year-to-year variation in cohorts

Elementary Utilization

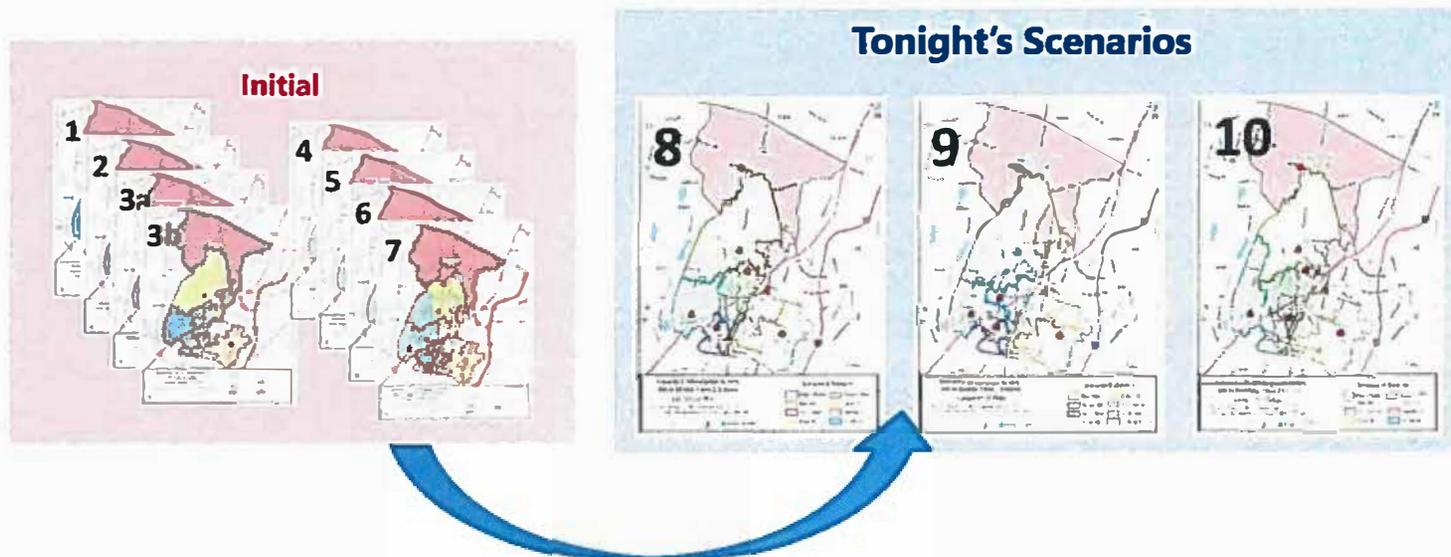
School	Target Capacity	2017-18 (Actual)		2022-23 (Mid. Projection)		2027-28 Mid. Projection	
		Enrollment	Utilization	Enrollment	Utilization	Enrollment	Utilization
Alice Peck	0	N/A	N/A	N/A	N/A	N/A	N/A
Bear Path	429	444	103.5%	383	89.3%	346	80.7%
Church Street	345	293	84.9%	237	68.6%	212	61.4%
Dunbar Hill	312	252	80.8%	198	63.4%	183	58.7%
Helen Street	345	300	87.0%	305	88.4%	266	77.2%
Ridge Hill	371	340	91.6%	277	74.6%	250	67.5%
Shepherd Glen	371	302	81.4%	285	76.8%	256	69.0%
Spring Glen	449	435	96.9%	383	85.3%	346	77.1%
West Woods	410	353	86.1%	270	65.9%	253	61.6%
Total	3032	2719	89.7%	2337	77.1%	2113	69.7%

Initial Scenarios Explored

- Alternative 1A: Shepherd & West Woods projects
- Alternative 1B: Shepherd & West Woods projects, close Helen Street
- Alternative 2: 6th grade to middle school, close two elementary buildings
- *Alternative 3A: 6th grade to MS, close Shepherd Glen*
- Alternative 3B: 6th grade to MS, close Helen Street
- *Alternative 4: incorporate Wintergreen as HPS K-6 (local and magnet components), close Helen Street*
- Alternative 5: incorporate Wintergreen as HPS K-6 (local only), close two elementary buildings
- Alternative 6: Shepherd & West Woods projects; incorporate Wintergreen as HPS K-6 (local only), close two elementary buildings
- Alternative 7: West Woods project; incorporate Wintergreen as HPS K-5 (local only), close three elementary buildings

Development of Scenarios

- Many Scenarios considered and weighed against the BOE criteria but didn't meet the Goals....
- Over several months HPS went through an iterative process in which several Scenarios evolved into Scenarios 8, 9 & 10



Scenario 9: Selected – Best Met the Goals

Elementary School	Total K-5	K-5 Minority	% Minority	Absolute Imbalance	Planning Capacity	Utilization	Surplus/Deficit
Bear Path Elementary School	423	218	51.5%	10.3%	429	98.6%	+6
Church Street Elementary School	CLOSED						
Dunbar Hill Elementary School	305	236	77.4%	15.5%	312	97.8%	+7
Helen Street Elementary School	341	293	85.9%	24.1%	345	98.8%	+4
Ridge Hill Elementary School	310	194	62.6%	0.7%	371	83.6%	+61
Shepherd Glen Elementary School	CLOSED						
Spring Glen Elementary School	401	165	41.1%	20.7%	440	91.1%	+39
West Woods Elementary School	392	185	47.2%	14.7%	410	95.6%	+18
Wintergreen Elementary School	296	236	79.7%	17.9%	300	98.7%	+4
Total	2,468	1,527	61.9%	0.0%	2,607	94.7%	+139

Excludes 27 records (unplaceable, out of district, APEC) and includes 163 current K-5 Wintergreen Students

All students returned to district of residence

Race and ethnicity of Wintergreen students was not provided. Assumes that the Wintergreen racial balance was the same as HPS

- Enrollment/Utilization calculated **including 70% of current Hamden resident Wintergreen K-5 students (164) return to HPS.**
- All schools well utilized
- **MOST RACIALLY BALANCED SCENARIO.** However, Helen is very close to imbalance and Dunbar and Wintergreen are both impending
- Imbalance and redistricting would probably required in several years.
- Excess K-5 capacity of ~139 seats offers flexibility for future programming

Scenario 9: Selected – Best Met the Goals

- Enrollment/Utilization calculated **including 70% of current Hamden resident Wintergreen K-5 students (164) return to HPS.**
- All schools well utilized
- **MOST RACIALLY BALANCED SCENARIO. However, Helen is very close to imbalance and Dunbar and Wintergreen are both impending**
- **Imbalance and redistricting would probably required in several years.**

.....Which Creates the **NEED** for Magnet Schools

Magnet School Presentation

Hamden's 3R Initiative - March 2019

Career Pathways/Extended Day Magnet - Helen Street

Concept:

With the changing landscape of career opportunities, we have the chance to engage young children in developing skills and dispositions that will help them to succeed in the future world of work.

In addition, extended hours provide working parents with before and after school care; added benefit of parents/caregivers regularly being physically at the school building, increasing opportunities for connections.

Key Features:

Children will explore career options, anticipate what skills may be advantageous for future careers, and explore entrepreneurialism. Children are dropped off at school at 7:00 AM, provided with breakfast and activities; Children then transition to traditional day; At end of "regular" school day, children participate in after-school program until 5:30 PM, when they are either picked up or transported home.

Possible Cost Implications

- **Decision Point:** Is extended-day program educational or non-educational in nature? Enrichment? Play? Physical Activity? Are additional supplies and equipment necessary?
- **Decision Point:** Is extended-day staffed with certified or non-certified staff? Union implications?
- **Decision Point:** Is extended-day run by the District or subcontracted out to outside organization?
- **Decision Point:** Will early/late transportation be provided?
- Food (snacks, support for breakfast fees)
- Fees related to curriculum writing, Junior Achievement, field trips and other career exploratory activities.

Other Considerations

- Can school accommodate entire school population in before and after-school activities? Where will activities occur?

Global Studies and Citizenship - Ridge Hill

Concept:

With increased technology and mobility, our world seems to have become much smaller. This magnet school helps prepare young students to be successful and adaptive citizens of our global society.

Key Features:

- Extended-day instruction to allow for increased content
- World language instruction K-5
- Community-service built into program - assured experiences/expectations
- Political science topics and experiences connected to all subjects, and learning activities including, Model UN debates, mock trials, field trips to UN, State Capital and Washington, DC; Virtual field trips: Virtual relationships and projects with children in schools around the world.

Possible Cost Implications

- Construction (See Silver-Petrucelli estimates)
- Longer day:
 - Staff, energy costs, transportation
- Field trip entry fees, other costs
- Curriculum revision, Professional Development
- Books/online resources

Other Considerations

- Discussions with unions related to longer day
- Ability/difficulty staffing world language teacher positions

Environmental Sciences Magnet - Bear Path

Concept:

Program helps students understand our physical world and our affect on it. Learning activities incorporate the outdoors, and include such topics as:

- Environmental sustainability
- Recycling
- Utilizing the resources in our environment responsibly
- Respecting our environment
- Enjoying outdoor/nature activities

Key Features

Curricula revised to integrate study of the environment. Science incorporates use of local natural resources and environment; historical and current environmental issues are included in ELA and social studies; social studies content includes ethical considerations related to the environment; health/PE classes address curriculum objectives through increased outdoor experiences.

Possible Cost Implications

- Green house and other structures
- Tools to 'mine' outdoor resources
- Science equipment (microscopes, specimen collection...)
- Curriculum writing, Professional Development
- Outdoor enhancements (rock climbing wall, upgrades to trail...)
- Field trips to nature preserves, overnight nature experiences, etc.
- Weather monitoring and analysis equipment

Opportunities and Challenges

Opportunities

- Develop and update engaging curriculum tailored to meet student and family interests
- Renovate schools in need of attention, maximizing State reimbursements

Challenges

- Families love their schools and attendance zones. Will magnet schools draw?
- If they do draw, will they adequately racially balance our schools?
- Will maintaining programs and transportation costs be financially sustainable?

School Facility Modifications and Improvements to Implement:

- Achieving better utilization of HPS facilities
- Better balancing utilization across the district
- Creating districts aligned with state racial balance requirements



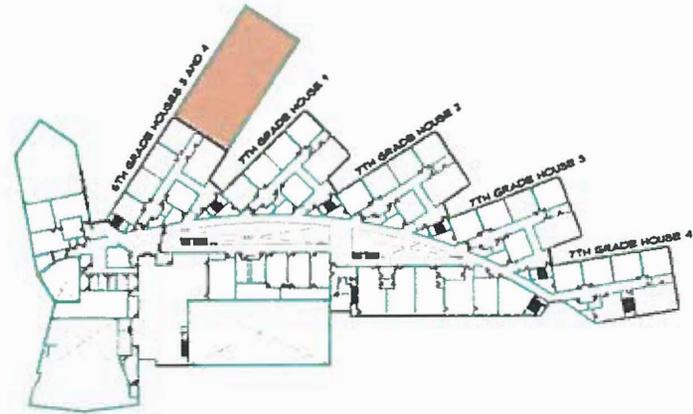
Converting Hamden Middle School to 6-8

- Moving 6th Grade to the HMS opens space for Universal Pre-K at all elementary schools.
- Expand for 4 regular sixth grade teams
- 2,600 sf additional 6 grade office space (to better manage behavior needs) and 2 ALC classrooms
- 4,900 sf for auxiliary gymnasium and circulation: no bleachers
- Expand cafeteria: more seating + second access corridor relieving daily congestion and schedule compromises
- Whitson's will add one serving line in existing reconfigured kitchen space
- Navigator program will be integrated into regular ed or 8th grade team
- Music program use of auditorium for classes for short term
- No added space needs for art program

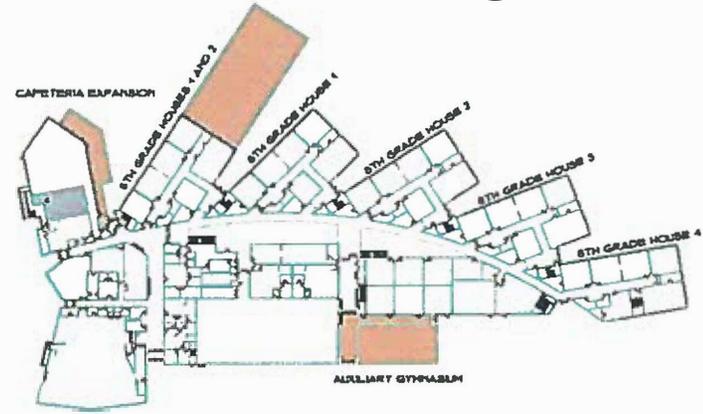
Hamden Middle School 049 Progress

FINAL CONCEPTUAL APPROACH

ADDITION GROSS SQUARE FOOTAGE	
FIRST FLOOR	15,800 GSF
SECOND FLOOR	8,800 GSF
TOTAL	24,600 GSF



SECOND FLOOR OVERALL PLAN 2
NOT TO SCALE SK



FIRST FLOOR OVERALL PLAN 1
NOT TO SCALE SK

Capital Budget for Middle School

ADDITIONS TO MIDDLE SCHOOL				
Developed Concepts: Two story classroom addition to create 6th grade wing on two floors for 4 teams, reconfigure serving lines and add one freezer	17,100	\$459	\$ 7,848,900	
6 grade administration offices for team access and behavior management and 2 ALC classrooms	2,600	\$450	\$ 1,170,000	
Large physical education space for 6th grades and added class needs, nearly full court but no bleachers	4,900	\$450	\$ 2,205,000	\$ 11,223,900



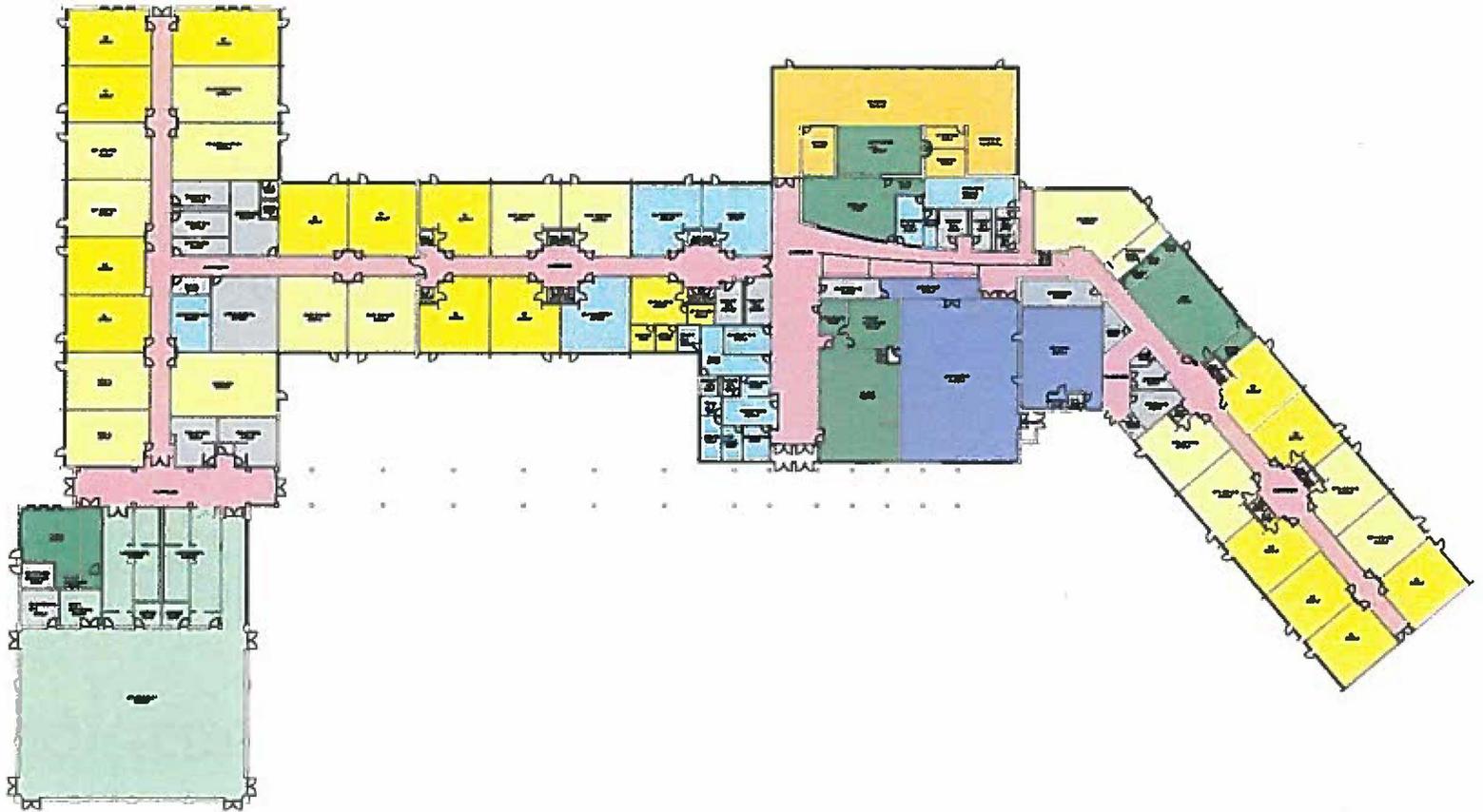
Wintergreen Facilities Needs and Capital Budget

- Subdivide large classroom to build new offices for special education program = \$150,000
- New LED lighting in corridors to replace 20+ year old fluorescent lights = \$140,000
- Make 2 individual restrooms larger and accessible to meet special education needs = \$280,000
- Other accessibility modifications or code changes = \$40,000
- Soft Costs + contingency for renovations = \$90,000
 - **Total Estimated Project Costs = \$700,000**

Master plan, YR. 3

Two section K - 5th grade with 16 IIC classrooms.

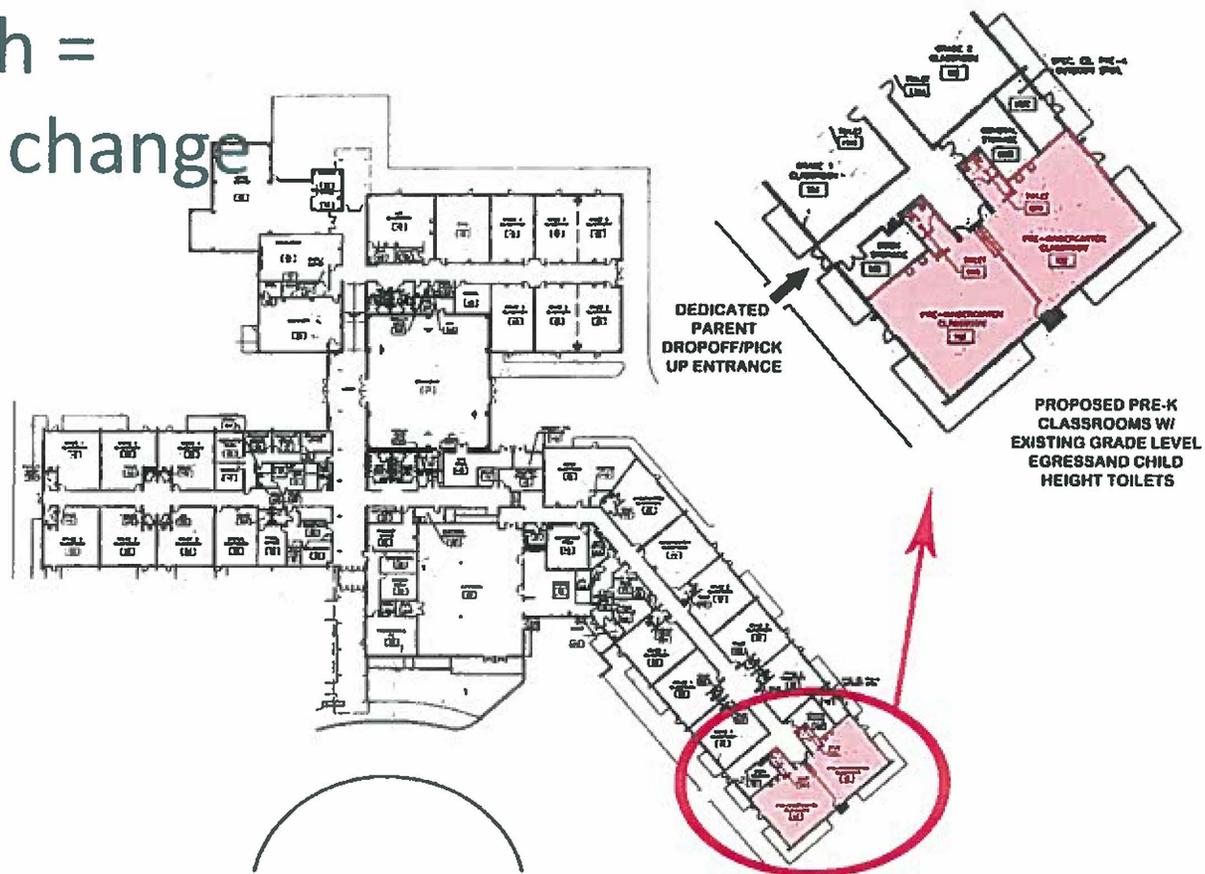
Limited summer renovation, subdivide large classroom, build more admin. space, new LED lighting.



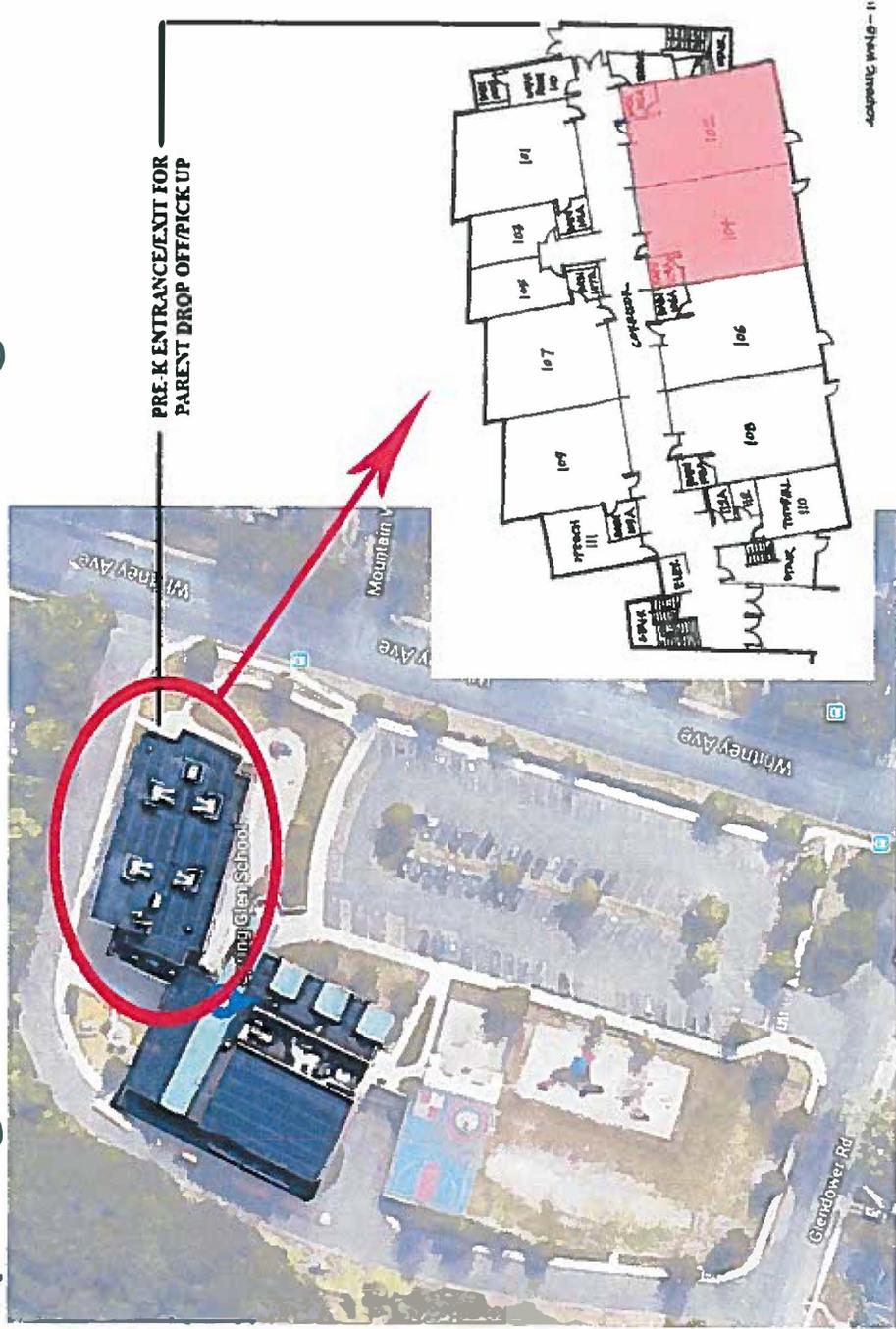
Facility Modifications for PreK:

Bear Path =

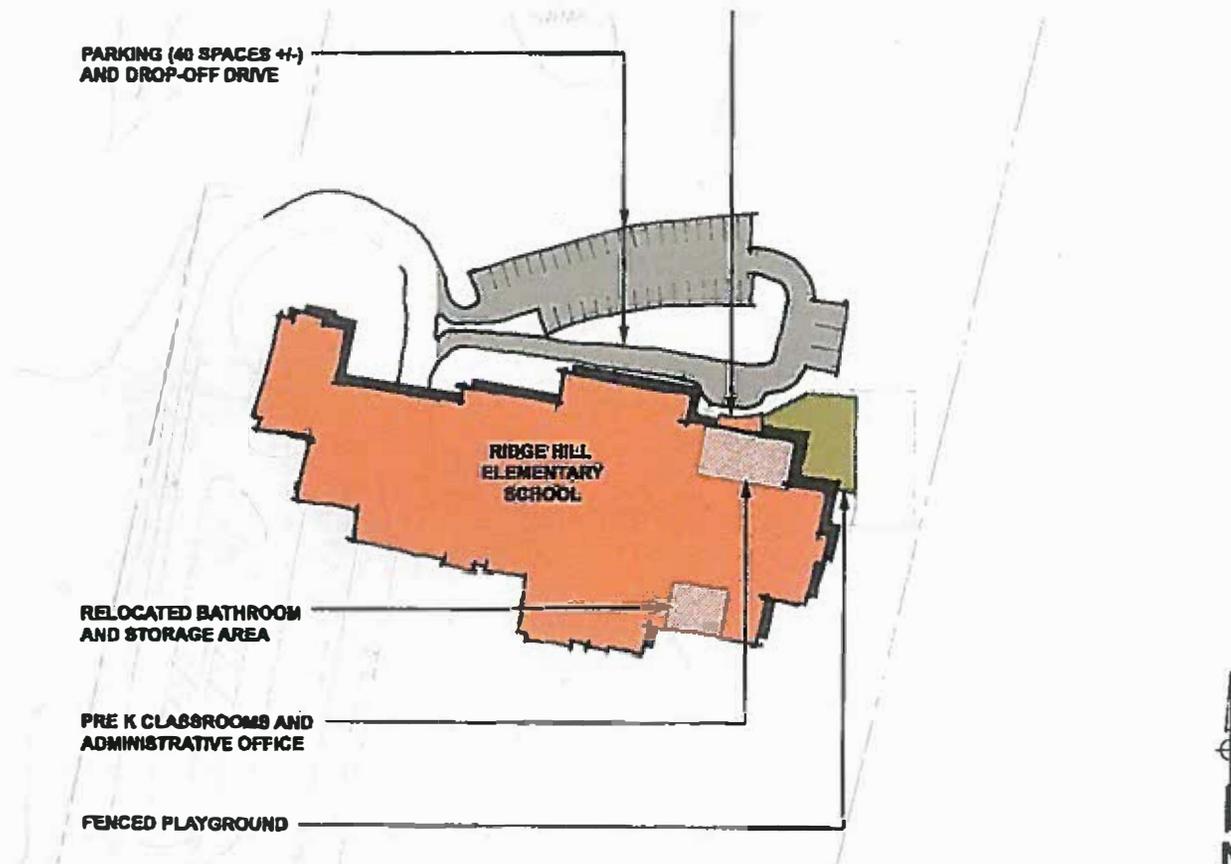
Minimal change



Pre K: Spring Glen = Minimal Change



Pre K: Ridge Hill = 3 options requiring alterations



Pre K: Ridge Hill



Capital Budget for PreK Schools

Pre-K programs				
Convert existing spaces to 2 PreK Classrooms at 3 possible locations with new playscape	3,000	\$349	\$1,047,000	\$1,047,000
Alterations at Spring Glen School: 2 classrooms on lower level, minimal work				\$15,000
Alterations at Bear Path School: 2 classrooms on grade level, minimal work				\$15,000

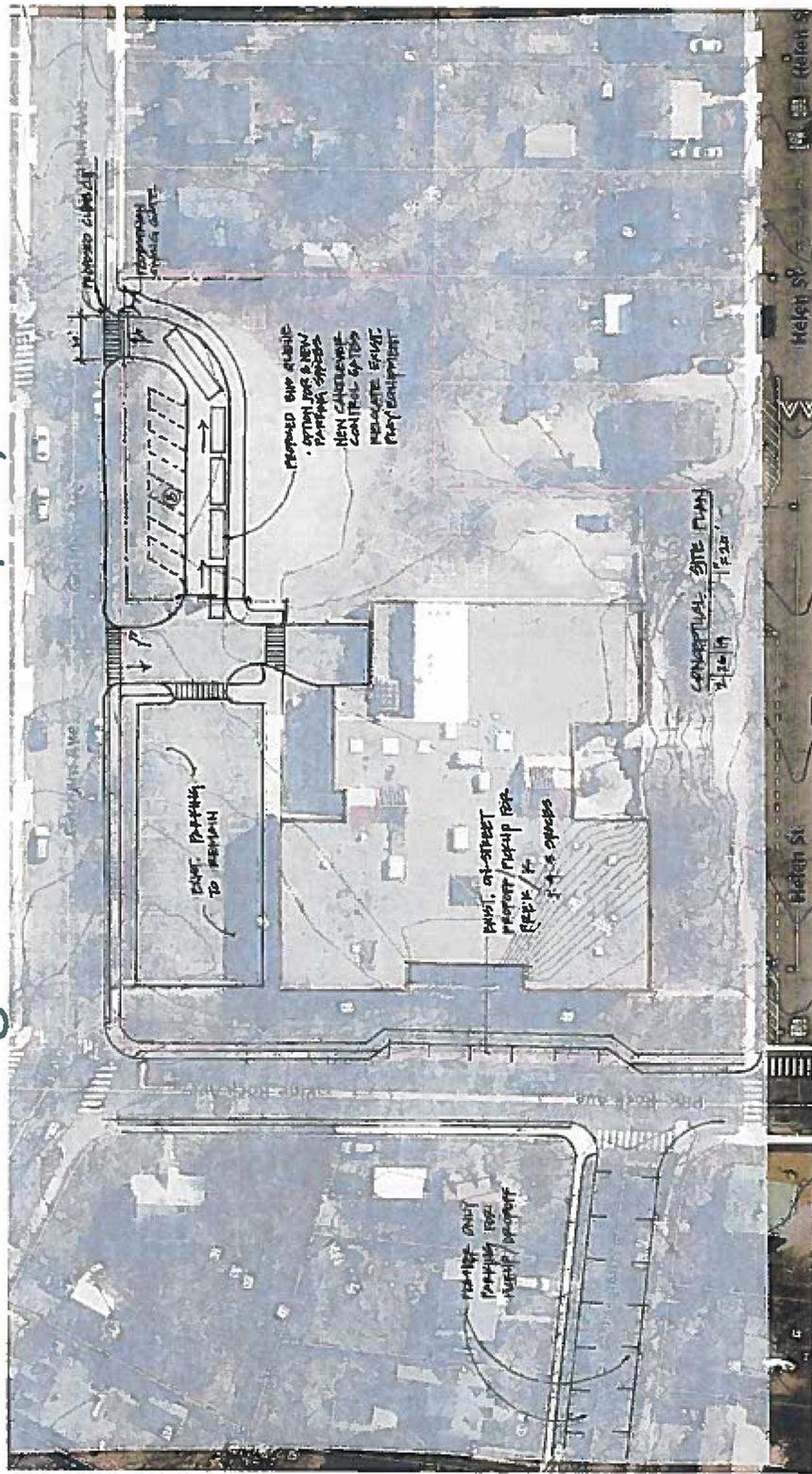


Magnet School Facility Modifications and Improvements:

- Develop and update engaging curriculum tailored to meet student and family interests
- Renovate schools in need of attention, maximizing State reimbursements



Hamden Helen Street School: Site Improvements to accommodate magnet busses = \$85,438



Ridge Hill School: How much \$ has the town already invested here??

Summary List of Improvements for Ridge Hill School From 2010

School	Capital Project Name	BOE Approved Project Amount	LOC Approved Project Amount
Ridge Hill	Ridge Hill School Renovations(Ord. 586)	\$ 1,200,000.00	\$ 1,200,000.00
Ridge Hill	Ridge Hill School Renovations(Ord. 611)	\$ 300,000.00	\$ 300,000.00
Ridge Hill	New Student Chairs Ridge Hill	\$ 6,000.00	\$ 6,000.00
Ridge Hill	New Play Area Ridge Hill	\$ 100,000.00	\$ 100,000.00
Ridge Hill	Remove/Regrade Ridge Hill	\$ 5,000.00	\$ 5,000.00
Ridge Hill	Repave Walkways Ridge Hill	\$ 22,500.00	\$ 22,500.00
Ridge Hill	Replace Gym Doors Ridge Hill	\$ 12,000.00	\$ 12,000.00
Ridge Hill	Install Handrail's Ridge Hill	\$ 2,000.00	\$ 2,000.00
Ridge Hill	Gym VCT replacement & associated abatement - RH	\$ 60,000.00	\$ 60,000.00
Ridge Hill	Structural / architectural exterior priorities @	\$ 58,000.00	\$ 58,000.00
Ridge Hill	Remove basketball court & regrade/seed @ Ridge Hill	\$ 13,000.00	\$ 13,000.00
Ridge Hill	Replace front entry doors - RH	\$ 60,000.00	\$ 60,000.00
Ridge Hill	Re-grade and repave all exterior walkways -	\$ 25,150.00	\$ 25,150.00
Ridge Hill	RH REPAIR PATIO ROOF AREA	\$ 20,000.00	\$ 20,000.00
Ridge Hill	RH AUTOMATIC FLOOR SCRUBBER	\$ 8,500.00	\$ 8,500.00
	SubTotals	\$ 1,892,150.00	\$ 1,892,150.00

Ridge Hill School: Renovate as New

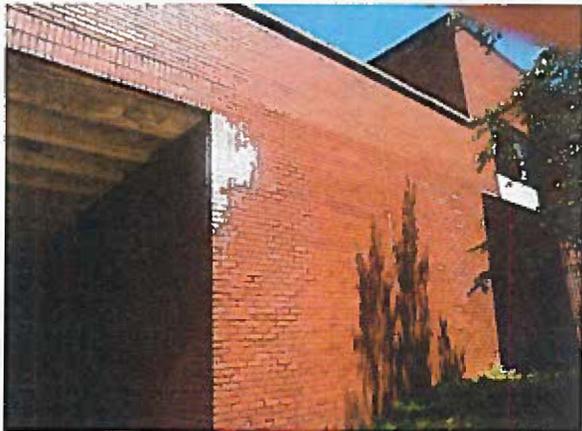
- Excellent Interior Finishes (prior Town Investments), but.....
- Aged Systems Eligible for Reno as New
 - Very old HVAC (DX) Systems – Ducts in good condition
 - **ELECTRIC !!** perimeter radiation
 - Upgrade non-renovated restrooms
 - Exterior Masonry
 - Windows and Skyroofs
 - Roof
 - Pavements and Playscapes
 - Lighting and Emergency Systems
 - Program Changes (Pre K)

Capital Budget for Ridge Hill Magnet with PreK

RIDGE HILL SCHOOL - GLOBAL STUDIES AND CITIZENSHIP MAGNET				
Building program with GLOBAL STUDIES AND CITIZENSHIP curriculum. Alteration and update to school systems, including roof, windows and MEP/FP systems. Site scope changes minor except PreK. See PreK Spreadsheet	63,800	\$ 265	\$16,875,100	
Convert existing spaces to 2 PreK Class rooms at 3 possible locations with new playscape	3,000	\$349	\$ 1,047,000	\$ 17,922,100

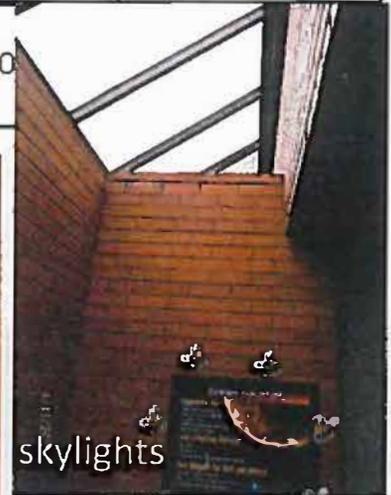


Capital Budget for Ridge Hill Magnet with PreK



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Convert existing spaces to 2 PreK Classrooms at 3 possible locations with new playscape	3,000	\$349	\$ 1,0



Leaking skylights



SILVER/PETRUCELLI+ASSOCIATES
Architects / Engineers / Interior Designers

HAMDEN
PUBLIC SCHOOLS

RESTRUCTURING per 6-18-19 TOWN COUNCIL APPROVAL

BASE PROGRAM

LEA	Project Number	Project Type	Facility Name	Project Status	Grades	GA Auth. Date	Total Project Costs	Total Area(in Sqft)	Cost per SI	Reimb. %	Anticipated State Funding	Anticipated Hamden Funding
62	062-0095	A/RR/FC/CV	Alice Peck School	In Process	G,1,2,3,4,5,6	7/6/2015	\$2,540,400	46,540		100%	\$2,540,400	\$0
63	062-0096	A/RR/EC/CV	Alice Peck School	In Process	G,1,2,3,4,5,7	See Hamden matrix	\$3,959,600	46,540	\$ 139.66	65.97%	\$2,612,186	\$1,347,414
62	062-0097	N	West Woods School	In Process	G,1,2,3,4,5,6	10/31/2017	\$26,180,000	46,623	\$ 561.53	57.86%	\$15,147,748	\$11,032,252
62	062-0098	F/A/RR/RA	Shepherd Glen School	In Process	G,1,2,3,4,5,6	10/31/2017	\$27,665,000	61,056	\$ 453.11	67.86		

Proposed new applications by June 30, 2019. Funding to be approved in 2020

62	TMP	E	Hamden Middle School 4 teams, gymnasium and cafeteria addns	to be filed	6,7,8		\$11,223,900	24,600	\$ 456.26	67.86%	\$7,616,539	\$3,607,361
62	TMP	A	Pre-K at Bear Path	to be filed	PreK		\$15,000		n.a.	67.86%	\$0	\$15,000
62	TMP	A	Pre-K at Ridge Hill	to be filed	PreK		\$1,047,000	3,000	\$ 349.00	67.86%	\$710,494	\$336,506
62	TMP	A	Pre-K at Spring Glen	to be filed	PreK		\$15,000		n.a.	67.86%	\$0	\$15,000
64	TMP	A	IIC offices, toilets & lighting at Wintergreen	to be filed	PreK,1,2,3,4,5		\$700,000	1 LS		28.93%	\$202,510	\$497,490
Totals for BASE PROGRAM: current and future QSCGR grant applications							\$45,680,900				\$28,829,877	\$16,851,023

ENHANCED PROGRAM: Proposed new applications by June 30, 2019 or June 30, 2020. Funding to be approved in 2020 or 2021.

TMP	A/RR/FC/RN	Ridge Hill School	to be filed	K,1,2,3,4,5			\$16,875,100	63,800	\$ 249.00	67.86%	\$11,451,443	\$5,423,657
Totals for both BASE and ENHANCED PROGRAMS							\$62,556,000				\$40,281,320	\$22,274,680
<i>Ridge Hill plus PreK totals</i>				<i>to be filed</i>	<i>PreK, K,1,2,3,4,5</i>		<i>\$17,922,100</i>	<i>63,800</i>	<i>\$280.91</i>	<i>67.86%</i>	<i>\$12,161,937</i>	<i>\$5,760,163</i>

