

Board of Education
Darien, Connecticut

TUESDAY, DECEMBER 11, 2018

SPECIAL MEETING OF THE BOARD OF EDUCATION

**Darien Public Schools'
Administrative Offices
Meeting Room
7:00 p.m.**

AGENDA

1. Call to order
2. Adjourn to Executive Session (2nd Floor Conference Room) for the purpose of discussion regarding personnel pursuant to Connecticut General Statute 1-200(6) (A)
3. Reconvene in public session.
4. Adjournment.

**REGULAR MEETING OF THE BOARD OF EDUCATION
TUESDAY, DECEMBER 11, 2018**

**PLACE:
DARIEN PUBLIC SCHOOLS'
ADMINISTRATIVE OFFICES
MEETING ROOM
7:30 P.M.**

TENTATIVE AGENDA

- | | | |
|---------------------------------|--------------------|-----------|
| 1. Call to Order..... | Mrs. Tara Ochman | 7:30 p.m. |
| 2. Chairperson's Report..... | Mrs. Tara Ochman | |
| 3. Public Comment*..... | Mrs. Tara Ochman | |
| 4. Superintendent's Report..... | Dr. Elliott Landon | |
| 5. Approval of Minutes..... | Board of Education | |

*Public Comments are limited to three minutes per individual and are designed to allow community members to inform the Darien Board of Education of their opinions and/or concerns. Where appropriate, community members are also encouraged to reach out to the school administration during regular school hours. There should be no expectation for dialogue on such public comments to take place at a regular public meeting, given that by law the Board may only discuss matters that are set forth on its agenda.

**REGULAR MEETING OF THE BOARD OF EDUCATION
TUESDAY, DECEMBER 11, 2018**

6. Board Committee Reports..... Mrs. Tara Ochman
7. Presentations/Discussions
 - a. Discussion of Contemplated.... Dr. Elliott Landon
Gift of Darien High School
Cross Country Running Track
 - b. Superintendent's Proposed..... Dr. Elliott Landon
Budget Initiatives for
2019-2020
 - c. Presentation and Discussion.... Milone and MacBroom/
of Projected Enrollment Mr. Michael Feeney
Report
 - d. Update on 2018-19 District..... Dr. Elliott Landon/
Goals Dr. Susie Da Silva/
Mrs. Shirley Klein/
Ms. Marjorie Cion/
Mr. Michael Feeney/
Mr. Michael Lynch
 - e. Further Discussion and..... Mr. Michael Feeney/
Action on Updated Five Year Mr. Michael Lynch
Capital Plan
 - f. Further Discussion and..... Mrs. Tara Ochman
Action on Schedule of Regular
Board of Education Meetings
for the 2019 Calendar Year
 - g. Updated Board of Education... Dr. Elliott Landon
Master Agenda
8. Action Items
 - a. Personnel Items..... Ms. Marjorie Cion
 - i. Appointments
 - ii. Resignations/Retirements

**REGULAR MEETING OF THE BOARD OF EDUCATION
TUESDAY, DECEMBER 11, 2018**

9. Public Comment*..... Mrs. Tara Ochman

10. Adjournment..... Mrs. Tara Ochman

EL:nv

*Public Comments are limited to three minutes per individual and are designed to allow community members to inform the Darien Board of Education of their opinions and/or concerns. Where appropriate, community members are also encouraged to reach out to the school administration during regular school hours. There should be no expectation for dialogue on such public comments to take place at a regular public meeting, given that by law the Board may only discuss matters that are set forth on its agenda.

APPROVED
ORGANIZATIONAL MEETING OF THE BOARD OF EDUCATION
Tuesday, November 13, 2018

PLACE:
DARIEN PUBLIC SCHOOLS'
ADMINISTRATIVE OFFICES
BOARD OF EDUCATION MEETING ROOM
7:30 P.M.

BOARD MEMBERS PRESENT:

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Stein	Ritchie
Present	X	X	X	X	X		X	X	
Absent						X			X

ADMINISTRATION PRESENT:

Dr. Landon, Dr. Da Silva, Ms. Klein, Mr. Feeney and Ms. Cion

Call to order by Ms. Stein, Senior Member of the Board, at 7:30pm (0:00)

NOMINATION OF TARA OCHMAN AS CHAIRPERSON OF THE DARIEN BOARD OF EDUCATION:

1st Mr. Burke

NOMINATION OF DAVID DINEEN AS VICE CHAIRPERSON OF THE DARIEN BOARD OF EDUCATION:

1st Ms. Ochman

NOMINATION OF KATHRINE STEIN AS SECRETARY OF THE DARIEN BOARD OF EDUCATION:

1st Mr. Dineen

ELECTION OF TARA OCHMAN AS CHAIRPERSON OF THE DARIEN BOARD OF EDUCATION:

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X	X	X	X	X		X		X
No									
Abstain									

RESULT -MOTION PASSED (7-0-0)

ELECTION OF DAVID DINEEN AS VICE CHAIRPERSON OF THE DARIEN BOARD OF EDUCATION:

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X	X	X	X	X		X		X
No									
Abstain									

RESULT -MOTION PASSED (7-0-0)

ELECTION OF KATHRINE STEIN AS SECRETARY OF THE DARIEN BOARD OF EDUCATION:

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X	X	X	X	X		X		X
No									
Abstain									

RESULT -MOTION PASSED (7-0-0)

MOTION TO ADJOURN:

1st Ms. McNamara

2nd Mr. Burke

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X	X	X	X	X		X		X
No									
Abstain									

RESULT -MOTION PASSED UNANIMOUSLY (7-0-0)

Meeting adjourned at 7:32 p.m.

Respectfully Submitted,

Kathrine Stein,
Ranking Member

APPROVED
REGULAR MEETING OF THE BOARD OF EDUCATION
Tuesday, November 13, 2018

PLACE:
DARIEN PUBLIC SCHOOLS
ADMINISTRATIVE OFFICES
BOARD OF EDUCATION CONFERENCE ROOM
7:45 P.M.

BOARD MEMBERS PRESENT:

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Present	X	X*	X	X	X		X		X
Absent						X		X	

. *Mr. Burke left at 8:31 p.m.

ADMINISTRATION PRESENT:

Dr. Landon, Dr. Da Silva, Ms. Klein, Ms. Cion and Mr. Feeney

AUDIENCE: Approximately 19

- | | |
|-------------------------------------|----------------------------------------------------|
| 1. Call to Order | Mrs. Tara B. Ochman, Chair,
at 7:45 p.m. (0:00) |
| 2. Chairperson's Report | Mrs. Ochman, Chair,
at 7:45 p.m. (0:00) |
| 3. Public Comment | Mrs. Ochman, Chair,
at 7:47 p.m. (0:02) |
| 4. Superintendent's Report | Dr. Elliott Landon
at 7:47 p.m. (0:02) |
| 5. Approval of Minutes (attachment) | Board of Education
at 7:48 p.m. (0:03) |

MOTION TO APPROVE THE MINUTES OF THE REGULAR MEETING OF THE BOARD OF EDUCATION HELD ON TUESDAY, OCTOBER 23, 2018:

1st Ms. McNamara

2ND Mr. Burke

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes		X	X	X	X		X		X
No									
Abstain	X								

RESULT - MOTION PASSED (6-0-1)

MOTION TO APPROVE THE MINUTES OF THE SPECIAL MEETING AND EXECUTIVE SESSION OF THE BOARD OF EDUCATION HELD ON TUESDAY, OCTOBER 23, 2018:

1st Mr. Dineen

2ND Mr. Burke

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes		X	X	X	X		X		X
No									
Abstain	X								

RESULT - MOTION PASSED (6-0-1)

MOTION TO APPROVE THE MINUTES OF THE SPECIAL MEETING AND EXECUTIVE SESSION OF THE BOARD OF EDUCATION HELD ON FRIDAY, NOVEMBER 5, 2018:

1st Ms. McCammon

2ND Mr. Burke

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes		X		X	X		X		X
No									
Abstain	X		X						

RESULT - MOTION PASSED (5-0-2)

MOTION TO APPROVE THE MINUTES OF THE SPECIAL MEETING OF THE BOARD OF EDUCATION HELD ON MONDAY, NOVEMBER 9, 2018:

1st Ms. McNamara

2ND Ms. Stein

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes		X	X	X	X		X		X
No									
Abstain	X								

RESULT - MOTION PASSED (6-0-1)

6. Board Committee Reports

Mrs. Ochman, Chair,
at 7:51 p.m. (0:06)

PRESENTATIONS AND DISCUSSIONS

7. Presentations/Discussions:

a. Presentation, Discussion
and Possible Vote on Financial
Report as Requested by the
Board of Finance for State of Town

Dr. Elliott Landon/
Mr. Michael Feeney
at 7:52 p.m. (0:07)

MOTION TO APPROVE THE FINANCIAL REPORT AS REQUESTED BY THE BOARD OF FINANCE FOR STATE OF TOWN:

1st Mr. Burke

2ND Mr. Dineen

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X	X	X	X	X		X		X
No									
Abstain									

RESULT - MOTION PASSED (7-0-0)

b. Curriculum Update:
Literacy/Language Arts

Dr. Susie Da. Silva/
Mrs. Cory Gillette/
Mr. Francis Janosco
at 8:00 p.m. (0:15)

Mr. Burke left the meeting at 8:31 p.m.

c. Report on Testing – SAT,
ACT, AP

Dr. Susie DaSilva/
Mr. Paul Ribeiro
at 8:38 p.m. (0:53)

d. Discussion and Possible
Acceptance of Contemplated
Gifts for Darien High School

Dr. Elliott Landon/
Mrs. Ellen Dunn
at 8:51 p.m. (1:06)

MOTION TO APPROVE THE GIFTS FOR DARIEN HIGH SCHOOL:

1st Mr. Dineen

2ND Ms. McCammon

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X		X	X	X		X		X
No									
Abstain									

RESULT - MOTION PASSED (6-0-0)

e. Report on 2018-2019 Budget
and Possible Action on
Proposed Budget Transfers

Mr. Michael Feeney/
at 8:57 p.m. (1:12)

MOTION TO APPROVE THE PROPOSED BUDGET TRANSFERS:

1st Ms. McCammon

2ND Ms. McNamara

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X		X	X	X		X		X
No									
Abstain									

RESULT - MOTION PASSED (6-0-0)

f. Further Review and Possible
Action on Proposed 2019-2020
Budget Calendar

Dr. Elliott Landon/
Mr. Michael Feeney
at 9:08 p.m. (1:23)

MOTION TO APPROVE THE PROPOSED 2019-2020 BUDGET CALENDAR:

1st Mr. Dineen

2ND Ms. Stein

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X		X	X	X		X		X
No									
Abstain									

RESULT - MOTION PASSED (6-0-0)

g. Discussion and Possible
Action on Request for Funding
to Upgrade Electrical Systems
at Hindley, Holmes and Royle

Dr. Elliott Landon/
Mr. Michael Feeney/
Mr. Michael Lynch
at 9:10 p.m. (1:25)

MOTION TO REQUEST FUNDING TO UPGRADE ELECTRICAL SYSTEMS AT HINDLEY, HOLMES AND ROYLE:

1st Ms. McNamara

2ND Mr. Dineen

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X		X	X	X		X		X
No									
Abstain									

RESULT - MOTION PASSED (6-0-0)

h. First Reading and Discussion
on Proposed New Board of
Education Policy 5285 -
Child Sexual Abuse and
Assault Policy and Reporting
Procedure

Ms. Marjorie Cion/
Mrs. Kathrine Stein
at 9:29 p.m. (1:44)

i. First Reading Discussion
of Proposed Board of Education
Policy Revisions: 4025 Reports
of Suspected Abuse or Neglect
of Children or Sexual Assault of
Students by School Employees;
4050 Reports of Suspected Abuse
or Neglect of Adults with an Intellectual
Disability or Autism Spectrum Disorder;
5100 Physical Restraint and Seclusion
of Students and Use of Exclusionary
Time Out

Dr. Elliott Landon/
Mr. Michael Feeney
at 9:38 p.m. (1:53)

ACTION ITEMS

8. Action Items:

a. Personnel Items

- i. Appointments
- ii. Resignations/Retirements

Ms. Cion
at 9:48 p.m. (2:03)

MOTION TO APPROVE PERSONNEL ITEMS AS OUTLINED IN THE MEMO DATED NOVEMBER 13, 2018:

1st Ms. McNamara

2ND Mr. Dineen

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X		X	X	X	X	X		X
No									
Abstain									

RESULT - MOTION PASSED UNANIMOUSLY (6-0-0)

9. Public Comment

Mrs. Ochman, Chair,
at 9:48 p.m. (2:03)

10. Adjournment

Mrs. Ochman, Chair,
at 9:49 p.m. (2:04)

MOTION TO ADJOURN:

1st Ms. McCammon

2nd Mr. Dineen

	Brown	Burke	Dineen	McCammon	McNamara	Maroney	Ochman	Ritchie	Stein
Yes	X		X	X	X		X		X
No									
Abstain									

RESULT - MOTION PASSED UNANIMOUSLY (6-0-0)

Meeting adjourned at 9:49 p.m. (2:04)

Respectfully Submitted,

Kathrine Stein,
Secretary

Darien Public Schools - Administrative Offices

35 Leroy Avenue – P.O. Box 1167 – Darien, Connecticut 06820-1167
Tel: 203-656-7412 Email: elandon@darienps.org

To: Members of the Board of Education
From: Elliott Landon
Subject: Acceptance of Gift for DHS Cross-Country Running Track
Date: December 11, 2018

The Darien Athletic Foundation (DAF) has offered us a generous gift of a DHS Cross-Country Running Track that will be installed simultaneously with a DAF gift to the Town of Darien of a running track around the Diller Property. Together, these two gifts will create a safe environment for our DHS runners for practices and cross-country events, for the most part getting our runners off the public roads for their conditioning runs.

For the past several months, Mike Feeney, Mike Lynch, and Chris Manfredonia have been working with representatives of the DAF, the Darien Police Department, the Darien Parks and Recreation Commission and representatives of the Planning and Zoning Commission to ensure full compliance with Town of Darien ordinances and regulations and good safety practices.

Below you will find a series of questions and answers that are pertinent to this project.

Q. What will be the length of the running track?

A. Approximately 5K or 3.1 miles for a full three rotation loop.

Q. Who will be responsible for maintenance of the running path?

A. Parks and Recreation will be responsible for maintaining the Diller Property path; the school district the running path on the DHS property.

Q. Who will pay for this project?

A. DAF will pay for an updated survey of the property; all design drawings; and, the entire construction project. DAF will present the DHS running track as a gift to the Board of Education and the Diller Property track as a gift to the Town of Darien.

Q. Will the public have access to the running track?

A. The public will not have access to the DHS track when school is in session and when there are track competitions at DHS. There will be 3-4 parking spaces on the Diller Property for Darien residents using the Diller track when school is in session. DAF will pay for any gates required to separate the two tracks during the school day and for any signage required to keep residents from entering the DHS running track during the school day.

Darien Public Schools - Administrative Offices

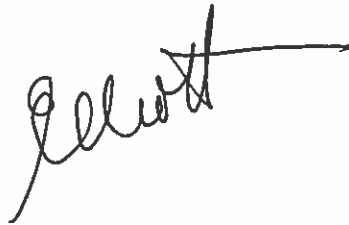
35 Leroy Avenue – P.O. Box 1167 – Darien, Connecticut 06820-1167
Tel: 203-656-7412 Email: elandon@darienps.org

Q. Will maintenance attention to the track be required before every cross country event?

A. No. Anticipated maintenance will be minimal, requiring replenishment of crushed stone once a year, at most.

ADMINISTRATIVE RECOMMENDATION

Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education accepts the generous gift of a cross-country running track for installation on the grounds of Darien High School, as described in the written materials submitted to the Board at the meeting of December 11, 2018

A handwritten signature in black ink, appearing to read "Elliott", with a long horizontal line extending to the right.

DARIEN PUBLIC SCHOOLS

Contemplated Gift Form

Gift intended for:
(Check appropriate responses)

☐ Hindley
☐ Holmes
☐ Ox Ridge

☐ Royle

☐ Tokeneke

☐ Middlesex Middle School

☒ Darien High School

☐ District

Person(s) or Group Offering Gift(s)

DARIEN Athletic FOUNDATION

Contact person-This may be a
gift giver or a building administrator

Name Mark Maybell

Address 17 Old Kings Highway South
Suite 140
DARIEN, CT 06820

Tele. 203 219 1180

Fax.

e-mail mark.maybell@darienat.com

Description of proposed gift(s), including the form in which it (they) will be given (e.g. money, materials, services, etc.) and for what purpose(s). The description has to be sufficiently specific to allow administration to determine whether items 2, 3, or 4 of the guidelines specified in "Administration Regulation JG-Public Gifts to the Schools" apply.

Construction and donation of a running path
around the perimeter of the high school property as
per the design of Tighe & Bond.

Please answer the following questions.

Is the value of the gift(s) \$ 500.00 or more? ☒ Yes ☐ No

Note: If the proposed gift involves donated materials or services, please place an estimated dollar value on them.

If your answer to the previous question is Yes, please check one of the following categories of value for the proposed gift(s):

☐ 500-1,000

☐ 5,000-10,000

☐ 1,000-2,000

☐ 10,000-15,000

☐ 2,000-3,000

☐ 15,000-20,000

☐ 3,000-4,000

☒ 20,000+ \$200,000 to \$300,000

☐ 4,000-5,000

Do not write below this line

Status: Date received by Superintendent _____

Notes on actions by Superintendent of Schools-

Actions, if any, by the Board of Education-

Final disposition of the gift offer-



Memorandum

DATE: December 5, 2018
TO: Dr. Elliott Landon, Interim Superintendent of Schools
FROM: Michael E. Feeney, Director of Finance & Operations
SUBJECT: Enrollment Analysis and Projections

Milone and MacBroom has updated its' enrollment analysis and projections for the Darien Public Schools.

The attached report continues to examine factors that influence school enrollments, namely trends in demographics, births, housing, development and real estate and private school enrollment. The enclosed analysis provides a more detailed context for historic patterns in enrollments and serves as an additional tool in developing future enrollment projections from available evidence and indicators.

Attachments:
Darien School Enrollment Trends & Projections Update / Milone & MacBroom
Enrollment PowerPoint / Milone & MacBroom

MEF/kcb

DARIEN SCHOOL ENROLLMENT TRENDS & PROJECTIONS UPDATE

ENROLLMENT ANALYSIS AND PROJECTIONS



NOVEMBER 2018

PREPARED FOR:
DARIEN PUBLIC SCHOOLS

PREPARED BY:
 MILONE & MACBROOM

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EXECUTIVE SUMMARY

Unlike most of its peer districts in the state, Darien saw its enrollments grow throughout the great Recession. However, after more than two decades of increasing school enrollments, Darien Public Schools saw their enrollment decline during the last 5 years. Since its K-12 peak enrollment of 4,850 during the 2013-14 school year enrollment has declined to 4,638 students in the 2018-19 school year. During the same time period, births to Darien families have decreased by some 34%, and an increasing share of student enrollments are attributable to children born elsewhere.

Using a regression model based on local economic conditions to generate projected future births, Milone & MacBroom, Inc. generated a modified cohort-survival model to project future enrollment scenarios through 2028-2029. These scenarios project fairly stable K-12 enrollments over the next decade with total enrollment change ranging a 0.2% growth to a 13.2% loss depending on the various growth models and underlying assumptions. All of these scenarios show a decline in elementary enrollments from the onset of the projection window followed by a leveling off and rebound starting in 2024-2025; a steady decline in middle school enrollments during the first 5-year window followed by a slower decline in the second 5-year window; and a slow decline in high school enrollment during the first 5-year window followed by a faster decline in the second.

Factors that affect the expected enrollments in future years include private school enrollments, migration into the district (particularly by families with preschool-aged children), housing sales and development, and (in the 2019-2020 to 2024-2025 projection window) Darien's demographics and fertility rate.

This report provides a detailed analysis of trends in local demographics, employment, housing, births, and enrollment in order to project future enrollments, both districtwide and at the level of individual schools.

TABLE OF CONTENTS

Executive Summary	3
Introduction	5
Demographic Overview	5
Employment Trends	8
Birth Trends and Projections	9
Housing	14
Enrollment History & Trends	20
Enrollment Projections	26
District-Wide Enrollment Projections	30
Elementary Schools Enrollment Projections	33
Appendix A	A-2
Appendix B	B-1
Detailed Elementary Projections (Low-Growth)	B-2
Detailed Elementary Projections (Medium-Growth)	B-3
Detailed Elementary Projections (High-Growth)	B-4

INTRODUCTION

Darien Public Schools contracted with Milone & MacBroom, Inc. to conduct an update to the enrollment projections contained in the 2016 Darien School Utilization Plan. The districtwide and school-specific projections in this report are meant to serve as a planning tool for the future to represent the most likely direction of Darien Public Schools.

This report examines factors that influence school enrollments, namely trends in demographics, births, housing, development and real estate, and private school enrollment. The analysis provides context for historic patterns in Darien Public Schools' enrollments and a basis for developing future enrollment projections from the best available evidence and indicators. These projections are the product of the best available data at a given point in time and will provide the greatest degree of accuracy when applied to the near future. Through annual updates, enrollment projections can be fine-tuned to increase accuracy, providing Darien with an on-going planning tool.

DEMOGRAPHIC OVERVIEW

The total population of Darien increased between the 2000 and 2010 census from 19,607 to 20,732, a gain of approximately 5.7%. By comparison, Fairfield County's population increased by 3.9%, and Connecticut's increased by 4.9%, over the same period of time. According to the Census' 2016 American Community Survey (ACS), Darien's population increased by another 3.8% to 21,519, Fairfield County's population increased by 4%, and Connecticut's overall population decreased by less than a thousandth of a percent.

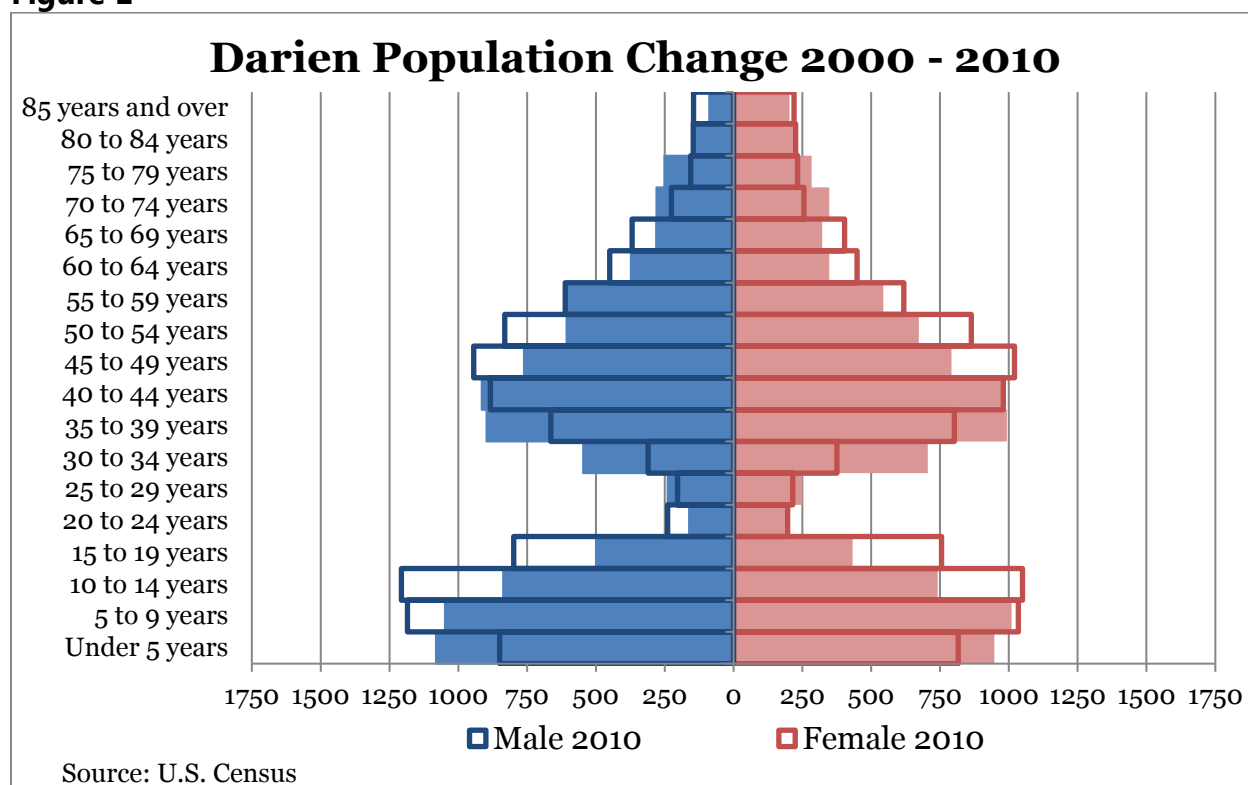
A comparison of growth rates across the town is depicted in the *Population Change by Census Block Group Map*, which shows the change in population of each block group. Within Darien, population growth driven largely by the Avalon Darien development on the western edge of the town accounted for nearly 40% of the population increase over the decade. Most neighborhoods experienced stable or moderately growing populations, although one residential neighborhood situated between the Royle and Ox Ridge districts declined in population by 5.2%.

The form and density of Darien's neighborhoods varies significantly, from moderate density prewar and postwar suburban and town center neighborhoods with population densities over 3,000 people per square mile, to large-lot residential neighborhoods with a more rural character and densities under 450 people per square mile. The distribution of different neighborhoods' population densities is shown on the *Population Density by Census Block Group Map*.

Darien's change in population between 2000 and 2010 was experienced unevenly across different age groups. The age by sex pyramid in Figure 1 shows how the representation of age cohorts changed between Census years; although the distribution of age groups changed substantially, there was little movement of the town's median age (from 39.1 to 38.9) over the decade. While the school-age population increased substantially over the course of the decade,

the number of young children (those under age 5) declined over the same period. Coinciding with this trend was a decline in the population between 30 and 39 years old, and an increase in the population between 45 and 54. In addition, the decade saw a modest increase in the number of adults between 60 and 69, along with a modest decrease in the population between 70 and 79. Taken as a whole, Darien's population growth over the 2000s can be tied to a significant increase in families with older school-age children.

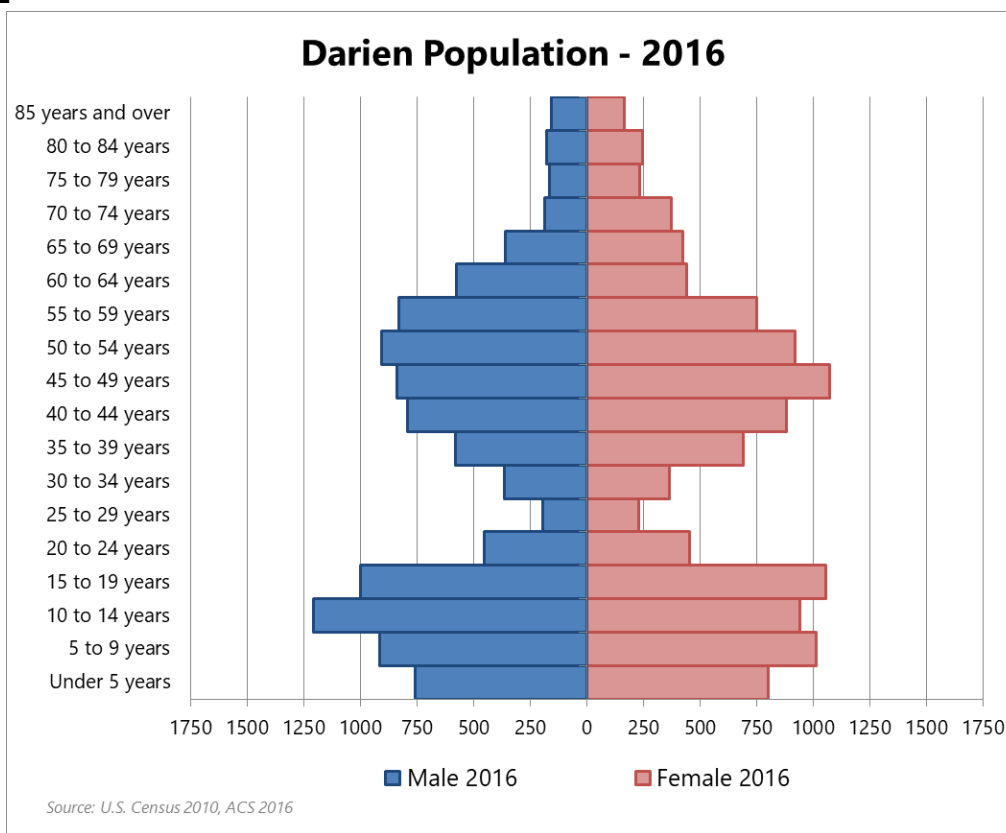
Figure 1



A more detailed look at the distribution of these children is provided in the *School-Age Population Change Map*. (Note that "school-age children" includes children enrolled in nonpublic and other public schools as well as Darien Public Schools.) While increases in the number of school-age children (ages 5 to 17) have occurred across Darien, several neighborhoods saw dramatic increases of 40% or more between 2000 and 2010. Across the town, the school-age population increased by over 31% over the decade.

Figure 2 contains a population tree based on 2016 ACS data. The ACS is based on a 5-year average and is usually not directly compared to decennial census data; however, it is the most recent data available. The largest growth in population since 2010 according to the ACS occurred in the 15-24 years-old cohort with substantial growth also occurring in the 55-64 years-old cohort. The population for children under 5-years-old decreased by 10.7% from 2010 to 2016, and the overall student age population decreased by 3%

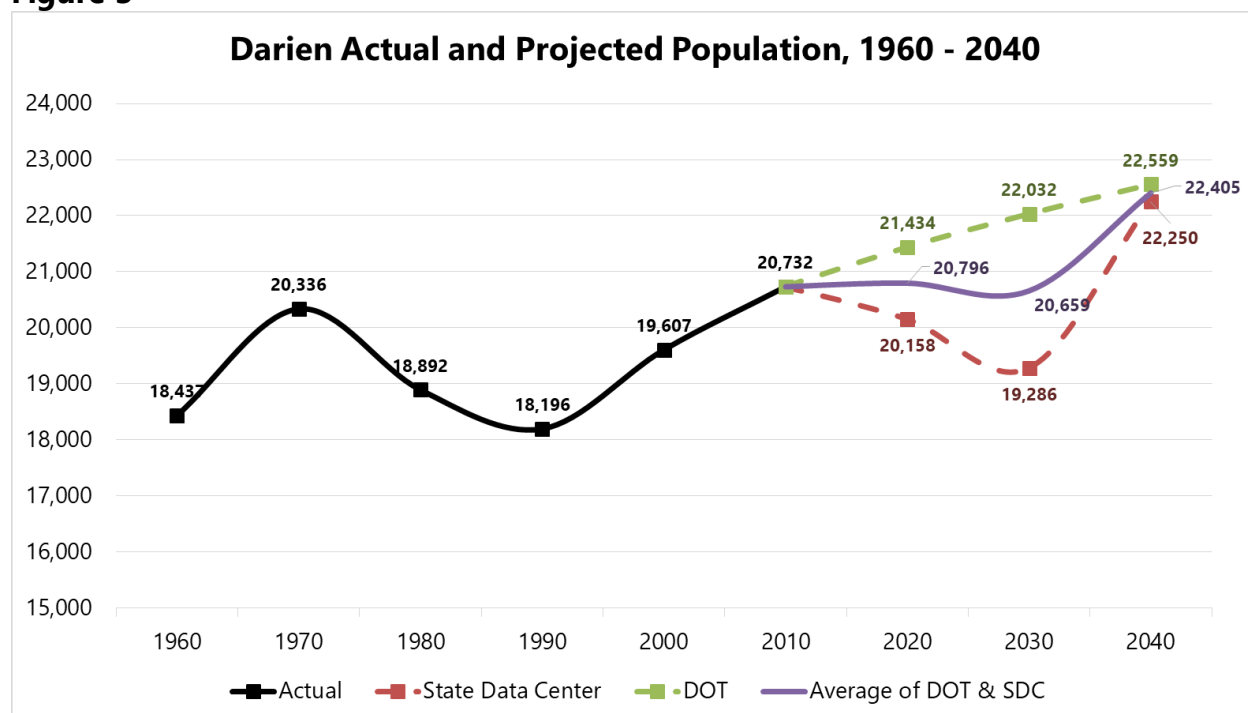
Figure 2



Changes in the number of females of child-bearing age (ages 18 to 44) in Darien are depicted on the "Females of Child-Bearing Age" map. As an indicator of potential future births, this age group of female residents declined by 16.7% over the decade. The decline occurred across Darien, with the exception of the neighborhood containing the Avalon Darien development. In 2016, the population of females of child-bearing age had increased by 7.9% since 2010, yet the largest age cohorts driving the increase were women aged 18-24. This age group, however, typically yields less children than other age groupings in the females of child-bearing age and may have little impact on births affecting future student enrollment.

Population projections from the CT State Data Center and the CT Department of Transportation show a range of potential future total population. The projections show, respectively, either a dip to pre-2000 population numbers followed by a moderate increase in population or steady and slow increase. Given that some new housing is expected to come online in the next several years, the higher projections are likely to be a better model of population change in the near term.

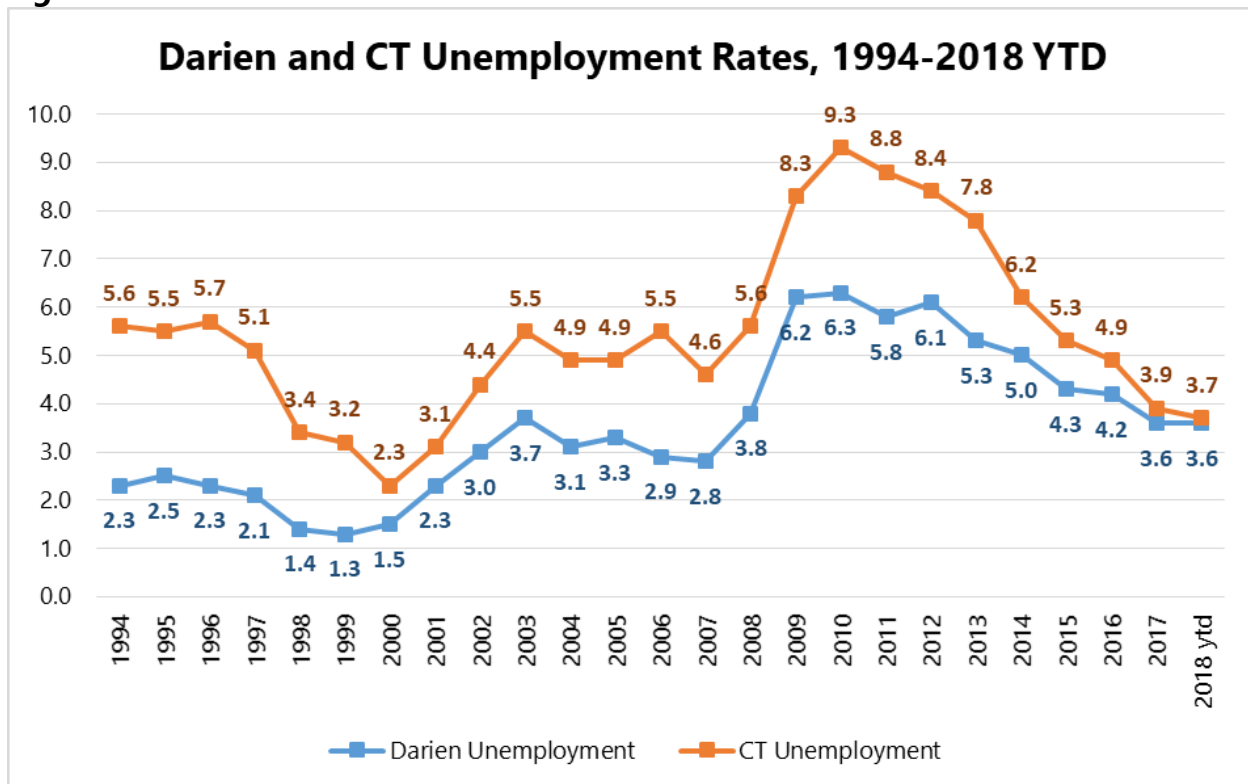
Figure 3



EMPLOYMENT TRENDS

Darien's unemployment rate has followed similar broad trends to the state of Connecticut while remaining an average of about 2 percentage points lower until 2014 and when the gap between the state and local unemployment rates began to close. As shown in Figure 5, unemployment has been slower to recover than the state since it peaked in 2010 at 6.3%. As of September 2018, nonseasonally adjusted unemployment rates stand at 3.6%, which is the same as 2017's annual average unemployment rate. Although unemployment rates are starting to level out and are on par with state unemployment rates, they are now below pre-2008 recession levels.

Figure 4



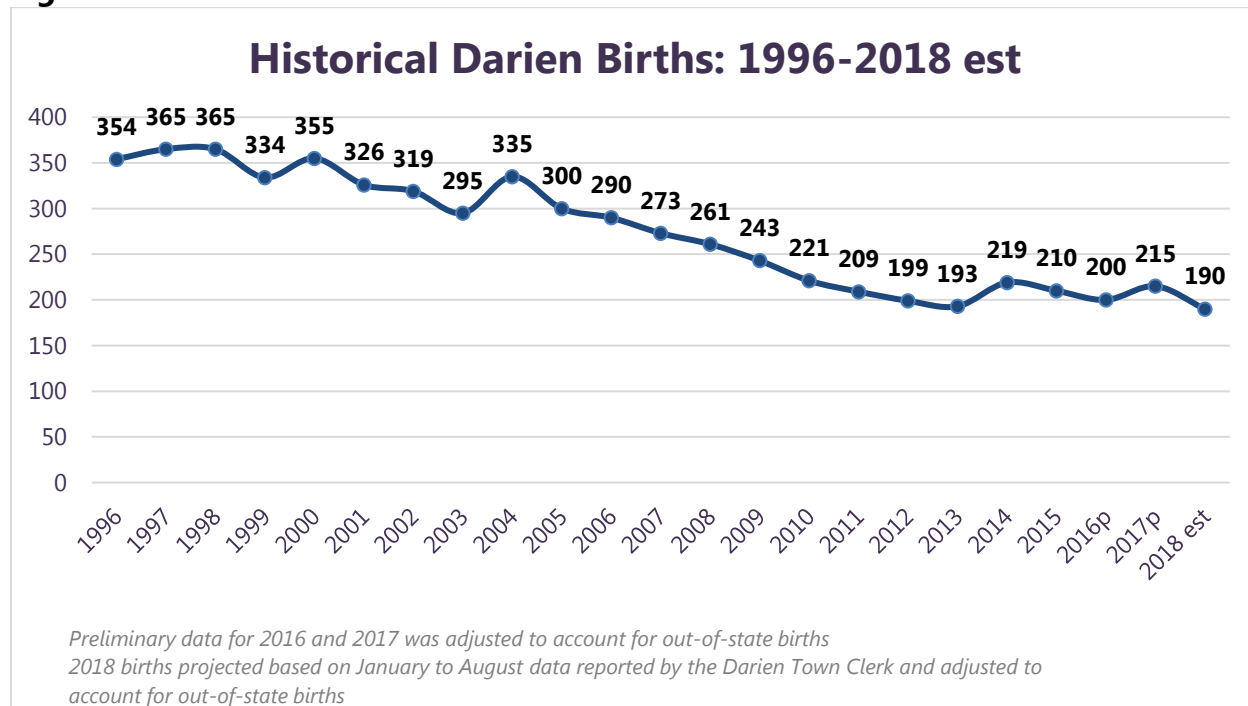
BIRTH TRENDS AND PROJECTIONS

From 1994 to 1998, annual births in Darien remained relatively steady, with an average of over 360 births per year. Beginning around 2000 and accelerating after 2005, births entered a period of steady decline that has lasted for over a decade. The result of this steady decline can be seen in the numbers of births in 2012 and 2013, both of which are nearly 55% of the annual births in the late 1997 and 1998. Since 2013 births have leveled off and averaged around 207 births per year. Preliminary estimates of the number of births in 2018 indicate that births are at a similar level as 2012 and 2013 birth counts.

The decline in births predates the effects of the Great Recession, which saw birthrates decline across the nation. Typically, recessions and depressions result in women choosing to delay having children rather than having fewer children altogether; however, the long-term trend suggests that the birthrate will not return to the levels of the 1990s. Indeed, the Census Bureau recently lowered its national population projections partially as a result of lower forecasted birth rates. In addition, some demographers have suggested that as more women enter college, and

more households and families increasingly rely on female earnings, fertility rates may remain low.¹

Figure 5



Five years of projected births are necessary in order to project the incoming kindergarten classes through 2028-29. These projections are based on the fact that average annual unemployment rates and recent housing sales are often strongly correlated with annual birth rates. Indeed, a regression analysis of Darien's unemployment, home sales and birth rates from 1995 to 2018 produced an r^2 value of .909, indicating a strong correlation. However, fertility decisions appear to be influenced not just by present economic conditions, but also by unemployment in the recent past. 'Lagged' effects of unemployment that may continue to influence birth rates for several years can improve the accuracy of the projections; accordingly, further regression analysis yielded the following equation for projecting future births in Darien, based on both housing sales and unemployment rates in current and recent years:

$$\text{Births}(t)_t = 170.15 - (44.08 * (\text{Darien Unemployment}, t-1)) + (19.96 * (\text{Fairfield County Unemployment})) + (0.44 * (\text{Darien Home Sales}))$$

Where t = year

Using this equation, we were able to develop birth projections under low, medium, and high economic growth assumptions based on changes in average annual unemployment rates. All

¹ Mather, Mark. 2012. *Fact Sheet: The Decline in U.S. Fertility*, Population Research Bureau.

three scenarios assume unemployment rates will continue to decrease in Darien and across Connecticut over the next 7 years at various speeds. The low growth scenario assumes slow and minimal improvements in unemployment rates, particularly at the statewide level, while the high growth scenario assumes steady progress toward full employment. One cannot expect unemployment rates to fall in a linear fashion as in our assumed models; however, establishing low, medium, and high growth scenarios establishes a range of likely projections under a continuously improving economy. By 2020, our low economic growth model projects 205 annual births whereas the high growth model projects 226 annual births.

Table 1

Birth Regression Model Assumptions

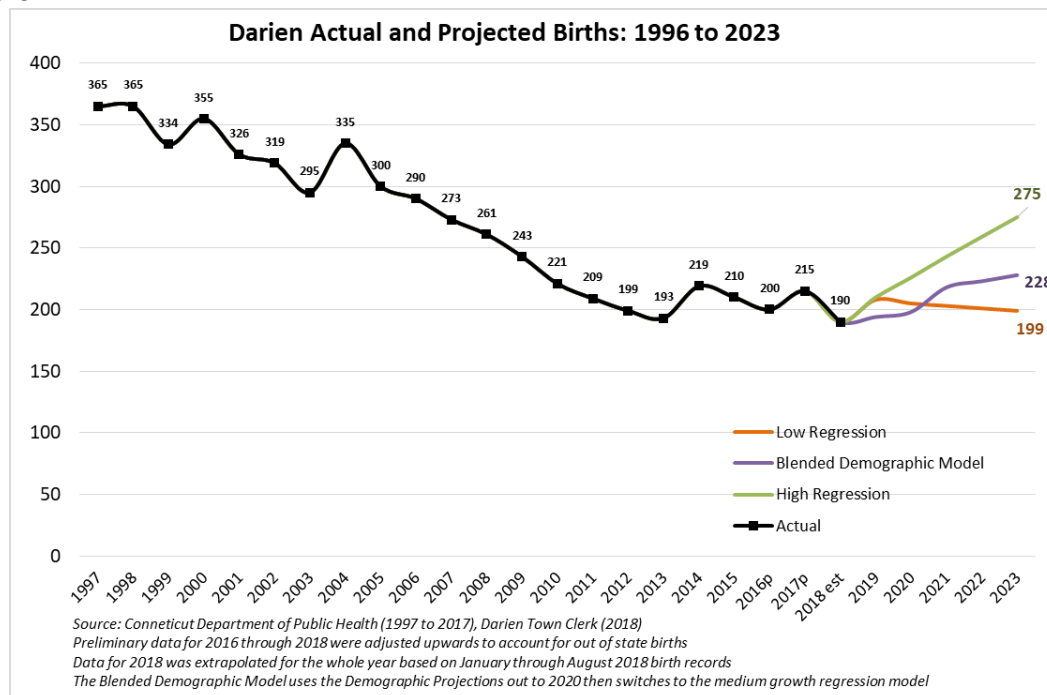
	Low Growth	Med. Growth	High Growth
Annual Births	208 - 199	207 - 228	210 - 275
Fairfield County Unemployment	3.9% - 4.9%	3.7%	3.6% - 3.4%
Darien Unemployment (y-1)	3.6% - 4.3%	3.6%	3.6% - 2.9%
Home Sales	268 - 275	278 - 325	288 - 375

Over the last few years, regression-based birth projections have overestimated the number of births. Therefore we prepared demographic model birth projections in order to confirm and validate the economic model projections. The demographic model applied Darien's historic age-specific fertility rates to Darien population projections prepared by the CT State Data Center. The fertility rate used for the demographic model is derived from the American Community Survey and births to Darien mothers as reported by CTDPH. Models based on U.S. and Connecticut-specific fertility rates were also assessed and rejected due to them being a poor fit to Darien's demographic conditions. The demographic projection model yielded lower estimates of births than the regression-based models through 2020 and then yielded higher estimates than the low and medium growth models out to 2023. However, when applied historically the Darien Demographic model aligns very well with recently observed birth data.

Table 2 and Figure 6 below compare the four different sets of birth projections generated by the low, medium, and high regression-derived models and the demographic-based model. They also include an average of all four sets as a point of comparison. As the following table and chart illustrate, the demographic model projects a slow increase in the rate of births up to 2020, and then a rapid increase to 306 births by 2025. By comparison, the regression models project similar results in the first few years but separate over time. The model that most closely resembles the average of all these scenarios is the medium-growth regression model. The medium enrollment projections used a blend of the demographic model and medium growth regression model. Demographic based birth projections were used out to 2020, and then the medium growth regression model was utilized from 2021 to 2023.

Table 2**Comparison of Birth Projection Models**

	Regression			Demographic	Average
	Low Growth	Med Growth	High Growth	Darien Fertility	
2019	208	207	210	194	205
2020	205	212	226	198	210
2021	203	218	243	220	221
2022	201	223	259	242	227
2023	199	228	275	264	242

Figure 6

In addition to understanding the number of births, it's also important to understand their geographic distribution, as varying trends can develop in individual school zones. Live birth data obtained from the CT Department of Public Health (Note: Milone & MacBroom, Inc. assumes full responsibility for analysis and interpretation of this data.) was matched to local addresses and used to establish districtwide and individual elementary school birth-to-kindergarten persistency ratios. Simply put, this ratio identifies the percentage of children born in town (or in a given elementary district) who attend kindergarten 5 and 6 years later. The persistency ratios for birth-kindergarten, as well as for all grades, can be found later in this report.

Figure 5: Births by Elementary School District in Appendix A shows the distribution of births in Darien from 2014 to 2017. These births correspond to the incoming kindergarten classes of 2019-2020 through 2022-2023. Unsurprisingly, the density of births shows a strong correspondence to Darien's population density in 2010, with the most densely populated neighborhoods in the Holmes, Royle, and Hindley districts seeing high numbers of births in recent years.

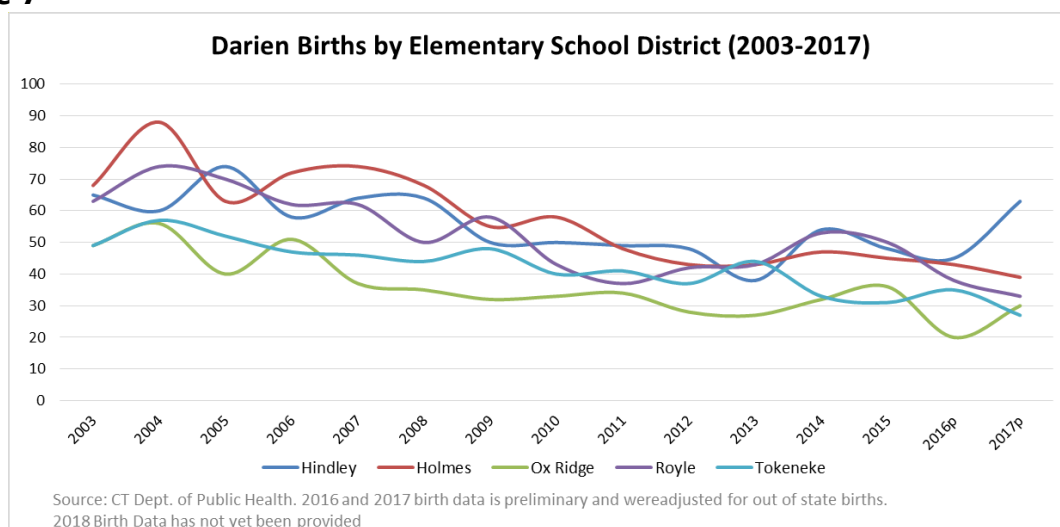
The general downward trend in annual birth rates, despite cyclical highs and lows, is apparent in all schools in Table 3 and Figure 8. Historically, Holmes and Hindley have had the highest number of annual births out of all the elementary school districts although the gap in birth rates between elementary districts has narrowed in recent years. As Table 3 shows, annual birth rates have declined by approximately 3.8% to 20% in each school district from earlier in the decade.

Table 3

Annual Births Comparison			
	Average 2008 - 2012	Average 2013 - 2017	Change
Hindley	52	50	-3.8%
Holmes	54	43	-20%
Ox Ridge	32	29	-9.4%
Royle	46	43	-6.5%
Royle	42	34	-19%

Source: CT Dept. of Public Health. This study was approved by the DPH HIC. MMI assumes full responsibility for analyses and interpretation of the data.

Figure 7



HOUSING

Between 2000 and 2010, Darien's housing stock grew by 4.2% or 282 housing units. By contrast, the town's population grew by 5.7%, outpacing the supply of housing. The *Housing Unit Change by Block Group* map in Appendix A shows housing unit growth across Darien's neighborhoods. Housing growth was highly concentrated in the southwest end of town, where the Avalon Darien development accounted for more than half of all housing development over the decade.

While average household sizes across Connecticut (2.52 persons per household) and Fairfield County (2.68) declined from 2000 to 2010, Darien was unusual in that the average household grew from 2.95 persons to 3.09. The average family household also grew from 3.31 to 3.48 persons. This growth can be at least partially attributed to the growing number of households with children in Darien; while 46.4% of households had one or more children under 18 in 2000, that number rose to 50.5% by 2010.

While households have been growing in size, growth in the number of households has been comparatively slow, with a 1.6% increase between decennial Censuses. In fact, the increase in the number of households has not kept pace with new housing units, leading to a declining occupancy rate—down from 97.1% to 94.7% by 2010—that reflects the conditions of weak housing demand predominant in the years immediately following the Great Recession. However, a stronger pace of housing development and sales seen since 2010 suggests that vacancies may have since declined.

Table 4 below shows changes in household and family compositions in Darien from 2000 to 2016. The share of family households in the town grew slightly (from 81.7% to 82.1%) between 2000 and 2010, with female-headed family households growing particularly quickly. Between 2010 and 2016 the total number of households decreased by 1.2% while the number of family households grew by 1%. Changes in the composition of family households with children strongly coincide with the combined trends of declining births and increasing enrollments; from 2000 to 2010, the number of households with young children (under 6 years) declined by 15.1% while those with only school-aged children increased by 37.8%. These changes suggest that fewer families are having children in Darien while more are moving into the community after their children have already reached school ages. This trend continued through 2016 with another 13.4% decrease in children under 6 and a 9.5% increase in school-aged children.

Table 4

Darien Household and Family Statistics	2000	2010	2016 ACS
Total households	6,592	6,698	6,618
Family households	5,383	5,503	5,560
Female householder	371	447	380
Nonfamily households	1,209	1,195	1,058
Householder living alone	1,027	1,057	880
Householder 65+	549	559	589
Average household size	2.95	3.09	3.24
Families	5,383	5,503	5,560
With own children under 18 years	3,056	3,384	3,417
Under 6 years only	847	664	591
Under 6 years and 6 to 17 years	716	663	574
6 to 17 years only	1,493	2,057	2,252

Source: US Census 2000, 2010, ACS 2016

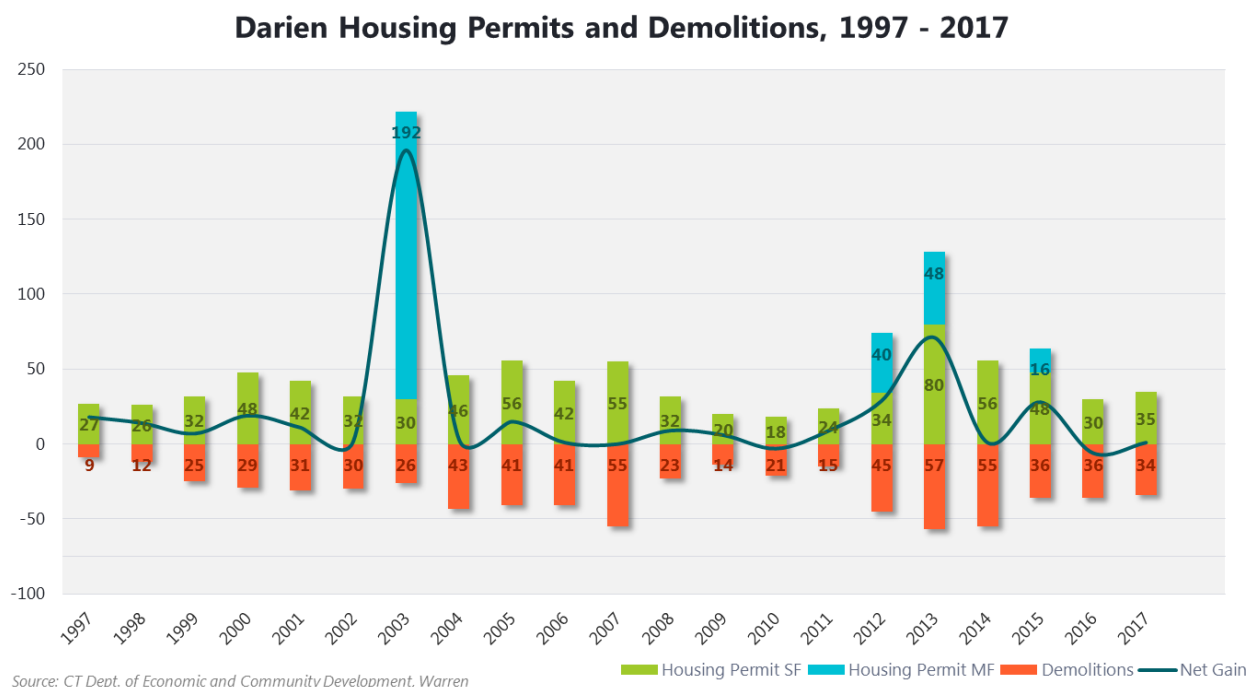
Housing Sales

Like many communities, Darien's housing market activity and housing prices declined during the Great Recession, but it has since made significant gains toward recovery. As a coastal bedroom community with good access to transportation and close proximity to New York City, Darien is attractive to many young families and upwardly mobile professionals located in Norwalk, Stamford, and Westchester County. Darien's school system is a primary draw for buyers, with relatively low local taxes, a family-oriented and educationally involved culture, and a high quality of life contributing to a strong market that weathered the economic downturn fairly well in comparison to neighboring towns. Access to Darien Public Schools generally is a strong priority for those relocating to Darien from other communities.

Two primary indicators of housing market activity in the town, housing permits and housing sales, are shown in Figures 8 and 9 respectively. Darien's housing market experienced a period of expansion during the early to mid-2000s, with some 543 housing permits issued between 2000 and 2007, including 222 issued in 2003 alone. Permitting activity dipped for several years of the economic downturn beginning in 2008 before seeing sharp gains in 2012 and 2013.

Housing sales followed a similar trend to housing permits in the recent past. In most years, housing sales have exceeded housing permits by roughly a factor of ten, indicating a market primarily driven by turnover of existing housing. This can also be seen in Figure 8 where the number of demolitions roughly match the number of permits issued causing the net gain in new homes to be relatively low and stable outside of years with high numbers of condominium or multi-family permits.

Figure 8



Major housing developments that have been built or approved in recent years include the Avalon Darien apartment development at 137 Hollow Tree Road (189 rental units), the Kensett Lane condominium development on Kensett Lane off Hoyt Street (62 units), The Heights at Darien development on Allen O'Neill Drive (106 rental units), and the 397 Post Road Apartments on Boston Post Road (35 rental units). Kensett Phase II is currently under construction and expected to add seven units by 2019.

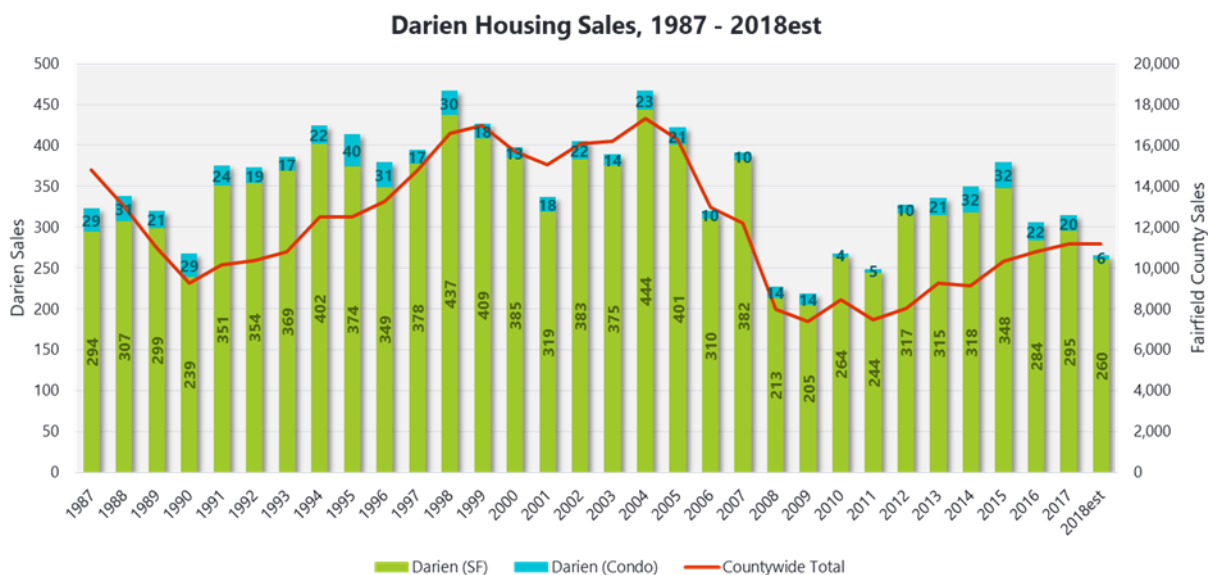
Long term projects that have been approved but have not yet been constructed are the Palmer Family Development to be located at Noroton Heights Shopping Center property, which will add 59 new residential units over two mixed-use buildings and the 122-unit "The Commons at Noroton Heights" to be located north of Heights Road between Edgerton Street and Noroton Avenue. These projects are expected to be completed in late 2020 and 2021 respectively. Also of note is the Corbin Block Redevelopment, which has been proposed but has not yet been approved. This property is proposed for the downtown block formed by Corbin Drive, Boston Post Road, and I-95 can add a total of 116 residential units by 2021, if approved.

Two age-restricted housing development projects have been approved, one located at 77 Leroy Avenue, which has already been built, and the other on 57 Hoyt Street, which has yet to be built. These developments are currently approved for a total of 24 units. While age-restricted units are not expected to generate new enrollments directly, the availability of local units suitable for older residents looking to downsize may increase overall housing turnover, potentially bringing in new families.

Based on a preliminary inventory of land uses commissioned by the Town in 2014, a large majority (approximately 97%) of Darien's developable land has been developed or committed as open space, leaving only 3% or 216 acres of vacant and potentially developable land.² Based on available information on housing and other developments currently permitted or under consideration, a significant and increasing portion of new housing units will likely be the product of redevelopment of existing housing or commercial properties, rather than greenfield developments.

Darien's housing sales peaked most recently in 1998 and 2004, matching periods of high sales activity in Fairfield County as a whole. Single-family home sales dominate total sales figures, with condos typically accounting for around 5% of sales. Notably, Darien's housing market has increased in volume more quickly than the region as a whole since 2009. The *Figure 7: Home Sales* in Appendix A shows housing sales from 2015 to 2018 mapped by address, illustrating patterns of where home purchases have been concentrated in recent years. Neighborhoods in the Holmes, Royle, and Hindley districts have seen the most concentrated areas of sales activity, but the Ox Ridge and Tokeneke districts have seen greater numbers of overall sales over this time period.

Figure 9



² Town of Darien, 2014. *Plan of Conservation and Development Booklet #2: Conditions & Trends (draft version)*. Planimetrics.

Median housing sales prices in Darien have consistently ranked in the top 3 highest among neighboring communities. Home values have historically been comparable to Westport and exceeded only by Greenwich and New Canaan among towns in southwestern Fairfield County. Median sales prices gained steadily during the 1990s until 2007. Although prices dropped in the following two years, Darien's housing market recovered more strongly than its neighbors, with median sales prices reaching a new peak of \$1,425,000 by 2015, just 8 years after the Great Recession began.

Figure 10

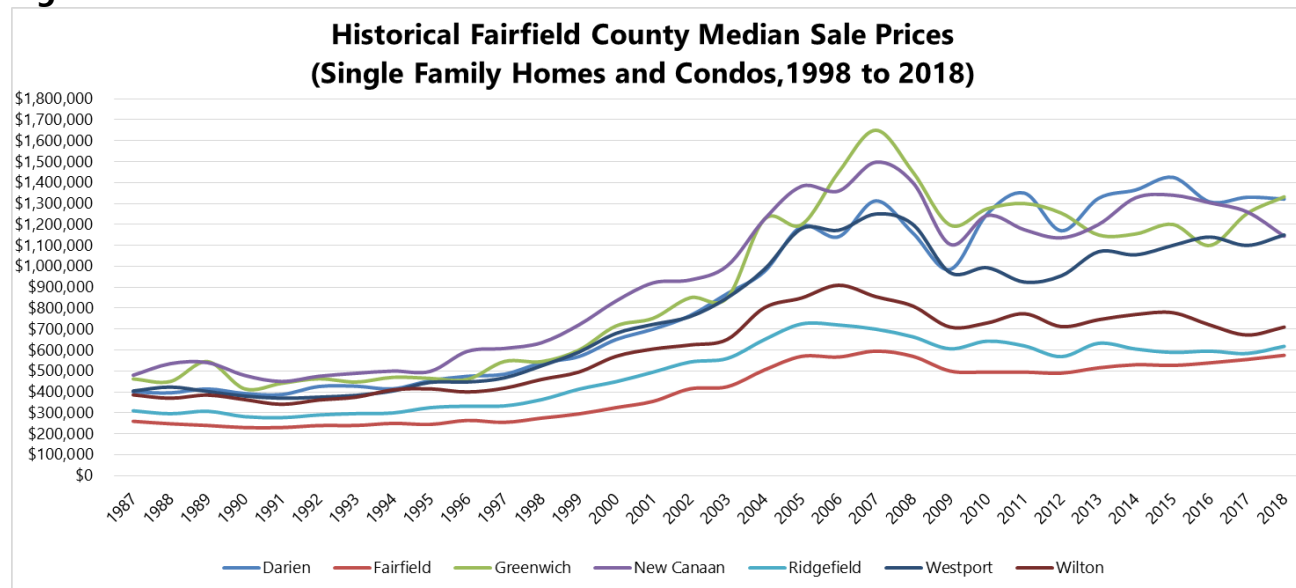


Table 5

Total Housing Sales by Elementary District by Year, 2010 - 2018										
	2010	2011	2012	2013	2014	2015	2016	2017	2018 ytd*	Total
Hindley	66	54	68	72	52	58	63	74	37	544
Holmes	48	42	70	60	50	61	69	62	57	519
Ox Ridge	55	67	60	82	66	88	56	49	34	557
Royle	54	38	78	67	51	45	61	73	42	509
Tokeneke	62	64	73	77	62	65	63	69	40	575
Darien	285	265	349	358	281	317	312	327	210	2704

** Sales from January 1 – September 30, 2018. Totals may differ slightly from Darien housing sales previously reported due to property transfers recorded as sales and/or discrepancies in residential property classification.*

Students Generated from Sales

While any housing sale has the potential to generate school enrollments, demographic trends indicate that families are moving to Darien with students ready to enter the school system. Therefore, a close analysis of January to September sales and student generation, as measured by October 1 enrollments, was conducted based on the assumption that most families would purchase before September in order to enroll in Darien Public Schools at the start of a new school year. Figures 11 and 12 show the number of students generated from housing sales in the current school year by grade and by elementary school district. These numbers were determined by overlaying address-matched housing sales and students new to the Darien Public Schools (based on having a State ID not found in the previous year's enrollment database). A total of 131 new students in 2018-2019 were tied to a housing sale from January to September 2018. The number of new elementary students generated by district varied from a low of 11 in Royle to a high of 28 in Holmes. Except for Royle and Tokeneke, all elementary districts had at least four kindergarten students enrolled this year who were tied to a housing sale within the past 8 months. In total, 17 kindergarten students (or about 5.3% of the current year's class) were tied to a housing sale in 2018. This supports the demographic trends discussed earlier that indicate families are moving into Darien with students ready to enter the public school system.

Figure 11

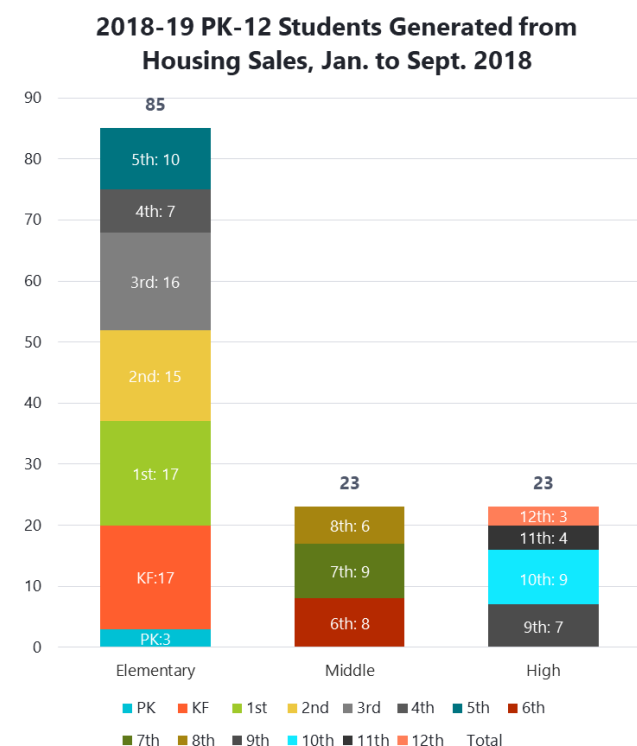
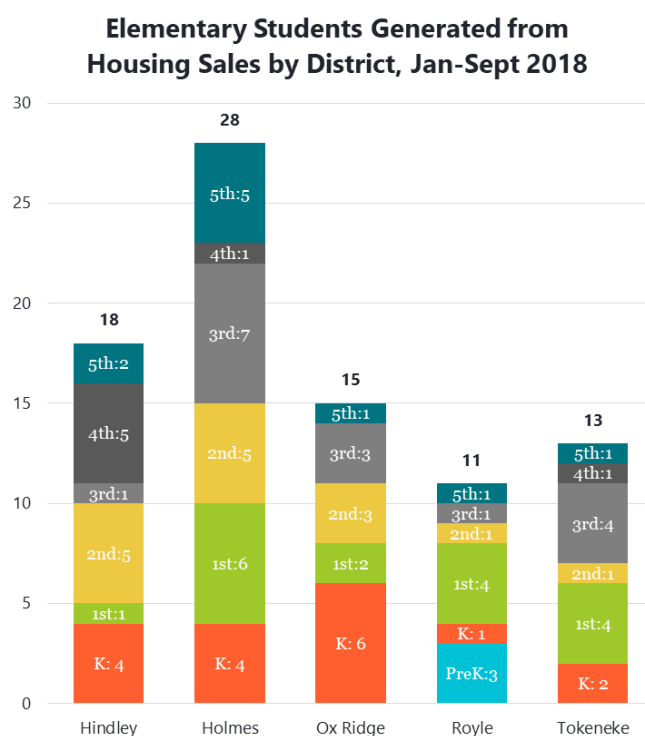


Figure 12



Sources: Darien Public Schools and The WarrenGroup

The districtwide total from January to September housing sales has generated an average of .62 K-12 students per sale. Home sales at the elementary district level generated .49 students per sale in Hindley, .49 students per sale in Holmes, .44 students per sale in Ox Ridge, .26 students per sale in Royle and .33 students per sale in Tokeneke. Indeed, the districtwide housing sales student multiplier has been relatively stable over the last 4 years, which leads us to assume that recent trends in persistency rates (discussed later in this report) are likely ongoing.

Enrollment History & Trends

Darien's school enrollments currently stand at 4,638 students districtwide, a decline from its last peak in 2013. Although overall enrollment is on the decline, it was to be expected when comparing Darien's historic enrollment trends with the State's historic enrollment trends. Connecticut's enrollment hit its peak almost a decade before Darien in 2004-2005 and experienced its last trough in 1988, a full year before Darien.

The following series of figures (Figures 13-16) show enrollment trends for grades K-12 in Darien Public Schools, broken down by grade groupings. Overall, the past decade has seen very stable elementary and middle school enrollments with a low degree of year-to-year variation across the district. At the high-school level, enrollments have trended upwards steadily, with a 5% increase in grade 9-12 enrollments between 2014-2015 and 2018-2019.

Figure 13

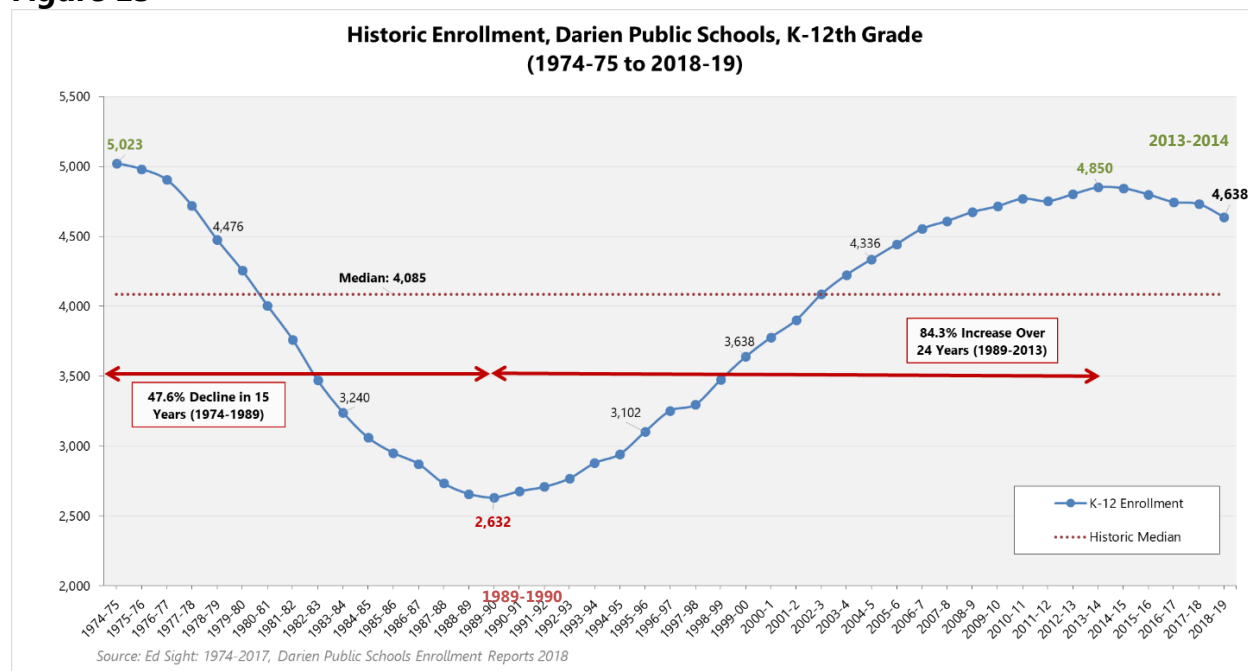


Figure 14

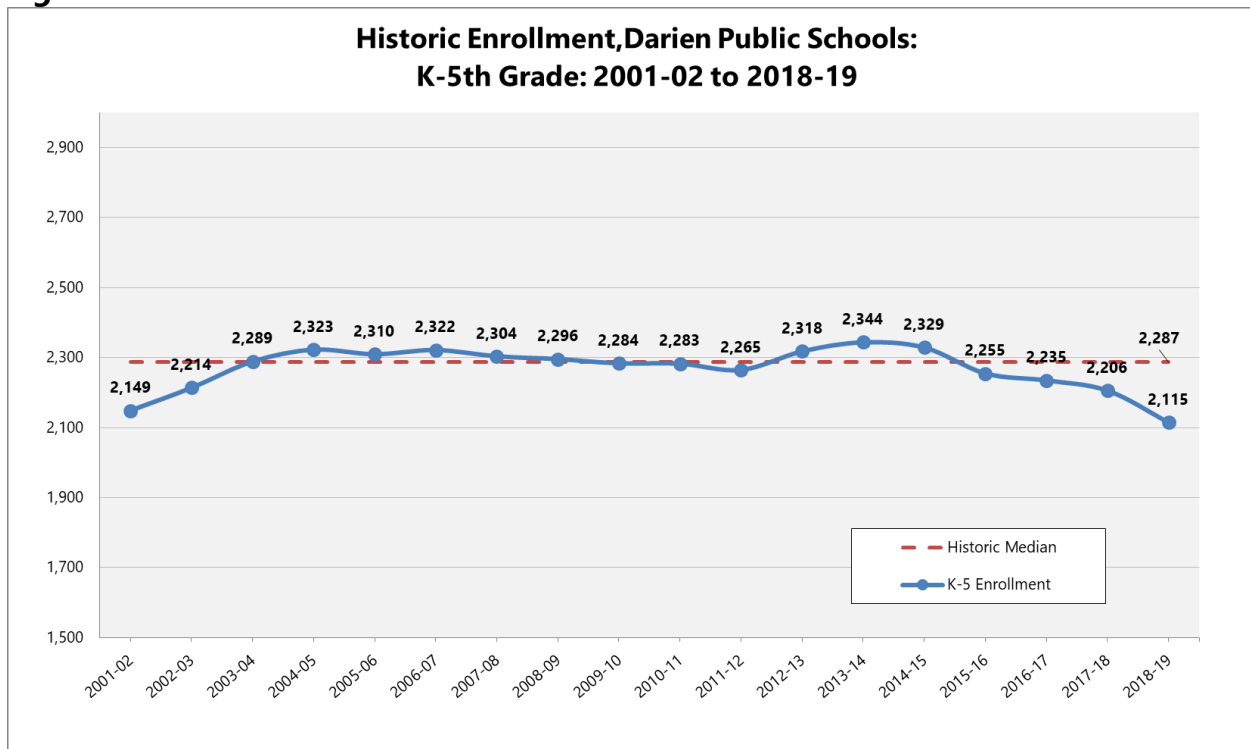


Figure 15

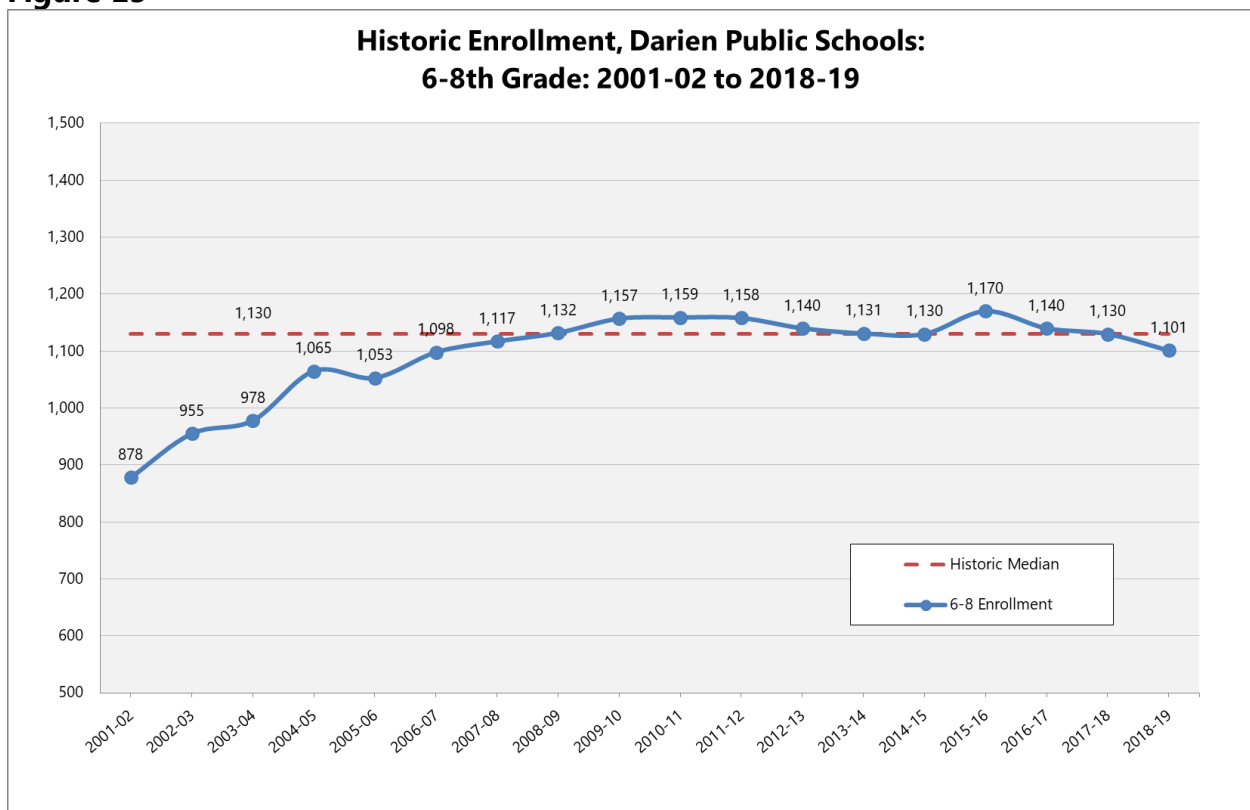
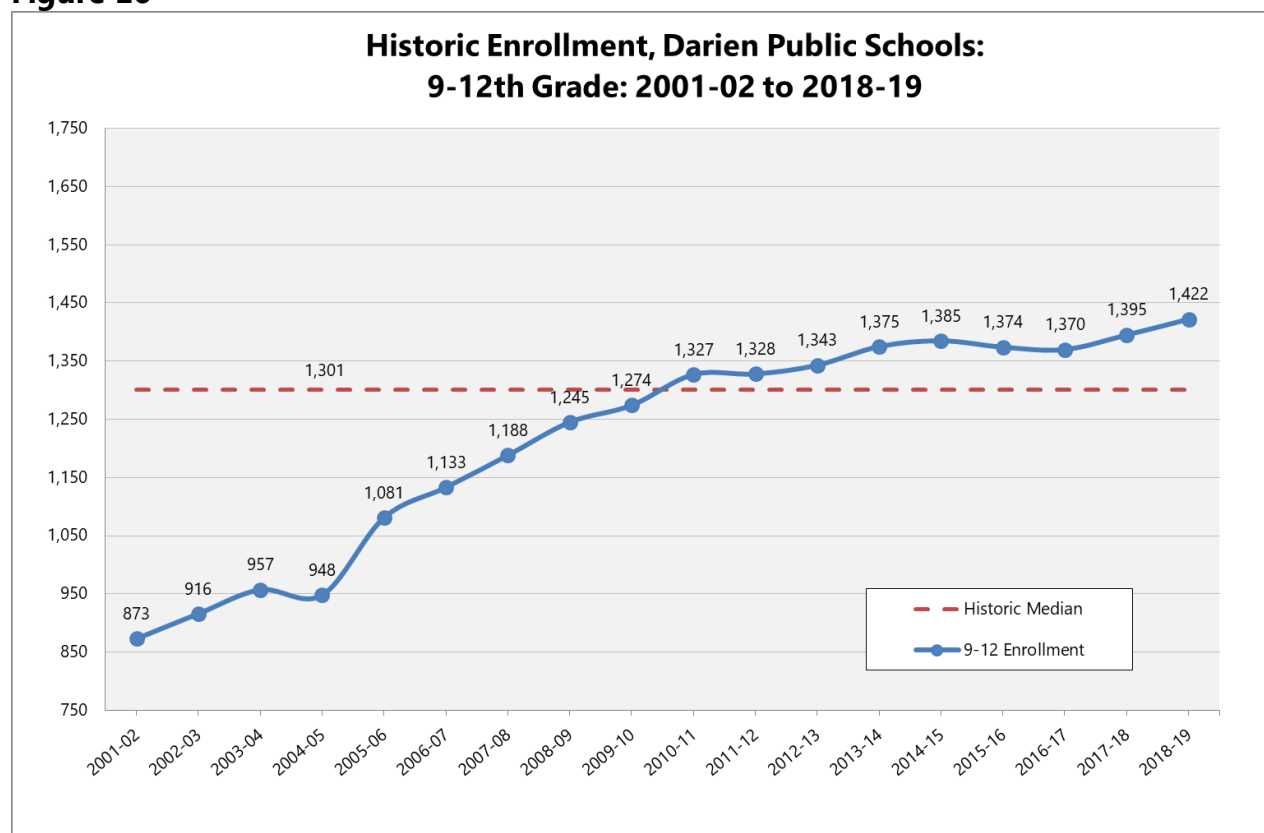


Figure 16



Darien's kindergarten enrollments have remained generally stable over the past decade, hovering around 375 enrollments each year until 2013 when kindergarten enrollment began to steadily decline reaching a low of 318 kindergarteners in 2018. While fluctuations in kindergarten enrollments have generally matched fluctuations in the birth rate 5 years prior, the overall birth rate has declined since the mid-2000s and has accelerated since the 2009-2010 school year. The gap between births and kindergarten enrollments, shown in Figure 17, has widened from 18 added kindergarteners in 2001-2002 to 125 in 2018-2019 and is reflected in Darien's Birth-K persistency ratios. This widening disparity between births and kindergarten enrollments is a recent Fairfield county phenomenon (as shown in the following charts) especially affecting those communities that fared well during the Great Recession in terms of housing sales: Darien, New Canaan, Westport, and Wilton. In other words, it appears families with children purchased homes in these communities when prices were low.

Figure 17

Kindergarten Enrollments Compared to Births Five Years Prior

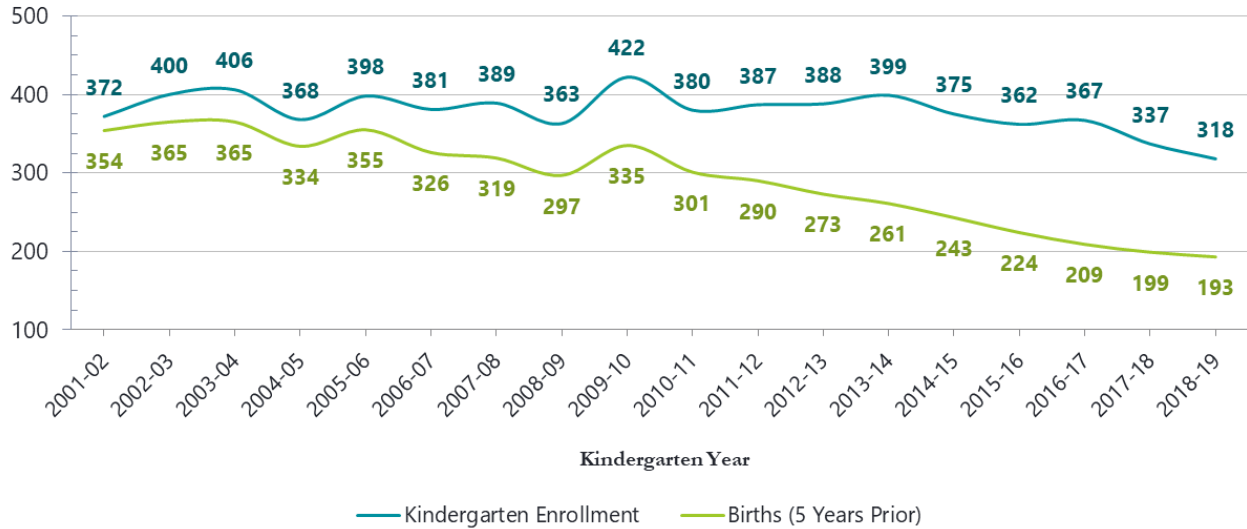


Figure 18

Fairfield County School District Birth-K Ratios: (2007-08 to 2017-18)

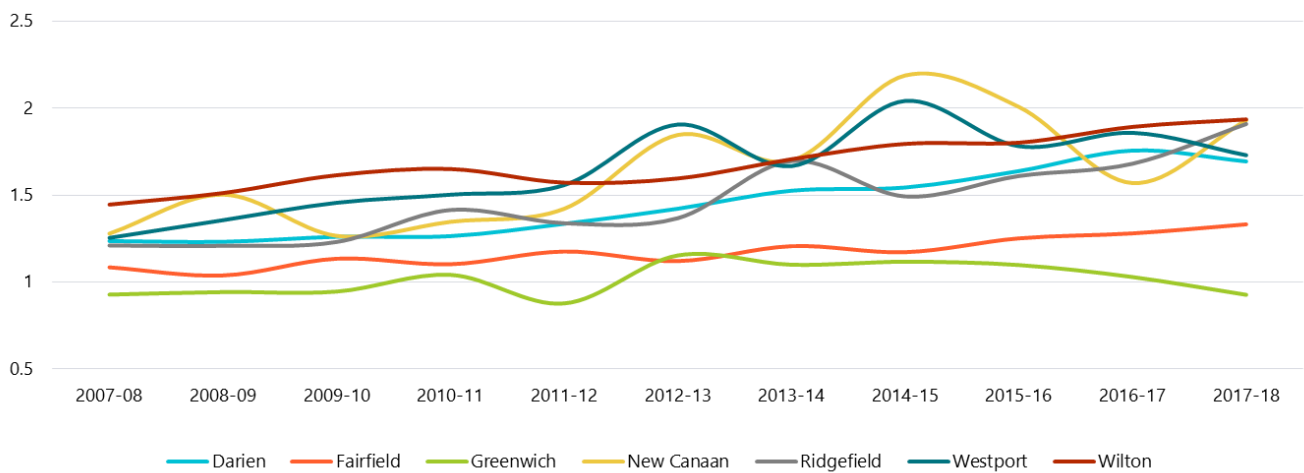
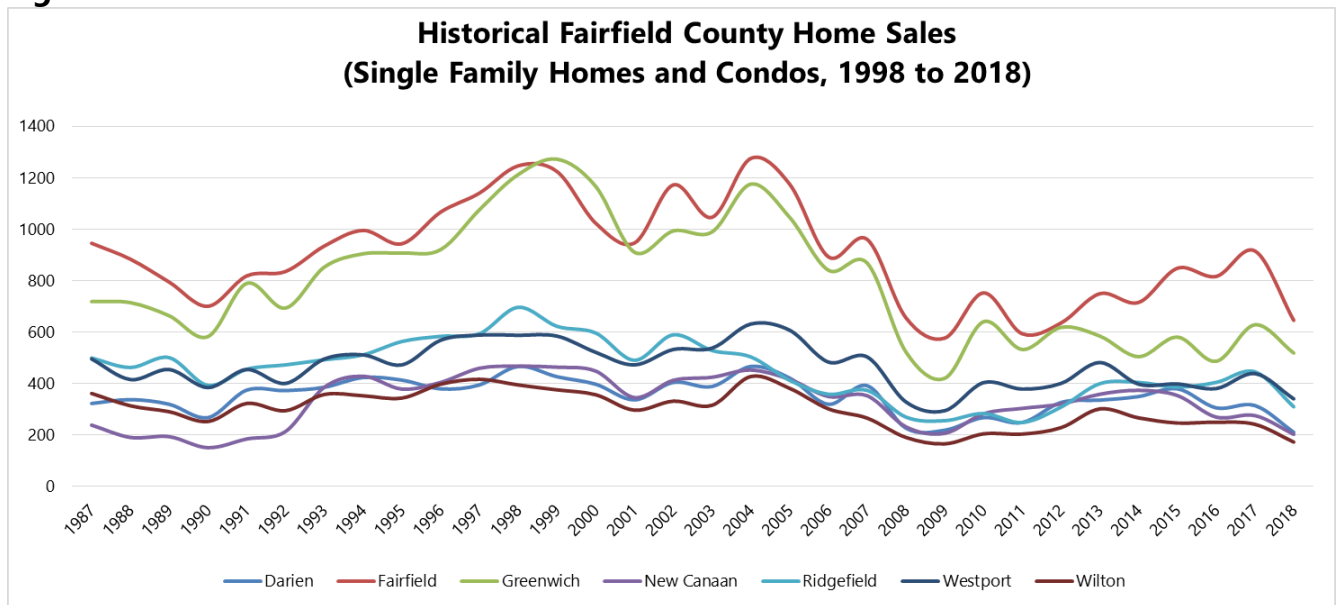


Figure 19



Darien also has traditionally had a large share of delayed entries into kindergarten, where students do not enter until they are 6 years old. As Table 8 shows, the percent of each kindergarten class consisting of delayed entrants has ranged from 23% to 31.6% over the last several years, a significantly higher rate of delayed entry than other Fairfield County communities. With over a quarter of kindergarten students entering on a delay, yearly fluctuations in births may have diminished utility in predicting future kindergarten enrollments.

Table 6

Enrollment Year	Birth Year	Total K	5 Years Old On or Before January 1st	6 Years Old On or Before January 1st	% Delayed Entries
2010-11	2005	379	289	89	23.5%
2011-12	2006	387	298	89	23.0%
2012-13	2007	388	294	94	24.2%
2013-14	2008	398	283	115	28.9%
2014-15	2009	375	273	102	27.2%
2015-16	2010	362	250	112	30.9%
2016-17	2011	367	251	116	31.6%
2017-18	2017	337	238	99	29.4%

Long-Term Average:

Five-Year Average: 29.6%

Three-Year Average: 30.6%

Three-Year Weighted Average: 30.4%

The delayed entries at kindergarten and the student generation multipliers from housing sales discussed previously still do not account for all of the disparity between births 5 years prior and kindergarten enrollments. Even when examining a longer time frame of sales, only a portion of the "in-migration" of kindergarten students can be accounted for through housing sales. The difference results from either rental housing situations or a smaller proportion of resident students entering private school. Anecdotally, we have found evidence of lower-cost Darien housing placed on the market within recent years, without a recorded sale, that is now offered as rental housing. There are no reliable data sources for such informal rental information, therefore an analysis of student generation from single-family rental housing is not possible at this time. In any event, housing sales and rentals are an increasingly important component of accurately projecting incoming kindergarten class sizes in Darien and similar communities.

Private School Enrollments

For Private School Enrollment analysis please reference the 2014 Enrollment Analysis prepared for Darien's Board of Education. Private School Enrollments have not been collected or updated in the state of Connecticut since 2014. It is unknown when the state will make this data set available again.

ENROLLMENT PROJECTIONS

The cohort-survival methodology, with some modifications, was used to calculate all projections in this report. This is a standard methodology for projecting populations and student enrollments and relies on the recent past as a predictor of the future. It works well for stable populations, including those that are growing or declining at a steady rate.

In the 2014 Darien Enrollment Report, the medium growth model was selected as the best model for our 10-year enrollment projections. That year's medium growth model was based on a regression analysis where projected births were determined by similar factors used in Table 1. This model over-projected the number of births that occurred in Darien over the last few years. In recent years, the demographic model has more closely resembled the actual reported births and were only off by less than five births per year. Therefore, this year used a blend of the demographic model and the medium growth regression model. The demographic model was used out to 2020 and the medium growth regression model was used from 2021 to 2023.

Persistency ratios were calculated from historic and current enrollments to determine growth or loss in a grade cohort as it progresses through the school system. Persistency ratios of 1.00 mean that the cohort remains the same as it advances from one grade to the next. A persistency ratio of 1.05 means the cohort increased by 5% or a class of 100 gained five additional students the next year. Enrollment data from 2001-2002 through 2018-2019 and birth data from 1996 to 2013 were used to calculate the birth-to-kindergarten and grade-to-grade persistency ratios shown in the table on the following page. Birth-to-kindergarten (Birth-K) ratios were broken down by calendar year, and adjusted to account for delayed entry. The Adjusted Birth-K ratio compares an incoming kindergarten class with 70% of births 5-years prior and 30% of births 6-years prior. This aligns with the historic proportion of 5- and 6-year olds entering Kindergarten.

Persistency ratios account for the various factors affecting enrollments, including housing development and sales, economic conditions, student transfers and mobility into and out of a school district; however, they function best in a system that has stable trends – whether steadily increasing, decreasing or remaining flat. While the Birth-K ratio in Darien rather steadily increased from 2010-2011 to 2016-2017. Since 2016-17, the Birth-K ratio has decreased, but still remains well higher than the historic average. Moreover, persistency ratios for other grade cohorts have no discernible trends. We believe this is in part due to what appears to be in-migration of students through housing sales coupled with some fluidity between public and private school enrollments.

An estimate of migration was calculated to ascertain the degree to which migration in and out of the school system has affected enrollments and persistency ratios. Migration was estimated by comparing the 2nd through 7th grade cohorts of one year to the 3rd through 8th grade cohorts of the following year. These are traditionally considered the most stable enrollment years to compare. Gains in enrollments in that cohort grouping indicate in-migration, while loss indicates out-migration, for whatever reason, whether entering or leaving private school, transfer into or out of the district, or otherwise. Darien traditionally experiences small amounts of out-migration,

with only the 2012-2013 school year demonstrating in-migration over the last 5 years. Housing sales began to increase in 2012 following the Great Recession, so there may have been some pent-up demand from families with students ready to enroll at various grade levels that entered the system that school year. However, in general, we believe that Darien's grade cohorts generally experience small losses of students to private schools over the course of their elementary enrollment.

Table 7

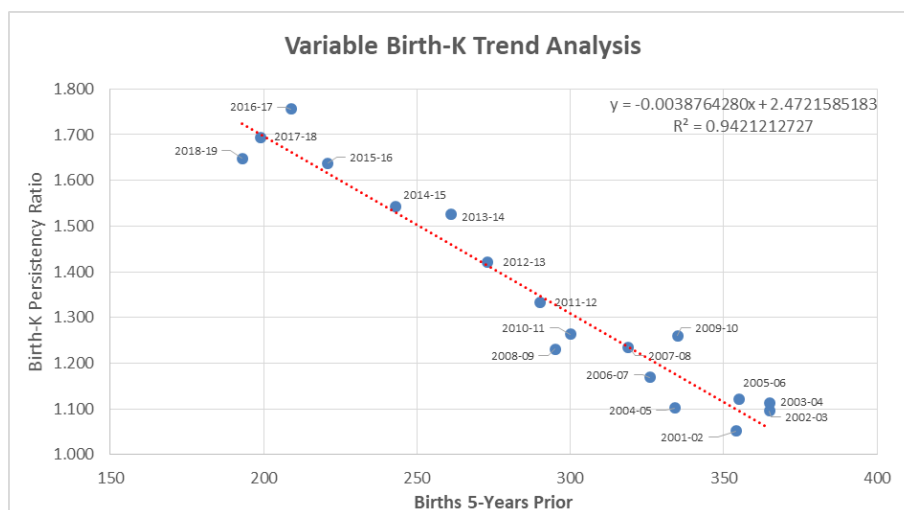
Kindergarten through 12th Grade Persistency Ratios by School Year 2002-2003 to 2018-19															
Year	Birth-K	Adjusted Birth-K	K-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	10-11	11-12	Est. of Migration
2002-03	1.0959	1.1050	1.0484	1.0335	1.0249	1.0305	0.9600	1.0161	0.9837	0.9821	0.8900	0.9595	0.9688	0.9949	0.15%
2003-04	1.1123	1.1123	0.9925	0.9846	1.0027	0.9811	0.9892	1.0096	0.9762	0.9735	0.9164	0.9537	0.9812	1.0040	-1.14%
2004-05	1.1018	1.0729	1.0468	1.0126	1.0286	0.9730	1.0248	1.0190	1.0222	0.9973	0.8878	0.9603	0.9636	0.9904	1.06%
2005-06	1.1211	1.1404	1.0435	0.9529	0.9602	0.9873	0.9612	0.9892	0.9867	0.9783	0.9457	0.9885	0.9669	1.0126	-2.29%
2006-07	1.1687	1.1373	1.0025	0.9870	0.9827	0.9767	0.9949	1.0173	1.0163	1.0027	0.9937	0.9425	0.9806	1.0214	-0.22%
2007-08	1.2351	1.2274	0.9790	0.9925	0.9815	0.9899	0.9947	1.0026	1.0085	0.9947	0.8922	0.9521	0.9360	0.9960	-0.48%
2008-09	1.2305	1.2020	1.0127	0.9946	1.0303	0.9812	0.9898	1.0427	0.9923	0.9972	0.9194	0.9758	0.9295	0.9870	0.57%
2009-10	1.2597	1.3065	0.9780	0.9749	0.9892	0.9608	0.9836	1.0205	0.9744	0.9793	0.9634	0.9444	1.0031	1.0289	-1.56%
2010-11	1.2633	1.2186	0.9976	1.0028	0.9486	1.0191	0.9796	1.0501	1.0000	1.0079	0.9524	0.9708	0.9690	0.9938	0.00%
2011-12	1.3345	1.3208	0.9736	1.0048	1.0056	0.9946	0.9652	1.0234	0.9894	0.9849	0.9063	0.9667	0.9518	1.0096	-0.62%
2012-13	1.4212	1.3957	1.0155	1.0054	1.0236	1.0419	0.9809	1.0471	0.9924	0.9973	0.8954	0.9626	0.9713	1.0095	1.36%
2013-14	1.5249	1.5019	0.9871	0.9873	1.0027	0.9931	1.0000	1.0167	1.0079	0.9846	0.9409	0.9858	0.9940	1.0237	0.04%
2014-15	1.5432	1.5121	1.0201	0.9922	1.0103	0.9866	0.9512	1.0241	1.0301	0.9738	0.9688	0.9629	0.9711	1.0210	-0.52%
2015-16	1.6380	1.5877	0.9920	0.9901	1.0000	0.9694	0.9782	1.0220	0.9817	1.0000	0.9218	0.9462	0.9911	1.0298	-0.78%
2016-17	1.7560	1.7230	0.9779	1.0054	0.9950	0.9947	0.9526	1.0000	0.9761	0.9947	0.9310	0.9883	0.9773	1.0090	-1.47%
2017-18	1.6935	1.6683	0.9891	1.0113	0.9813	1.0050	1.0026	1.0249	0.9972	0.9828	0.9223	1.0199	1.0178	1.0145	-0.13%
2018-19	1.6477	1.6308	1.0030	1.0083	0.9777	0.9537	0.9776	1.0132	0.9892	0.9777	0.9526	0.9826	1.0000	1.0000	-1.83%

Adjusted Birth-K ratios are derived from dividing Kindergarten enrollment by Births adjusted for historical delayed enrollment (70% of births 5 years prior + 30% 6 years prior)

The apparent flattening of the Birth-K ratio this year and the lack of stable trends in other grade-level persistency ratios are causes for caution in using the standard cohort-survival methodology in preparing enrollment projections for Darien. Therefore, some modifications were made to the standard methodology to best fit our understanding of economic, housing and enrollment trends, as described throughout this report.

In order to account for the lack of stable trends in Birth-K ratio year over year a variable Birth-K ratio was implemented and applied to each of the projection models. Typically a year with fewer births will produce a higher Birth-K ratio while years with higher births produce a lower Birth-K ratio. Plotting historical Birth-K persistency ratios to their births 5 years prior as seen in Figure 20 helps visualize the linear relationship between the two. Taking the coefficient of the linear best fit line and multiplying it by the births 5 years prior will result in an estimated Birth-K ratio that falls on that line. These Birth-K ratios multiplied by the actual historical births yield a closer projection of kindergarten enrollment than the prior regression model.

Figure 20



We prepared low, medium, high, and blended demographic projections based on different sets of assumptions on economic conditions, births, and persistency ratios. The high projection model is predicated on economic growth, declining unemployment, and an up-turn in the local housing market as drivers for increased birth estimates and persistency ratios, leading to higher enrollment projections. The medium growth model is based on the continuation of current conditions over the next several years. The low growth model is based on declining births, a housing market down-turn, and an increase in unemployment. The blended demographic model uses Age Specific Fertility Rates to project births to 2020 and then follows the medium regression model forward.

We feel that it is reasonable to expect families to continue to buy into Darien with students ready to enter the school system. The blended demographic model has Birth-K ratios reach a high of 1.736 before declining in the second half of the 10-year projection. The low and high projections have had de-escalated (3% lower) and escalated (5% higher) Birth-K ratios applied to each respectively.

The three sets of projected enrollments demonstrate the range of possible future enrollments for Darien Public Schools. In our opinion, continued improvement in economic conditions and the local housing market makes the low-growth model unlikely over the next few years, as this model is based on a reversal of recent housing and economic trends. The medium projection scenario anticipates a continued robust housing market and economy; whereas the high projection model is predicated on more substantial and more rapid economic and housing market improvement. Because we are projecting for a 10-year planning horizon and because improving economic conditions may result in increasing private school enrollment of Darien resident students, we feel at this time that the medium model is best model for long-term projections. However, it is necessary to monitor upward trends in Birth-K persistency ratios in order to improve the projection model. Moreover, the birth data presented in this report for 2015 through 2018 are still preliminary numbers and estimates and may be adjusted upwards slightly as any unaccounted-for births are reported.

Table 8

Current Housing Multipliers						
Development Name	3-Year Average Enrollment	Total Units	Total Students Generated Per Unit	Students Grades K-5 Generated Per Unit	Students Grades 6-8 Generated Per Unit	Students Grades 9-12 Generated Per Unit
Avalon	94	189	0.47	0.22	0.07	0.18
The Heights at Darien	52	106	0.49	0.26	0.13	0.09
Total	148	295	0.48	0.24	0.09	0.15

Table 9

Estimated Students Generated From Future Development					
Development Name	Total Units	Total Students Generated Per Unit	Students Grades K-5 Generated Per Unit	Students Grades 6-8 Generated Per Unit	Students Grades 9-12 Generated Per Unit
Palmer Family Development (Noroton Heights Shopping Center)	59	28	14	5	9
Corbin Block Redevelopment (Proposed)	116	56	28	11	17
Commons at Noroton Heights (Federal Realty)	122	58	29	11	18
Total (Approved)	181	86	43	16	27

Housing Multipliers were created to project future students yielded from new housing developments. Table 9 shows currently existing developments and their housing multipliers, students generated per unit by grade, which can then be applied to future housing developments seen in Table 10. Housing multipliers were applied to all three developments but only the Palmer Family Development and Commons at Noroton Heights were incorporated into the enrollment projections since the Corbin Block Redevelopment is currently under planning review and may not potentially be built. Students generated from new housing at the Palmer Family Development and Commons at Noroton Heights begin to take effect on enrollment in the Royle district in 2021-22 but then begin to take full effect in 2023-24 when the new housing developments are expected to be fully occupied. Students generated from housing multipliers are added to projected student enrollment after persistency ratios are applied. Locations of these future developments can be referenced with *Figure 8: Future Housing Developments* in Appendix A

DISTRICT-WIDE ENROLLMENT PROJECTIONS

Table 10

School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	Total K-12
2018-19	2013	193	318	338	366	350	350	393	384	367	350	382	338	358	344	88	4,638
2019-20	2014	219	339	317	338	363	344	340	398	379	361	329	374	335	363	90	4,580
2020-21	2015	210	332	338	317	336	356	334	344	393	373	339	322	371	340	90	4,495
2021-22	2016	200	327	334	342	319	334	350	341	343	390	353	335	322	380	90	4,470
2022-23	2017	215	338	326	335	340	313	325	353	337	338	366	346	332	327	90	4,376
2023-24	2018	190	322	341	330	336	337	308	331	351	334	321	363	347	341	90	4,362
2024-25	2019	208	338	321	341	328	330	329	310	326	346	315	316	360	352	90	4,312
2025-26	2020	205	335	337	321	339	322	322	331	305	321	326	310	313	365	90	4,247
2026-27	2021	203	334	334	337	319	333	314	324	326	301	303	321	307	318	90	4,171
2027-28	2022	201	333	333	334	335	313	325	316	319	321	284	298	318	312	90	4,141
2028-29	2023	199	331	332	333	332	329	305	327	311	314	303	279	295	323	90	4,114

Table 11

<u>Low Projections</u>	<u>K-12th</u>		<u>K-5th</u>		<u>6th-8th</u>		<u>9th-12th</u>	
School Year	TOTAL	% Change	K-5 Total	% Change	6-8 Total	% Change	9-12 Total	% Change
2018-19	4,638	-2.01%	2,115	-4.13%	1,101	-2.63%	1,422	1.94%
2019-20	4,580	-1.25%	2,041	-3.50%	1,138	3.36%	1,401	-1.48%
2020-21	4,495	-1.86%	2,013	-1.37%	1,110	-2.46%	1,372	-2.07%
2021-22	4,470	-0.56%	2,006	-0.35%	1,074	-3.24%	1,390	1.31%
2022-23	4,376	-2.10%	1,977	-1.45%	1,028	-4.28%	1,371	-1.37%
2023-24	4,362	-0.32%	1,974	-0.15%	1,016	-1.17%	1,372	0.07%
2024-25	4,312	-1.15%	1,987	0.66%	982	-3.35%	1,343	-2.11%
2025-26	4,247	-1.51%	1,976	-0.55%	957	-2.55%	1,314	-2.16%
2026-27	4,171	-1.79%	1,971	-0.25%	951	-0.63%	1,249	-4.95%
2027-28	4,141	-0.72%	1,973	0.10%	956	0.53%	1,212	-2.96%
2028-29	4,114	-0.65%	1,962	-0.56%	952	-0.42%	1,200	-0.99%
1st 5-YR Percent Change	-6.0%		-6.7%		-7.7%		-3.5%	
2nd 5-YR Percent Change	-5.7%		-0.6%		-6.3%		-12.5%	
10-YR Percent Change	-11.3%		-7.2%		-13.5%		-15.6%	

Table 12

Ten-Year Enrollment Projections (Medium with Housing Multipliers)																	
School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	Total K-12
2018-19	2013	193	318	338	366	350	350	393	384	367	350	382	338	358	344	88	4,638
2019-20	2014	219	355	316	341	359	342	344	399	379	363	327	381	337	361	90	4,604
2020-21	2015	210	348	353	319	335	351	336	349	393	375	339	326	380	340	90	4,544
2021-22	2016	200	342	349	360	317	332	349	344	347	392	354	341	328	386	90	4,541
2022-23	2017	215	355	340	353	354	310	326	353	339	343	367	353	340	331	90	4,464
2023-24	2018	190	337	357	347	350	349	308	333	350	337	324	370	356	347	90	4,465
2024-25	2019	194	341	335	360	341	342	344	311	327	346	316	324	369	359	90	4,415
2025-26	2020	198	345	339	338	354	334	337	347	306	323	325	316	323	372	90	4,359
2026-27	2021	218	362	343	342	332	346	329	340	341	303	303	325	315	326	90	4,307
2027-28	2022	223	366	360	346	336	325	341	332	334	337	285	303	324	317	90	4,306
2028-29	2023	228	369	364	363	340	329	320	344	326	330	316	285	302	327	90	4,315

Table 13

Medium Projections	K-12th		K-5th		6th-8th		9th-12th	
School Year	TOTAL	% Change	K-5 Total	% Change	6-8 Total	% Change	9-12 Total	% Change
2018-19	4,638	-2.01%	2,115	-4.13%	1,101	-2.63%	1,422	1.94%
2019-20	4,604	-0.73%	2,057	-2.74%	1,141	3.63%	1,406	-1.13%
2020-21	4,544	-1.30%	2,042	-0.73%	1,117	-2.10%	1,385	-1.49%
2021-22	4,541	-0.07%	2,049	0.34%	1,083	-3.04%	1,409	1.73%
2022-23	4,464	-1.70%	2,038	-0.54%	1,035	-4.43%	1,391	-1.28%
2023-24	4,465	0.02%	2,048	0.49%	1,020	-1.45%	1,397	0.43%
2024-25	4,415	-1.12%	2,063	0.73%	984	-3.53%	1,368	-2.08%
2025-26	4,359	-1.27%	2,047	-0.78%	976	-0.81%	1,336	-2.34%
2026-27	4,307	-1.19%	2,054	0.34%	984	0.82%	1,269	-5.01%
2027-28	4,306	-0.02%	2,074	0.97%	1,003	1.93%	1,229	-3.15%
2028-29	4,315	0.21%	2,085	0.53%	1,000	-0.30%	1,230	0.08%
1st 5-YR Percent Change	-3.7%		-3.2%		-7.4%		-1.8%	
2nd 5-YR Percent Change	-3.4%		1.8%		-2.0%		-12.0%	
10-YR Percent Change	-7.0%		-1.4%		-9.2%		-13.5%	

Table 14

Ten-Year Enrollment Projections (High with Multipliers)																	
School Year	Birth	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	Total K-12
2018-19	2013	193	318	338	366	350	350	393	384	367	350	382	338	358	344	88	4,638
2019-20	2014	219	383	317	341	359	343	347	400	382	362	329	380	339	360	90	4,642
2020-21	2015	210	374	381	320	334	351	340	353	398	377	340	328	381	341	90	4,618
2021-22	2016	200	367	376	389	318	331	351	349	354	395	357	342	332	386	90	4,647
2022-23	2017	215	381	366	381	381	311	328	356	347	349	371	356	343	334	90	4,604
2023-24	2018	190	360	383	374	376	376	312	336	356	344	331	374	361	349	90	4,632
2024-25	2019	210	381	359	387	367	368	373	315	333	351	324	331	375	363	90	4,627
2025-26	2020	226	396	380	363	379	359	365	377	312	328	331	324	332	377	90	4,623
2026-27	2021	243	408	394	384	356	371	356	369	374	308	309	331	325	334	90	4,619
2027-28	2022	259	419	406	398	376	349	368	360	366	369	291	309	332	327	90	4,670
2028-29	2023	275	428	417	410	390	368	347	372	357	361	348	291	310	334	90	4,733

Table 15

High Projections	K-12th		K-5th		6th-8th		9th-12th	
School Year	TOTAL	% Change	K-5 Total	% Change	6-8 Total	% Change	9-12 Total	% Change
2018-19	4,638	-2.01%	2,115	-4.13%	1,101	-2.63%	1,422	1.94%
2019-20	4,642	0.09%	2,090	-1.18%	1,144	3.91%	1,408	-0.98%
2020-21	4,618	-0.52%	2,100	0.48%	1,128	-1.40%	1,390	-1.28%
2021-22	4,647	0.63%	2,132	1.52%	1,098	-2.66%	1,417	1.94%
2022-23	4,604	-0.93%	2,148	0.75%	1,052	-4.19%	1,404	-0.92%
2023-24	4,632	0.61%	2,181	1.54%	1,036	-1.52%	1,415	0.78%
2024-25	4,627	-0.11%	2,235	2.48%	999	-3.57%	1,393	-1.55%
2025-26	4,623	-0.09%	2,242	0.31%	1,017	1.80%	1,364	-2.08%
2026-27	4,619	-0.09%	2,269	1.20%	1,051	3.34%	1,299	-4.77%
2027-28	4,670	1.10%	2,316	2.07%	1,095	4.19%	1,259	-3.08%
2028-29	4,733	1.35%	2,360	1.90%	1,090	-0.46%	1,283	1.91%
1st 5-YR Percent Change	-0.1%		3.1%		-5.9%		-0.5%	
2nd 5-YR Percent Change	2.2%		8.2%		5.2%		-9.3%	
10-YR Percent Change	2.0%		11.6%		-1.0%		-9.8%	

Projection scenarios show a slight decline in total K-12 enrollments over the next 5 years, ranging from a loss of 0.1% to a loss of 6.0%. The low and medium models show a continued decline in K-5 enrollments over the final 5 years of the projections horizon, ranging from a loss of 3.4% to a loss of 5.7%. The high model, however, projects an increase in K-5 enrollment during that same time period. Again, it is critical for Darien Public Schools to monitor Birth-K persistency ratios from year to year, as changing trends in Birth-K ratios would alter projection models.

The low projection model shows a significant decrease in 6-8 enrollment with a 7.7% decline in the first 5 years, and a 6.3% decline in the next 5 years. The medium projection model shows a decline of 7.4% during the first 5 years and a decrease of 2.0% in the next 5 years. Lastly, the high projection model shows only a 1% net decrease over 10 years.

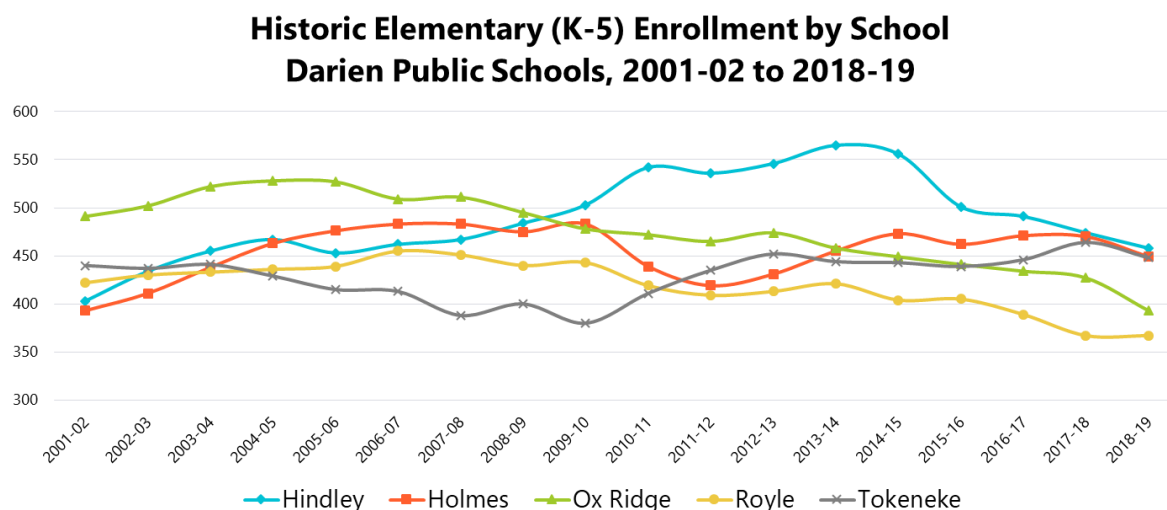
High school projections are expected to remain relatively stable over the next 5 years, with slight losses ranging from 0.5% to 3.5% between all models. However, all models project a significant decrease in 9-12 enrollment ranging from 9.3% to 12.5% during the last 5 years of projections as larger 12th grade classes graduate and are replaced by smaller 9th grade classes.

ELEMENTARY SCHOOLS ENROLLMENT PROJECTIONS

The cohort-survival methodology was used to project individual elementary school enrollments based on persistency ratios unique to each school. The school-by-school projections are informed by localized variations in the same data that informed the districtwide projections: housing sales, births, and enrollment trends. Sometimes, districtwide data mask variations at the neighborhood and individual school attendance zone level.

Figure 21 below displays actual historic enrollments at Darien's elementary schools from 2001-2004 to 2018-2019. The chart shows some variations in enrollment trends from school to school. While Hindley experienced a significant gain from 2008-2009 to 2010-2011, it has since experienced the steepest decline in enrollment with a 17% decline since 2014-2015. Although Tokeneke is slightly down from the 2017-2018 year, it has had increasing enrollment since 2009-2010. Ox Ridge has been on a steady decline since 2003-2004 and has hit a record low enrollment of 421 students. Holmes and Royle have the most fluctuation in year to year enrollment but have relatively average enrollments for the 2018-2019 year. It is important to note that most students residing in Avalon Darien attend Tokeneke though not located within that district. This accounts for approximately 34 students per year of Tokeneke's total K-5 enrollment.

Figure 21



Creating enrollment projections for individual schools can prove challenging due to smaller data sets leading to a greater percentage of error than for the larger area projections. For this reason, the individual school-by-school projections have been normalized against the districtwide projections so that the individual schools' projections collectively equal the districtwide projections. Like with the districtwide projections, we modeled three growth scenarios: low, medium, and high for the elementary school projections. In addition, we made the following assumptions for the individual school projections:

- The district boundaries for each of the schools and primary placement of Avalon Darien in Tokeneke will not change during the projected time horizon.
- Full-day kindergarten will remain in place.
- There will not be significant changes to deployment of pre-kindergarten programs beyond the planned expansion to approximately 90 students.
- Recent private school enrollment trends will remain stable.
- Trends in children attending a school outside of their designated home attendance zone will not change.
- Housing and employment assumptions at the districtwide level will prove accurate.
- Housing multipliers for future housing developments, The Palmer Family Development and Commons at Noroton Heights prove accurate

The following tables and charts show total enrollment projections by school under low, medium, and high growth scenarios.

Table 15

Elementary School Ten-Year Projections (Low)												
Elementary School	2019-20		2020-21		2021-22		2022-23		2023-24		1st Five Year	
	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change
Hindley	450	-1.7%	438	-2.7%	438	0.0%	431	-1.6%	435	0.9%	-23	-5.0%
Holmes	438	-2.4%	426	-2.7%	430	0.9%	418	-2.8%	405	-3.1%	-44	-9.8%
Ox Ridge	376	-4.3%	385	2.4%	380	-1.3%	372	-2.1%	369	-0.8%	-24	-6.1%
Royle	353	-3.8%	345	-2.3%	346	0.3%	345	-0.3%	359	4.1%	-8	-2.2%
Tokeneke	424	-5.4%	419	-1.2%	412	-1.7%	411	-0.2%	406	-1.2%	-42	-9.4%
Elementary School	2024-25		2025-26		2026-27		2027-28		2028-29		2nd Five Year	
	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change
Hindley	430	-1.1%	428	-0.5%	425	-0.7%	424	-0.2%	422	-0.5%	-13	-3.0%
Holmes	412	1.7%	409	-0.7%	408	-0.2%	410	0.5%	409	-0.2%	4	1.0%
Ox Ridge	374	1.4%	372	-0.5%	371	-0.3%	371	0.0%	369	-0.5%	0	0.0%
Royle	365	1.7%	364	-0.3%	363	-0.3%	362	-0.3%	360	-0.6%	1	0.3%
Tokeneke	406	0.0%	403	-0.7%	404	0.2%	406	0.5%	402	-1.0%	-4	-1.0%

Table 16

Elementary School Ten-Year Projections (Medium)												
Elementary School	2019-20		2020-21		2021-22		2022-23		2023-24		1st Five Year	
	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change
Hindley	455	-0.7%	446	-2.0%	450	0.9%	443	-1.6%	449	1.4%	-9	-2.0%
Holmes	443	-1.3%	431	-2.7%	439	1.9%	431	-1.8%	421	-2.3%	-28	-6.2%
Ox Ridge	378	-3.8%	391	3.4%	387	-1.0%	384	-0.8%	384	0.0%	-9	-2.3%
Royle	355	-3.3%	351	-1.1%	353	0.6%	355	0.6%	373	5.1%	6	1.6%
Tokeneke	426	-4.9%	423	-0.7%	420	-0.7%	425	1.2%	421	-0.9%	-27	-6.0%
Elementary School	2024-25		2025-26		2026-27		2027-28		2028-29		2nd Five Year	
	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change
Hindley	450	0.2%	445	-1.1%	447	0.4%	452	1.1%	451	-0.2%	2	0.4%
Holmes	427	1.4%	425	-0.5%	424	-0.2%	430	1.4%	434	0.9%	13	3.1%
Ox Ridge	386	0.5%	385	-0.3%	387	0.5%	389	0.5%	392	0.8%	8	2.1%
Royle	377	1.1%	374	-0.8%	375	0.3%	380	1.3%	382	0.5%	9	2.4%
Tokeneke	423	0.5%	418	-1.2%	421	0.7%	423	0.5%	426	0.7%	5	1.2%

Table 17

Elementary School Ten-Year Projections (Low)												
Elementary School	2019-20		2020-21		2021-22		2022-23		2023-24		1st Five Year	
	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change
Hindley	450	-1.7%	438	-2.7%	438	0.0%	431	-1.6%	435	0.9%	-23	-5.0%
Holmes	438	-2.4%	426	-2.7%	430	0.9%	418	-2.8%	405	-3.1%	-44	-9.8%
Ox Ridge	376	-4.3%	385	2.4%	380	-1.3%	372	-2.1%	369	-0.8%	-24	-6.1%
Royle	353	-3.8%	345	-2.3%	346	0.3%	345	-0.3%	359	4.1%	-8	-2.2%
Tokeneke	424	-5.4%	419	-1.2%	412	-1.7%	411	-0.2%	406	-1.2%	-42	-9.4%
Elementary School	2024-25		2025-26		2026-27		2027-28		2028-29		2nd Five Year	
	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change	Total	%Change
Hindley	430	-1.1%	428	-0.5%	425	-0.7%	424	-0.2%	422	-0.5%	-13	-3.0%
Holmes	412	1.7%	409	-0.7%	408	-0.2%	410	0.5%	409	-0.2%	4	1.0%
Ox Ridge	374	1.4%	372	-0.5%	371	-0.3%	371	0.0%	369	-0.5%	0	0.0%
Royle	365	1.7%	364	-0.3%	363	-0.3%	362	-0.3%	360	-0.6%	1	0.3%
Tokeneke	406	0.0%	403	-0.7%	404	0.2%	406	0.5%	402	-1.0%	-4	-1.0%

As with the districtwide projections, all projections show enrollments beginning to level off rebound in the second half of the projection horizon. In all projection scenarios, Royle experienced the most growth and least decline due to the students generated from new housing developments taking effect in 2021-2022 and taking full effect in 2023-2024. The high projection model throughout projects growth across all five elementary school districts. The low projections show the highest decrease in K-5 enrollment during the first 5 years before leveling off the last 5 years. For this reason, we believe the medium model is the most suitable for K-5 projections because it is based on the blended demographic model births, the medium regression model market trends, and has variable Birth-K ratios being applied.

Detailed projections tables are included in Appendix B.

APPENDIX A

Figure 1: Total Population Change

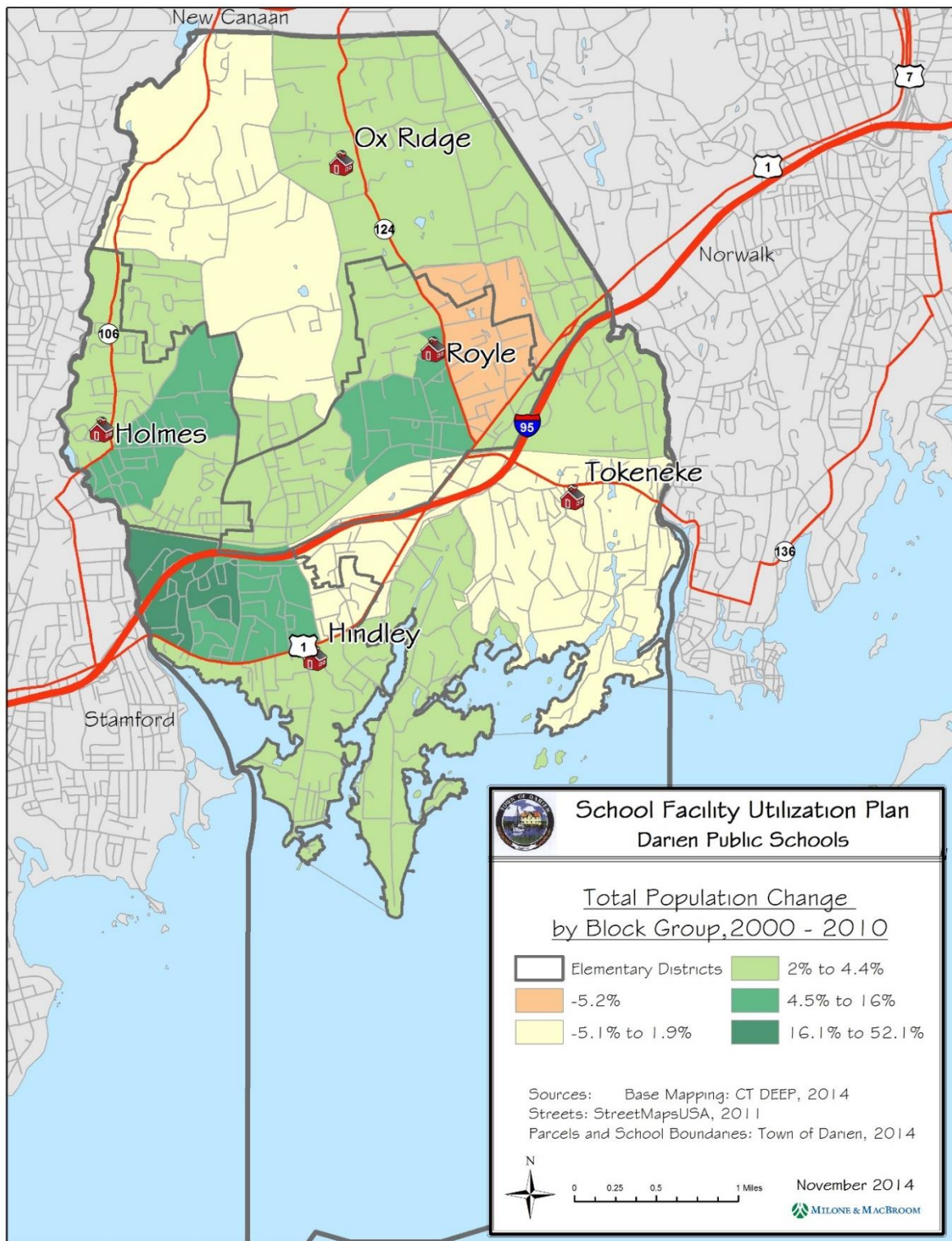


Figure 2: Population Density

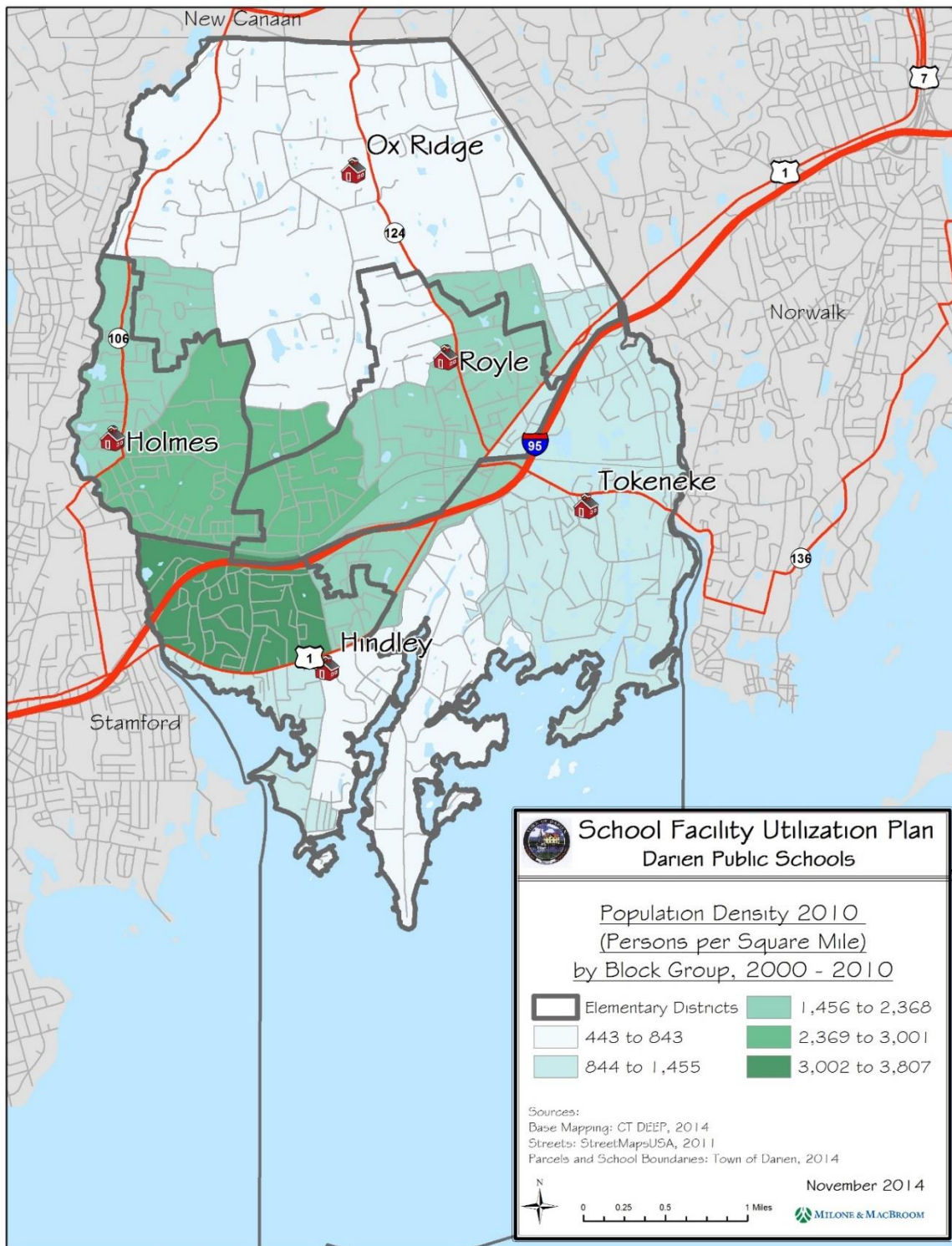


Figure 3: School Age Population Change

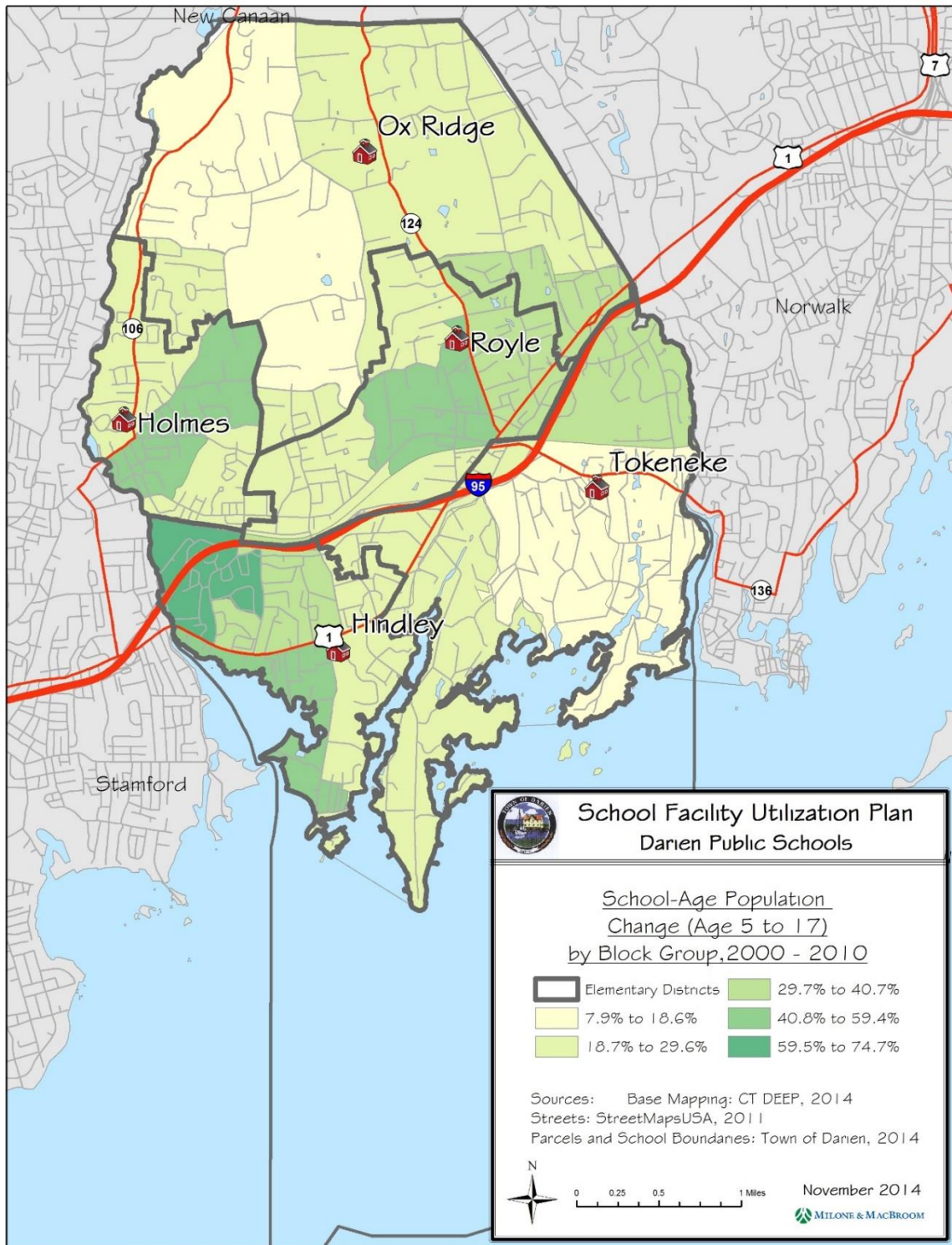


Figure 4: Change in Females of Child-Bearing Age Population

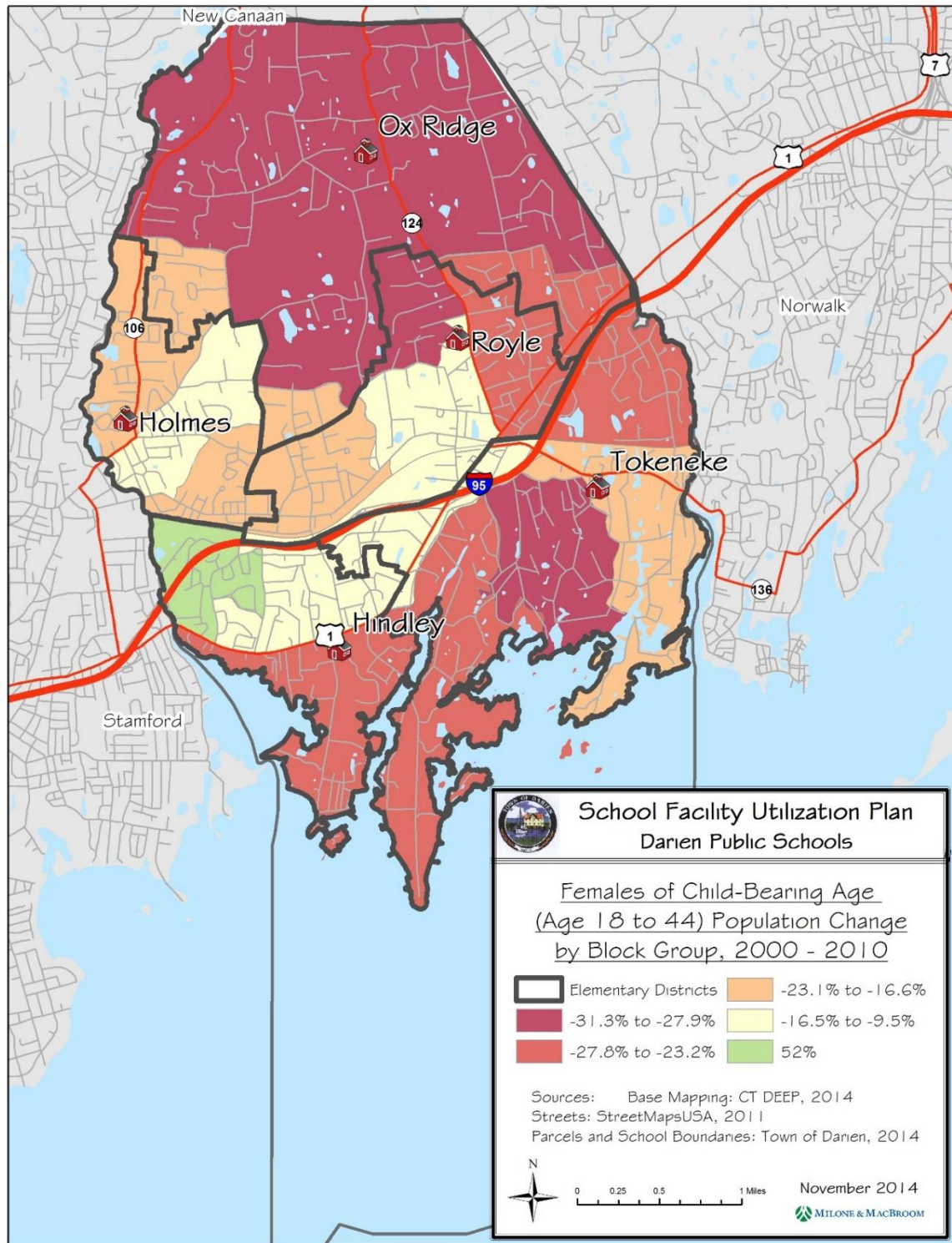


Figure 5: Births by Elementary School District

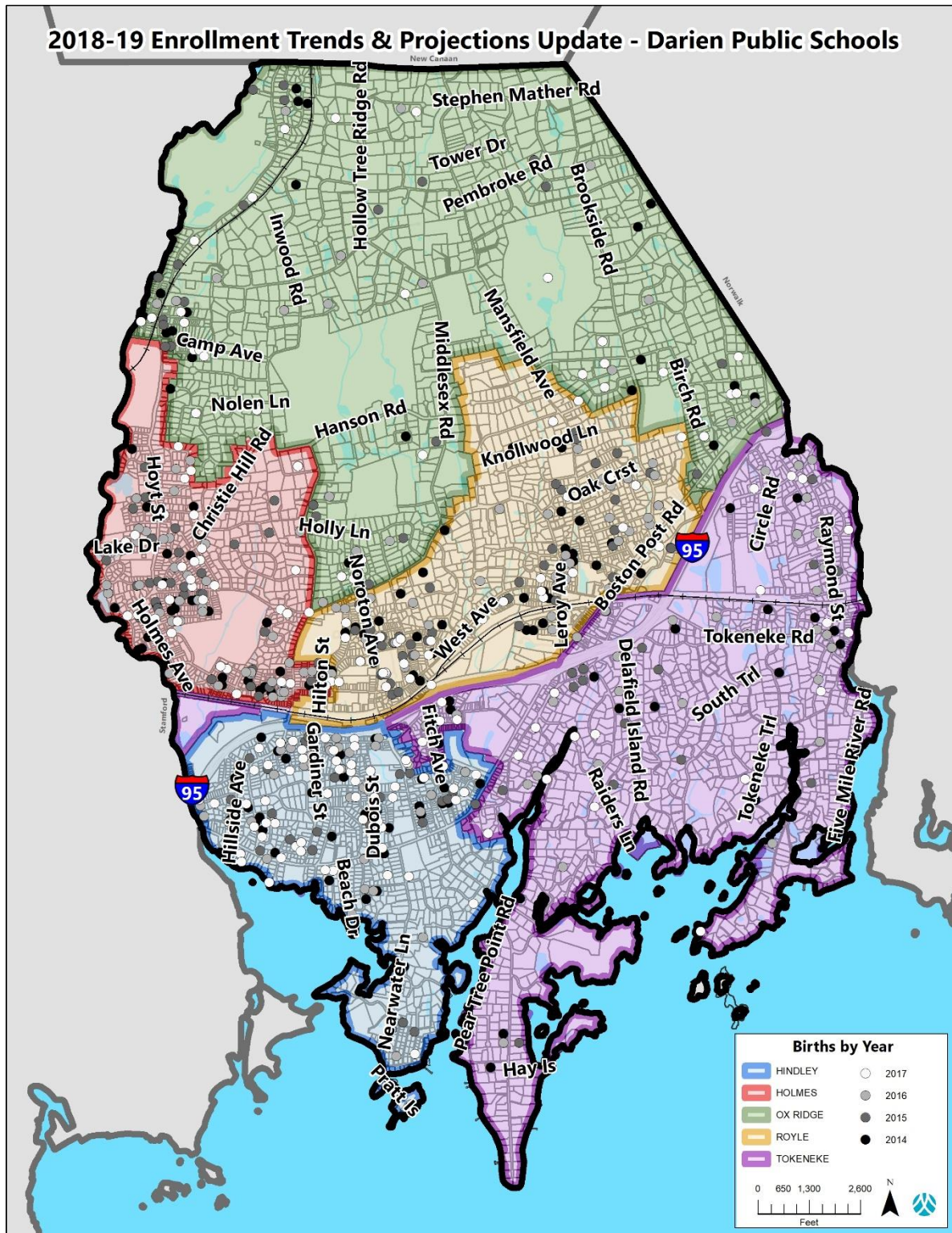


Figure 6: Housing Unit Change

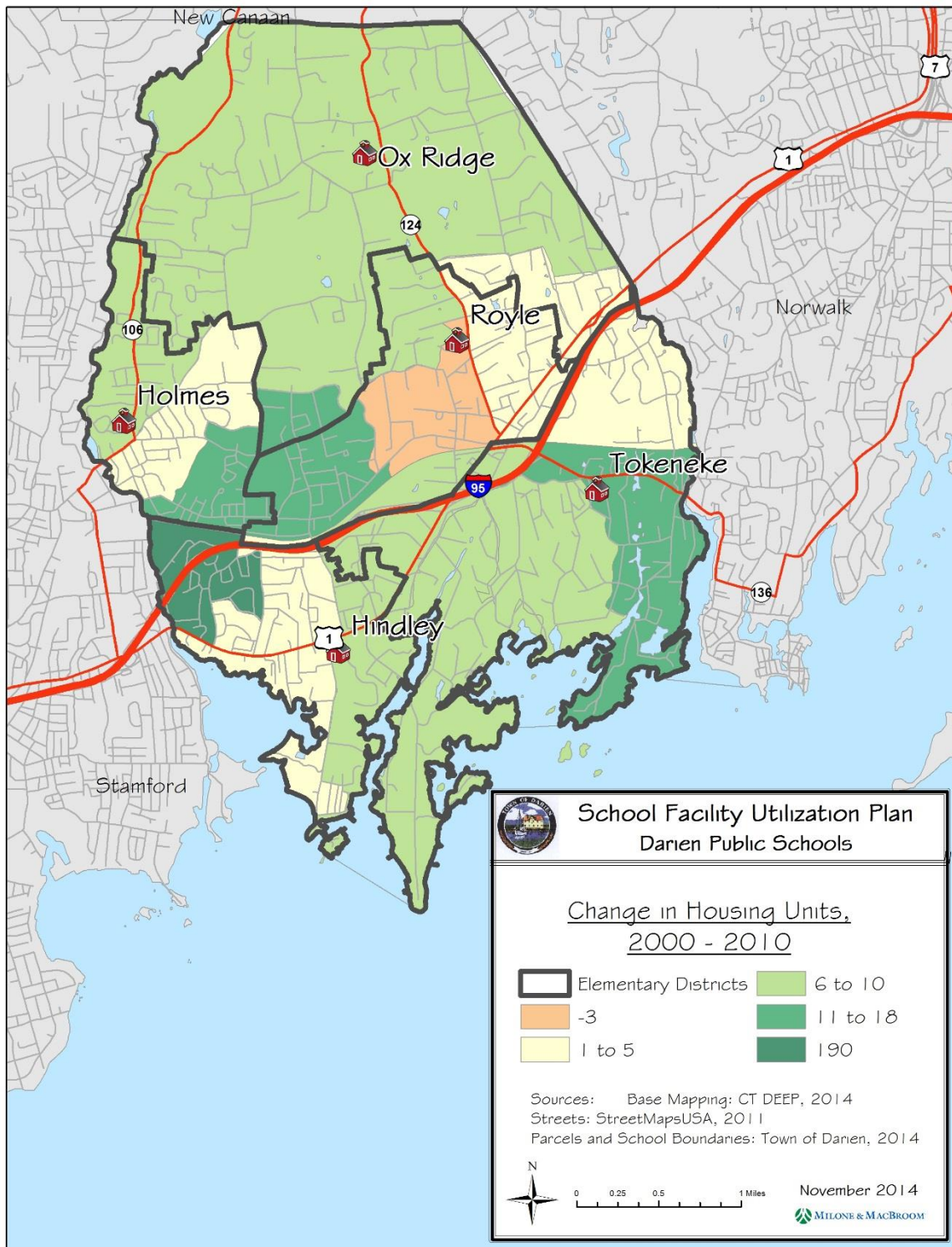


Figure 7: Housing Sales

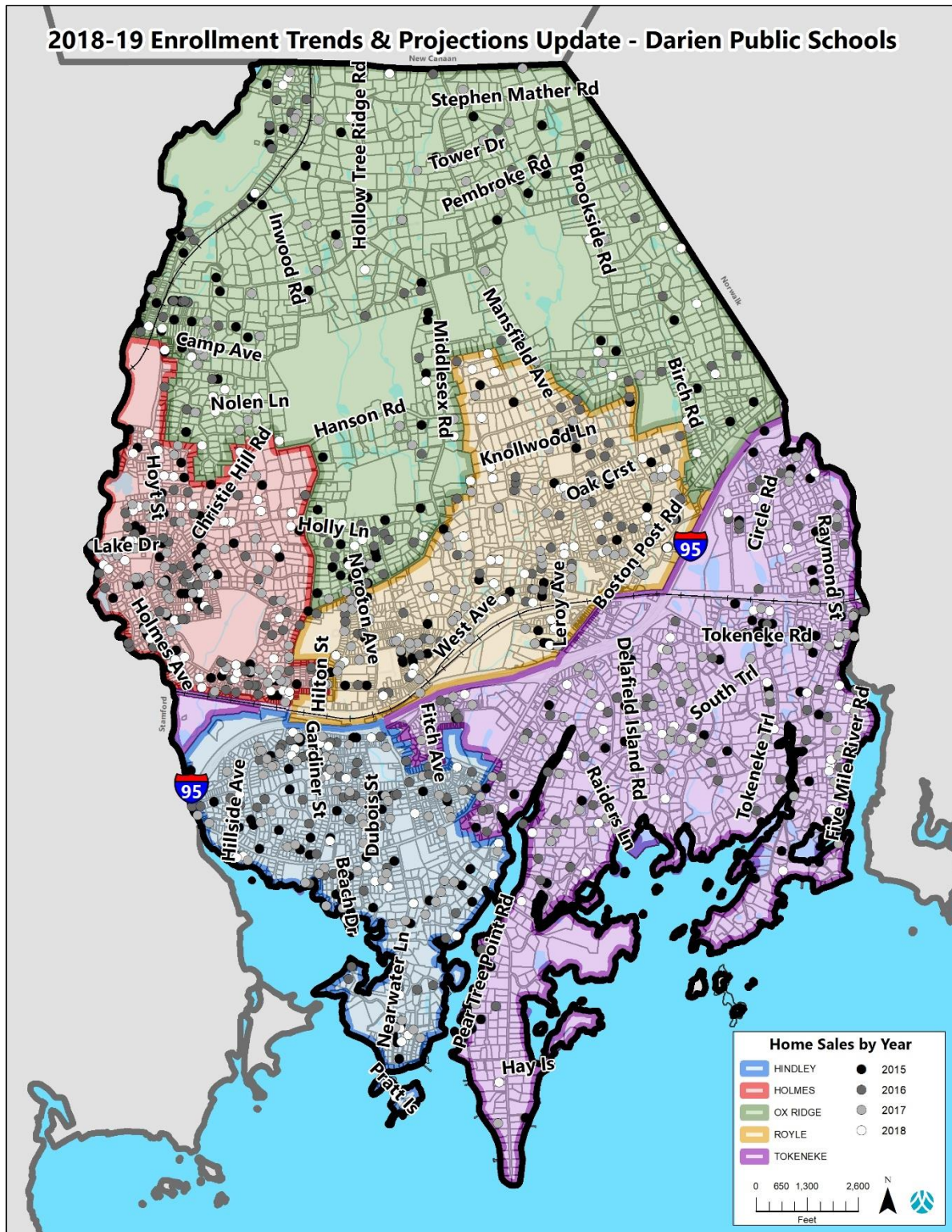
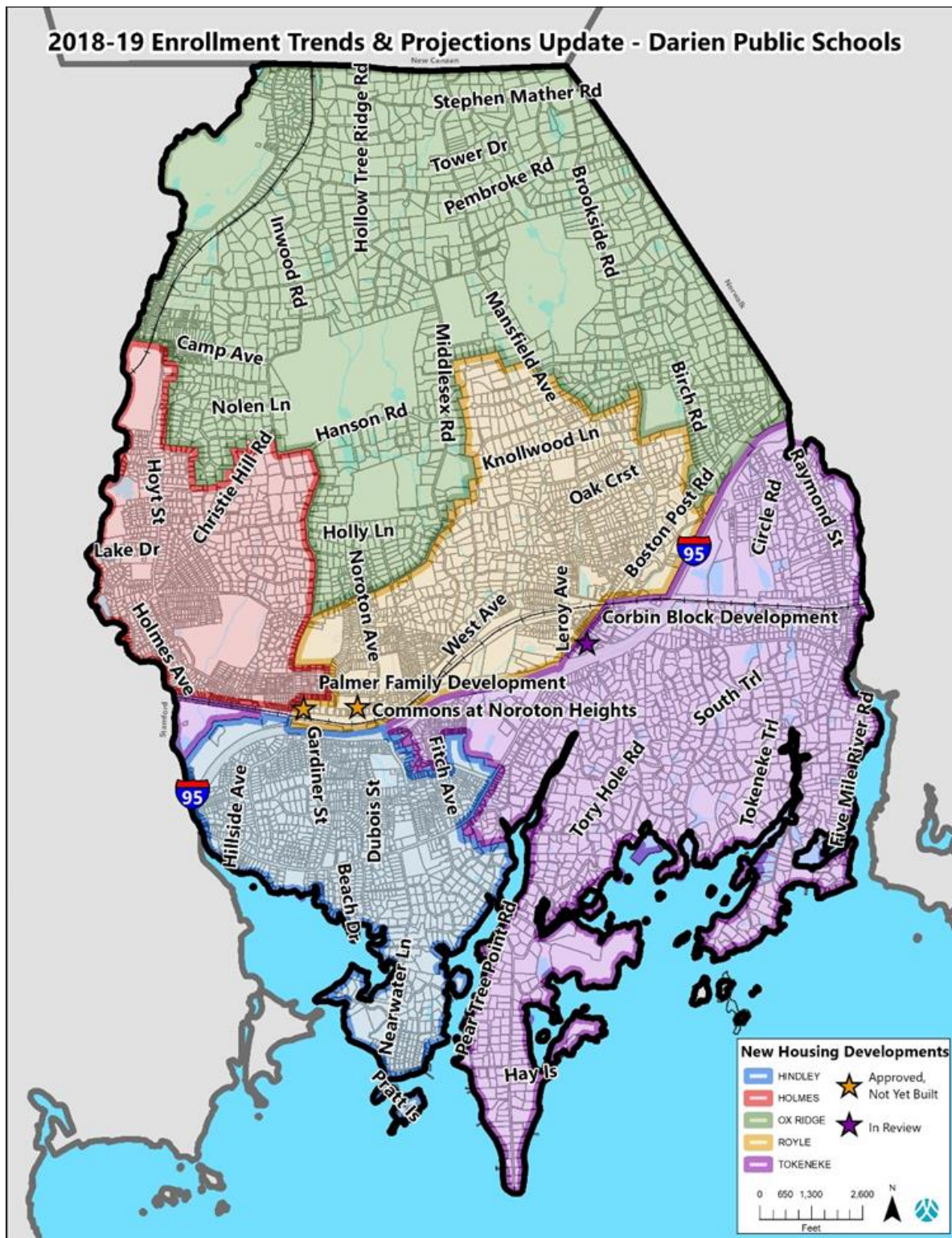


Figure 8: Future Housing Developments



APPENDIX B

DETAILED ELEMENTARY PROJECTIONS (LOW-GROWTH)

Darien Public Schools Elementary School Enrollment Projections 2019-20							
School	K	1	2	3	4	5	K-5th
Hindley	74	77	65	82	70	82	450
Holmes	74	65	79	83	60	77	438
Ox Ridge	64	56	63	74	68	51	376
Royle	62	51	59	53	72	56	353
Tokeneke	65	68	72	71	74	74	424
TOTAL	339	317	338	363	344	340	2041

Darien Public Schools Elementary School Enrollment Projections 2020-21							
School	K	1	2	3	4	5	K-5th
Hindley	73	73	77	66	80	69	438
Holmes	72	74	64	77	80	59	426
Ox Ridge	62	62	58	65	73	65	385
Royle	60	59	48	57	52	69	345
Tokeneke	65	70	70	71	71	72	419
TOTAL	332	338	317	336	356	334	2013

Darien Public Schools Elementary School Enrollment Projections 2021-22							
School	K	1	2	3	4	5	K-5th
Hindley	72	72	73	78	64	79	438
Holmes	70	72	74	62	74	78	430
Ox Ridge	61	61	64	60	64	70	380
Royle	62	60	59	51	60	54	346
Tokeneke	62	69	72	68	72	69	412
TOTAL	327	334	342	319	334	350	2006

Darien Public Schools Elementary School Enrollment Projections 2022-23							
School	K	1	2	3	4	5	K-5th
Hindley	75	70	73	74	76	63	431
Holmes	73	70	71	71	60	73	418
Ox Ridge	62	60	63	66	59	62	372
Royle	63	59	57	58	50	58	345
Tokeneke	65	67	71	71	68	69	411
TOTAL	338	326	335	340	313	325	1977

Darien Public Schools Elementary School Enrollment Projections 2023-24							
School	K	1	2	3	4	5	K-5th
Hindley	69	72	71	74	73	76	435
Holmes	69	73	69	68	68	58	405
Ox Ridge	59	62	62	65	65	56	369
Royle	64	65	59	59	60	52	359
Tokeneke	61	69	69	70	71	66	406
TOTAL	322	341	330	336	337	308	1974

Darien Public Schools Elementary School Enrollment Projections 2024-25							
School	K	1	2	3	4	5	K-5th
Hindley	73	68	73	71	72	73	430
Holmes	72	68	72	67	66	67	412
Ox Ridge	62	58	64	64	64	62	374
Royle	67	62	61	58	58	59	365
Tokeneke	64	65	71	68	70	68	406
TOTAL	338	321	341	328	330	329	1987

Darien Public Schools Elementary School Enrollment Projections 2025-26							
School	K	1	2	3	4	5	K-5th
Hindley	73	71	68	75	70	71	428
Holmes	71	72	68	69	64	65	409
Ox Ridge	61	61	60	66	63	61	372
Royle	67	65	58	59	57	58	364
Tokeneke	63	68	67	70	68	67	403
TOTAL	335	337	321	339	322	322	1976

Darien Public Schools Elementary School Enrollment Projections 2026-27							
School	K	1	2	3	4	5	K-5th
Hindley	72	71	73	69	72	68	425
Holmes	71	71	71	65	67	63	408
Ox Ridge	61	60	62	62	65	61	371
Royle	67	64	61	57	58	56	363
Tokeneke	63	68	70	66	71	66	404
TOTAL	334	334	337	319	333	314	1971

Darien Public Schools Elementary School Enrollment Projections 2027-28							
School	K	1	2	3	4	5	K-5th
Hindley	72	70	72	72	67	71	424
Holmes	71	71	70	69	63	66	410
Ox Ridge	61	60	62	65	61	62	371
Royle	66	64	60	59	56	57	362
Tokeneke	63	68	70	70	66	69	406
TOTAL	333	333	334	335	313	325	1973

Darien Public Schools Elementary School Enrollment Projections 2028-29							
School	K	1	2	3	4	5	K-5th
Hindley	71	71	71	73	71	65	422
Holmes	71	71	70	68	67	62	409
Ox Ridge	60	60	62	64	64	59	369
Royle	66	63	60	58	58	55	360
Tokeneke	63	67	70	69	69	64	402
TOTAL	331	332	333	332	329	305	1962

DETAILED ELEMENTARY PROJECTIONS (MEDIUM-GROWTH)

Darien Public Schools Elementary School Enrollment Projections 2019-20							
School	K	1	2	3	4	5	K-5th
Hindley	78	76	66	81	70	84	455
Holmes	78	65	79	83	60	78	443
Ox Ridge	66	56	64	73	68	51	378
Royle	65	51	60	52	71	56	355
Tokeneke	68	68	72	70	73	75	426
TOTAL	355	316	341	359	342	344	2057

Darien Public Schools Elementary School Enrollment Projections 2020-21							
School	K	1	2	3	4	5	K-5th
Hindley	77	76	79	66	79	69	446
Holmes	75	77	64	76	79	60	431
Ox Ridge	65	65	58	65	72	66	391
Royle	63	62	48	57	51	70	351
Tokeneke	68	73	70	71	70	71	423
TOTAL	348	353	319	335	351	336	2042

Darien Public Schools Elementary School Enrollment Projections 2021-22							
School	K	1	2	3	4	5	K-5th
Hindley	76	75	78	79	64	78	450
Holmes	74	75	78	61	73	78	439
Ox Ridge	63	64	67	59	64	70	387
Royle	64	63	62	50	60	54	353
Tokeneke	65	72	75	68	71	69	420
TOTAL	342	349	360	317	332	349	2049

Darien Public Schools Elementary School Enrollment Projections 2022-23							
School	K	1	2	3	4	5	K-5th
Hindley	77	74	76	77	76	63	443
Holmes	76	74	75	74	59	73	431
Ox Ridge	66	62	67	69	58	62	384
Royle	67	61	60	60	49	58	355
Tokeneke	69	69	75	74	68	70	425
TOTAL	355	340	353	354	310	326	2038

Darien Public Schools Elementary School Enrollment Projections 2023-24							
School	K	1	2	3	4	5	K-5th
Hindley	72	75	75	76	75	76	449
Holmes	72	76	73	71	71	58	421
Ox Ridge	62	65	65	68	68	56	384
Royle	67	68	62	62	62	52	373
Tokeneke	64	73	72	73	73	66	421
TOTAL	337	357	347	350	349	308	2048

Darien Public Schools Elementary School Enrollment Projections 2024-25							
School	K	1	2	3	4	5	K-5th
Hindley	74	71	78	76	75	76	450
Holmes	72	72	76	69	68	70	427
Ox Ridge	62	60	67	66	66	65	386
Royle	68	64	64	60	60	61	377
Tokeneke	65	68	75	70	73	72	423
TOTAL	341	335	360	341	342	344	2063

Darien Public Schools Elementary School Enrollment Projections 2025-26							
School	K	1	2	3	4	5	K-5th
Hindley	75	72	73	77	74	74	445
Holmes	74	73	71	73	66	68	425
Ox Ridge	63	61	63	68	65	65	385
Royle	68	65	61	62	59	59	374
Tokeneke	65	68	70	74	70	71	418
TOTAL	345	339	338	354	334	337	2047

Darien Public Schools Elementary School Enrollment Projections 2026-27							
School	K	1	2	3	4	5	K-5th
Hindley	79	73	74	73	76	72	447
Holmes	77	73	72	67	69	66	424
Ox Ridge	66	62	64	64	67	64	387
Royle	71	66	61	59	60	58	375
Tokeneke	69	69	71	69	74	69	421
TOTAL	362	343	342	332	346	329	2054

Darien Public Schools Elementary School Enrollment Projections 2027-28							
School	K	1	2	3	4	5	K-5th
Hindley	80	77	75	74	71	75	452
Holmes	78	77	73	68	65	69	430
Ox Ridge	67	65	64	65	63	65	389
Royle	72	68	62	60	58	60	380
Tokeneke	69	73	72	69	68	72	423
TOTAL	366	360	346	336	325	341	2074

Darien Public Schools Elementary School Enrollment Projections 2028-29							
School	K	1	2	3	4	5	K-5th
Hindley	81	77	78	75	71	69	451
Holmes	79	78	77	69	66	65	434
Ox Ridge	67	66	67	66	64	62	392
Royle	72	69	65	60	59	57	382
Tokeneke	70	74	76	70	69	67	426
TOTAL	369	364	363	340	329	320	2085

DETAILED ELEMENTARY PROJECTIONS (HIGH-GROWTH)

Darien Public Schools Elementary School Enrollment Projections 2019-20							
School	K	1	2	3	4	5	K-5th
Hindley	85	77	66	81	70	85	464
Holmes	84	65	79	83	60	78	449
Ox Ridge	71	56	64	73	68	52	384
Royle	70	51	60	52	72	57	362
Tokeneke	73	68	72	70	73	75	431
TOTAL	383	317	341	359	343	347	2090

Darien Public Schools Elementary School Enrollment Projections 2020-21							
School	K	1	2	3	4	5	K-5th
Hindley	82	82	79	66	79	71	459
Holmes	81	83	64	75	79	60	442
Ox Ridge	70	70	58	65	72	66	401
Royle	68	67	48	57	51	70	361
Tokeneke	73	79	71	71	70	73	437
TOTAL	374	381	320	334	351	340	2100

Darien Public Schools Elementary School Enrollment Projections 2021-22							
School	K	1	2	3	4	5	K-5th
Hindley	81	80	84	79	64	79	467
Holmes	79	81	83	61	72	79	455
Ox Ridge	68	69	73	59	64	70	403
Royle	69	68	67	51	60	54	369
Tokeneke	70	78	82	68	71	69	438
TOTAL	367	376	389	318	331	351	2132

Darien Public Schools Elementary School Enrollment Projections 2022-23							
School	K	1	2	3	4	5	K-5th
Hindley	84	79	82	85	77	64	471
Holmes	82	79	81	79	59	72	452
Ox Ridge	70	67	72	74	58	63	404
Royle	71	66	65	64	49	59	374
Tokeneke	74	75	81	79	68	70	447
TOTAL	381	366	381	381	311	328	2148

Darien Public Schools Elementary School Enrollment Projections 2023-24							
School	K	1	2	3	4	5	K-5th
Hindley	78	81	81	83	82	77	482
Holmes	77	83	79	76	76	59	450
Ox Ridge	66	69	70	73	73	57	408
Royle	71	72	66	66	66	52	393
Tokeneke	68	78	78	78	79	67	448
TOTAL	360	383	374	376	376	312	2181

Darien Public Schools Elementary School Enrollment Projections 2024-25							
School	K	1	2	3	4	5	K-5th
Hindley	83	76	84	81	80	82	486
Holmes	81	76	82	75	74	76	464
Ox Ridge	70	65	72	71	72	71	421
Royle	75	69	68	64	64	66	406
Tokeneke	72	73	81	76	78	78	458
TOTAL	381	359	387	367	368	373	2235

Darien Public Schools Elementary School Enrollment Projections 2025-26							
School	K	1	2	3	4	5	K-5th
Hindley	86	81	77	84	79	80	487
Holmes	84	81	77	78	71	74	465
Ox Ridge	73	69	68	73	70	70	423
Royle	78	72	65	65	63	64	407
Tokeneke	75	77	76	79	76	77	460
TOTAL	396	380	363	379	359	365	2242

Darien Public Schools Elementary School Enrollment Projections 2026-27							
School	K	1	2	3	4	5	K-5th
Hindley	88	84	83	78	82	78	493
Holmes	87	85	81	72	74	71	470
Ox Ridge	75	71	72	69	72	69	428
Royle	80	74	68	63	64	63	412
Tokeneke	78	80	80	74	79	75	466
TOTAL	408	394	384	356	371	356	2269

Darien Public Schools Elementary School Enrollment Projections 2027-28							
School	K	1	2	3	4	5	K-5th
Hindley	91	86	86	84	75	83	505
Holmes	89	87	84	76	70	74	480
Ox Ridge	77	74	74	73	68	70	436
Royle	82	77	71	65	62	64	421
Tokeneke	80	82	83	78	74	77	474
TOTAL	419	406	398	376	349	368	2316

Darien Public Schools Elementary School Enrollment Projections 2028-29							
School	K	1	2	3	4	5	K-5th
Hindley	93	90	89	86	81	76	515
Holmes	91	89	86	80	74	70	490
Ox Ridge	78	75	77	75	72	67	444
Royle	84	78	72	68	64	61	427
Tokeneke	82	85	86	81	77	73	484
TOTAL	428	417	410	390	368	347	2360

Curriculum and Instruction

Goal: Improve the vertical alignment of curriculum, implementation and access to innovative, best practices in teaching and learning across content areas (K-12).

December Update

- Learning Rounds implemented:
 - Elementary Directors: Department Chairpersons
 - Elementary Directors/Department Chairpersons: Building-Level Administration
 - Assistant Superintendent(s): Department Chairpersons/Directors
 - Assistant Superintendent(s): Building-Level Administration
- Implementation of the district's *Responsive Curriculum Model*.
- Co-creation/Collaboration of curriculum across Directors/Chairpersons
- Provide the public with a series of Curriculum Updates provided over the course of the 2018-2019 school year:
 - [Example: K-12 ELA Update](#): November 13, 2018

***A series of curriculum updates will continue in the 2019 school year. Next update: Science, January 8, 2019**

March Update

June Update

Goal: Provide students with experiences in mathematics that build on students' conceptual understanding, and ability to think and solve problems in multiple ways.

December Update

- Presentation to be shared early 2019
- All teachers of grades K-2 (including special education teachers) will implement Math in Focus
 - Professional development provided to all teachers, including special education teachers and SRBI specialist
 - Co-Teaching lessons with Math Program Director
 - PLC's held at each school
- Grades 6-8 math research team will study the implications of the adopted Math in Focus program on MMS and make recommendations for next steps.
 - Collaborative study sessions: Grade 5 to 6 Articulation Team
 - Members of the team review units of study, (fractions and decimals); and meet to discuss the placement process and transition to middle school, conduct inter-school visitations of classrooms to gain a perspective on the similarities and differences between elementary and middle school math.
 - Secondary Math Research Team
 - Members of the team will review and pilot possible resources to be used at the middle school level to align with the Math in Focus program being implemented at the elementary level. Members will be attending awareness workshops (

scheduled for Dec. 12 and Jan. 24), will pilot a unit of study at each grade level, and will research what other districts in DRG-A are using.

- Parents will be made aware of how children will be learning mathematics at the elementary level through a variety of mediums.
 - [Parent workshops](#)
 - “Chat and Chews” at the elementary level
 - [Parent newsletters](#)
 - DPS magazine

***Presentation planned for February 26, 2019**

March Update

June Update

Goal: Actualize the vision of the re-imagined library with a physical and digital destination that supports:

- independence and collaboration
- inquiry, creativity, and reflection
- an inspirational, dynamic, and well-resourced space.

December Update

- District-based committee developed a vision for LMC
- School-based committees developed individualized visions for LMC for each school
- Plans in the process of being developed in collaboration with Creative Library Concepts
 - Meetings with principals and LMS to discuss plans
 - Meetings to discuss plans with building-based leaders and LMS
- Continue providing professional development to our Library Media Specialists on best practices in ISTE and AASL standards

***Presentation planned for late spring 2019**

March Update

June Update

Goal: Provide students with a digital and media literacy experience through an integrated approach in Library Media and content area learning.

December Update

- Identified high priority ISTE and AASL standards
- Elementary Social Studies/Science units revised to reflect integration of the library media specialists where appropriate

***Presentation planned for late spring 2019**

March Update

June Update

Goal: Support students in being productive citizens and practicing healthy behaviors through a ***Whole School, Whole Community, Whole Child Model*** for health & wellness.

December Update

A Scope and Sequence for PK-12 for a [skills-based health education curriculum](#)

- Created DRAFT units and/or lessons
- Teacher website “digital curriculum” being created

Continue the study of the SEL curriculum and develop a curriculum writing team, PK-12:

- Identify a scope and sequence PK-12 of Social Emotional Learning outcomes
- Train a core group of teachers in RC II and move forward to RC certification
- Create integrated units and/or lessons where appropriate
- Identified assured practices, PK-8 in support of the school climate/community
- Finalize the SRBI structure for behavior
- Plan for and make revisions on the elementary progress report based to align to SEL outcomes
- Implement components of Responsive Classroom (PK-8) and provide professional development across all staff

Extracurricular Commitment Courses:

- Implement Courses 1 and 2 as a component of the extracurricular activities
- Create Course 3 as a component of the extracurricular activities

***Presentation Planned for March 2019**

March Update

June Update

Goal: Students will engage in a [culminating experience](#) that evidences individual growth over time across one or more grade levels and within multiple disciplines.

December Update

Fully implement digital portfolio process at Middlesex Middle School (Pilot completed in 2017-18)

Explore digital portfolio initiative and potential pilot at Darien High School

MMS:

- [Establish MMS Capstone Committee](#)
- Set-Up Digital Portfolio for Grades 6-8
- Identify items to be captured in portfolio by department & grade level
- Parent presentations in Spring

*Staff PD to be on-going throughout the year

DHS

- Initiate ground work for a digital portfolio with the DHS Technology Committee and administration

***Presentation Planned for February 2019**

March Update

June Update

Business

Goal: Create a structure of security and workflow to ensure greater control of operations.

December Update

New workflow rules were implemented assigning access to specific groups of employees. This now streamlines the process during onboarding and offboarding.

March Update

June Update

Goal: Continue District's efforts toward paperless alternatives.

December Update

Ongoing- Individual online access for electronic W-2 and Payroll check retrieval.

March Update

June Update

Goal: Ensure compliance with new requirements of Section 10-10c of the Connecticut General Statutes.
December Update
The implementation of the State of Connecticut's online Education Finance System (EFS) for financial reporting was successfully completed in September meeting all State requirements.
March Update
June Update

Special Education
Goal: Early Learning Program (ELP) staff will be trained on the Connecticut Documentation and Observation for Teaching System (CT DOTS) and implement the systematic structure to (a) assess student development, (b) collect data on developmental progress, and (c) create individualized educational experiences based on students' developmental levels.
December Update
<ul style="list-style-type: none"> Connecticut Documentation and Observation for Teaching System (CT DOTS) training occurred on October 1 and 8, 2018 for ELP special education teachers and paraprofessionals. Progress monitoring outcomes utilizing CT DOTS will be presented to parents at December Parent Conferences. Professional development for the electronic CT DOTS in January, 2019. Implementation of electronic CT DOTS will begin in February, 2019.
March Update
June Update
Goal: Professional development related to the implementation of current exemplary assessment tools, practices, and data collection for special education staff will inform IEP goal development, mastery criteria, and instructional practices.
December Update
<p>Training occurred November 6, 2018 on the use of targeted instruments to assess (1) attention and executive functioning, (2) language and communication, (3) sensorimotor functions, (4) visuospatial functions, (5) learning and memory, (6) social perception, and (7) integrated language and literacy.</p> <ul style="list-style-type: none"> TILLS: Test of Integrated Language and Literacy D-KEFS: Delis-Kaplan Executive Function System

- NEPSY-2: A Developmental NEuroPSYchological Assessment

Ongoing training from the New England Center for Children (NECC) in the use of the Autism Curriculum Encyclopedia (ACE) to assess student baseline and progress (academic and social/behavioral) in DLC and ELP programs.

- ELP and DLC paraprofessionals participated in training on inclusive practices in general education classrooms on December 5, 2018.

March Update

June Update

Goal: The implementation of research-based models of co-teaching (e.g., station teaching).

December Update

- Dr. Marilyn Friend provided professional development on specially designed instruction (SDI) to all secondary special education teachers on August 27 and 28, 2018.
- Secondary department chairs have provided ongoing instructional coaching for co-teaching teams at DHS and MMS. Dr. Friend will return January 14 and January 15, 2019.

March Update

June Update

Goal: To continue the implementation of best practices in IEP goal writing for special education teachers, psychologists, speech and language pathologists, behaviorists (i.e., BCBA, BCaBA), occupational therapists, physical therapists, teacher of the hearing impaired, and teachers of the visually impaired.

December Update

- Ongoing Professional Learning Community (PLC, elementary) and Department Meetings (secondary) emphasis on writing and implementing SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals.

March Update

June Update

Goal: To be a community resource on educational and clinical topics of interest.
December Update
<ul style="list-style-type: none"> Co-sponsored CDSP parent coffees on various topics at every building during the fall of 2018. Continued collaboration with SEPAC on shared initiatives. Dr. Marilyn Friend Parent Presentation - January 14, 2019.
March Update
June Update

Human Resources
Goal: To continue the review, revision and updating of district policies.
December Update
<ul style="list-style-type: none"> Four policies were submitted to the Board of Education on November 13, 2018 and were approved on November 27, 2018. Additional policies will be submitted to the Board of Education in the spring.
March Update
June Update
Goal: To conclude negotiations and arbitration proceedings.
December Update
<ul style="list-style-type: none"> Negotiations with the paraprofessionals was concluded in the fall without the need for arbitration. Negotiations with the Custodians, Maintenance and Cafeteria Workers will begin in the spring. We will solicit input from the Board of Education prior to negotiations.
March Update
June Update
Goal: To expand upon current recruitment strategies.

December Update
<ul style="list-style-type: none"> Several local teacher preparatory institutions have agreed to advertise a Darien Job Fair. We will also use teacherjobfairs.org as an advertising platform. This will reach a national audience. Target date for the Darien Job Fair is late April 2019.
March Update
June Update
Goal: To study the possibility of integrating the functions of Applitrack and Aesop as well as online onboarding.
December Update
<ul style="list-style-type: none"> We have implemented the interface between Applitrack and Aesop. The Aesop fields are now populating automatically when a candidate is hired through Applitrack. We are working with the Business Office to implement online onboarding as we move to the “Employee Self Serve” center.
March Update
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June Update

Community
Goal: Understand the school district’s climate through the collection of meaningful feedback.
December Update
<ul style="list-style-type: none"> Review, revise and administer a school climate survey. Analyze/Process Feedback Determine next steps
March Update
June Update

Goal: Ensure that families are updated on key issues/topics in the district.

December Update

Implement the following strategies:

- Parent workshops
- Newsletters: curriculum letter, budget letter to come in January 2019
- News of the Week
- Website(s)

March Update

June Update

Facilities

Goal: Continue to review/implement security enhancements. Make recommendations for future projects related to the safety and security of school buildings.

December Update

We have added a panic alarm/lockdown system at all the schools. We have added more secure vestibules at 2 locations and have expanded the camera system. We are exploring options for reducing vehicle and pedestrian traffic at the High School

March Update

June Update

Goal: Review projects within the 5 year plan.

December Update

Update on existing Capital Projects was sent to the Business Office last week to be distributed to the BOE. Presentation of updated 5 year plan was made at the November 27th BOE meeting.

March Update

June Update

Goal: Review the renovation of Ox Ridge Elementary School.
December Update
Educational Specifications were developed by a team from the school district. The Educational Specifications were turned over to the BOE, who approved them earlier this year. The recommendation was made from the BOE to the Board of Selectmen (BOS) that a Citizen's Building Committee be formed to address this project. The BOS passed a resolution calling for the formation of a Building Committee.
March Update
June Update

Technology
Goal: Ensure that students have access to digital learning through the implementation of the Darien Technology Plan (Year 3) 1:1 Roll-out for Grades 5 & 9
December Update
<p>In 2018-19, Darien will be 1:1 in the following grades:</p> <p>Grade 4: Chromebook carts in classrooms</p> <p>Grades 5-8: Chromebooks (home-school)</p> <p>Grades 9-11: iPads</p> <p>**Roll-Out Complete**</p>
March Update
June Update

Michael Lynch
Director of District Facilities & Operations
Phone: (203)-656-7418 or (203)-656-7417
Fax: (203)-656-3052
E-mail: MLynch@darienps.org

Darien Public Schools
Administrative Offices
35 Leroy Avenue
P.O. Box 1167
Darien, CT 06820-1167

MEMORANDUM

To: Dr. Elliott Landon, Interim Superintendent of Schools
Michael Feeney, Director of Finance and Operations

From: Michael Lynch, Director of Facilities

Subject: **Summary of Anticipated Long-Term Capital Projects: 2019-20 through 2024-2025**

Date: November 20, 2018

A summary of the anticipated long-term capital projects for 2019-20 through 2024-25 is attached for your review. The projects are scheduled for the year in which it is anticipated that they will be brought forward for consideration as Priority Level 1 projects in the annual Capital Projects Budget. The long-term plan will certainly change over time. School facilities are evaluated on an on-going basis and revisions to the long-term plan will be made as needed in order to accommodate changes in the following areas:

- Facility conditions.
- Existing programs and their needs or the addition of new programs.
- Enrollment.
- Regulatory requirements.
- The economic climate.

I look forward to reviewing this long-term plan with you and the members of the Board of Education. In the meantime, please do not hesitate to contact me if you have any questions or require additional information.

Priority Rubric for Capital Planning

	Highest Priority 1	Second Priority 2	Third Priority 3
Code Compliance	Project is necessary to complete to ensure compliance with local, state, and federal code	Project is recommended to meet future codes	N/A
Safety and Health	Project is necessary to ensure the safety and health of students and staff	Project is designed to improve safety and health of students and staff	Project is designed to enhance the safety of the school buildings. Project may improve aesthetic quality of buildings
Instructional Need	Project is necessary to fulfill an existing instructional need	Project is designed to fulfill an impending instructional need	Project is designed to enhance the learning environment, but does not have immediate or essential educational benefit
Operational Efficiencies	Project would dramatically and immediately improve operational efficiency. Upgrades are essential to replace failing systems	Project would, over time, contribute to operational efficiency. This includes repairs or upgrades to aging, but not failing systems	Project is believe to bring an increased level of efficiency to operations, but needs additional study.

ANTICIPATED LONG-TERM CAPITAL PROJECTS: *PER SCHOOL*

2019-20 through 2024-25

Priority Level 1 Projects:

- Are required by code or for significant safety/health reasons.
- Will significantly improve the delivery of education or school programs.
- Will significantly increase operational efficiencies.
- Are essential replacements/upgrades of building systems or sites.
- Are cost effective.

Priority Level 2 Projects:

- Will improve the delivery of education or school programs if implemented.
- Will provide some increase in operational efficiencies.
- Are required in order to replace/upgrade aging, but not failing, building systems.

Priority Level 3 Projects:

- Are generally aesthetic or non-essential in nature.
- Provide little or no educational benefit.
- Could be deferred to a future budget year or require additional study.

DESCRIPTION OF INDIVIDUAL PROJECTS 2019-2020

DARIEN HIGH SCHOOL:

Priority Level 1 Project:

- ***Upgrade Clock System:*** Many of the clocks and several of the power boosters need to be replaced. This includes the labor cost.
- ***Traffic Control Security Booth:*** To limit access to the High School property and allow for vehicles to safely turn around and exit.
- ***Upgrade Existing Digital Controls:*** The software and computer are outdated and no longer supported by the manufacturer. This software will fully integrate with the programs in the Elementary Schools.

Priority Level 2 Project:

- ***New carpet in Library:*** Carpet is getting worn out and stained.

MIDDLESEX MIDDLE SCHOOL:

Priority Level 1 Project:

- ***Upgrade Corridor Lighting:*** Change out the fluorescent lighting to all LED fixtures.

Priority Level 2 Project:

- ***Re-tube Boiler #1:*** These fire tube boilers usually run about 20 years before they need to be re-tubed. At the present time, the boilers are not leaking.

HINDLEY ELEMENTARY SCHOOL:

Priority Level 1 Project:

- ***Replace Roof on 1947 Building:*** This roof has developed multiple leaks over the past year. Need to add tapered insulation and additional drains.
- ***Replace Windows in Original Building:*** The 1947 building had window inserts retro-fitted about 30 years ago. These windows need replacement.
- ***Upgrade to Digital Controls, Phase III:*** This will be the final phase of changing all HVAX controls to networked digital.
- ***Replace Rooftop Make Up Air Vent:*** This MAU provides fresh air into the Kitchen when the exhaust hood is running. Unit is corroded and obsolete.

Priority Level 2 Project:

- ***Curb, sidewalk and blacktop replacement bus loops:*** This area has been patched multiple times over the years. Sidewalks and curbs are in fair condition.

HOLMES ELEMENTARY SCHOOL:

Priority Level 1 Project:

- **Upgrade corridor lighting - LED:** Continuation of upgrade program we did at Royle last year.
- **Replace cafeteria RTU:** The rooftop Heating and Ventilation Unit is beyond repair and needs replacement.

Priority Level 2 Project:

- **Replace 1930's Wing Classroom Unit Ventilators :** These units are original to the building and do not work.
- **Provide Ventilation for staff rooms and offices in 1930's wing:** There is currently no proper ventilation for these areas.

OX RIDGE ELEMENTARY SCHOOL:

Priority Level 1 Project:

- **None**

Priority Level 2 Project:

- **Resurface asphalt, replace light in front:** There are two lights in the front parking lot that need repair/replacement and the blacktop needs a new topcoat.
- **Replace single glaze windows with insulated glass:** All of the windows in the original building are single pane glass. This would convert the windows to insulated glass. This does not include any environmental testing or remediation.
- **Replace 1996 Steam Boiler plant with hot water:** The 1996 boiler is large enough to heat both old and new wings, but it is not piped correctly to be able to do this. We would install a smaller hot water boiler that would only heat the newer addition.
- **Replace 1966 classroom unit ventilators with energy recovery units:** These unit ventilators are over 50 years old and not very efficient. New units would increase the room comfort and lower operating costs.
- **Replace Library unit ventilators with Energy Recovery Unit:** Same reason as given for the classroom units.
- **Provide Ventilation and AC to interior Student Occupied Areas in 1966 Wing:** There are several interior areas that have limited ventilation and no air conditioning. This would eliminate that problem.
- **Replace 1966 Wing Classroom Exhaust Fans:** These fans are old units and it is difficult to get repair parts for them.
- **Replace 1966 Wing Toilet Exhaust Fans:** Same reasons as the classroom fans.
- **Add occupancy sensors in classrooms and office:** This is recommended by the architect as a energy conservation measure

ROYLE ELEMENTARY SCHOOL:

Priority Level 1 Project:

- ***install new LED Lighting and Controls on parking lot:*** There are multiple obsolete lights in the parking lot that do not work. The custodians have to set the time clocks by hand.

Priority Level 2 Project:

- ***Provide powered ventilation to 1950's classrooms with Roof top Energy Recovery Units:*** There is no positive ventilation in the 1958 wing of the building. There is one exhaust fan for the bathrooms and one in the hallway. This would supply the classrooms with tempered fresh air.
- ***Provide new wireless clock system:*** The current master clock system is non-functioning. Most of the classrooms are using battery operated clocks.
- ***Provide new emergency lighting at each egress door:*** There is a lack of emergency lighting in this building. These emergency lights will be tied into the new generator.

TOKENEKE ELEMENTARY SCHOOL:

Priority Level 1 Project:

- ***New Heads on Light Poles:*** Many lights do not work, broken controllers, shorted out underground wiring.
- ***Replace Railing and Fabric 500ft chain link fence:*** The fence running along Route 136 is broken and needs to be replaced.

CENTRAL OFFICE:

Priority Level 1 Project:

- ***Change parking lot lighting to LED:*** Same reasoning as Royle and Tokeneke.

DISTRICT WIDE:

Priority Level 1 Project:

- ***Replace Piano-DHS Choral Room:*** The High School choral room has a 58 year old piano that is difficult to keep in tune. The cost to repair the piano is prohibitive.

ANTICIPATED LONG-TERM CAPITAL PROJECTS: *PER SCHOOL*
2019-2020 through 2024-2025

DARIEN HIGH SCHOOL

Priority	Project:	Year of Anticipated Implementation and Estimated Cost					
		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1	Upgrade Clock System	\$ 45,000					
1	Upgrade existing digital control program, including computers	\$ 25,000					
1	Traffic Control Security Booth	\$ 150,000					
2	New carpet in library	\$ 40,000					
2	Replace surface in lower gyms		\$ 70,000				
2	Rebuild Tennis Courts			\$ 300,000			
3	Provide Bollards Around Propane Tank			\$ 31,708			
3	Install motorized shades in Library				\$ 50,000		
3	Provide sound attention in chiller room		\$ 158,539				
3	Provide access doors for VAV boxes, valves					\$ 82,440	
3	Resurface blacktop parking areas and roadways					\$ 425,000	
3	Replace Oil Tank						175,000
	Totals:	\$ 260,000	\$ 228,539	\$ 331,708	\$ 50,000	\$ 507,440	\$ 175,000

MIDDLESEX MIDDLE SCHOOL

Priority	Project:	Year of Anticipated Implementation and Estimated Cost					
		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1	Upgrade Corridor lighting	\$ 175,000					
2	Re-tube boiler #1	\$ 50,000					
2	Re-tube boiler #2		\$ 50,000				
2	Supply & install self closers on classroom doors		\$ 47,321				
3	Repalce Fire Pump					\$ 107,173	
3	Provide Cooling for Overheating Electric Rooms (main switchgear room and original building elec room)					\$ 82,440	
3	Upgrade Classroom Lighting						\$ 525,000
3	Install new auditorium lighting, border lights & Flood Lights controlled via dimming system						\$ 494,642
3	Replace broken glass block			\$ 37,098			
3	Provide new emergency lighting at each egress doors	\$ 60,977					
3	New Roof, 1999 addition				\$ 550,000		
3	Overhaul air conditioning units in Library, offices				\$ 120,000		
3	Overhaul Air Conditioning unit, 3rd floor				\$ 150,000		
3	New Asphalt road and sidewalk, Bus Loop/North half of parking lot			\$ 360,000			
3	Add fire alarm visual strobes - all classrooms			\$ 74,196			
3	Replace Hot Water Heater				\$ 40,000		
	Totals:	\$ 285,977	\$ 97,321	\$ 471,294	\$ 860,000	\$ 189,613	\$ 1,019,642

HINDLEY ELEMENTARY SCHOOL

Priority	Project:	Year of Anticipated Implementation and Estimated Cost					
		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1	Repalce Roof 1947 Buidling, new gutters, fresh air unit on Hindley	\$ 550,000					
1	Replace rooftop make up air unit in kitchen	\$ 35,000					
1	Replace windows in original building	\$ 167,649	\$ 167,649				
1	Upgrade to digital controls, Phase 3	\$ 205,000					
2	Curb Sidewalk and blacktop replacement-bus loop	\$ 150,000					
2	Provide new emergency lighting at each egress doors			\$ 43,974			
2	Replace Hot water heater				\$ 40,000		
2	Provide new corridor and classroom PA speakers and PA wiring to Amp at server room.			\$ 95,276			
	Provide new powered ventilation (energy recovery unit) for the main office and classrooms(16 classrooms)					\$ 1,319,046	
3	Repoint & repair brick			\$ 13,190			
3	Provide new air handling unit with coils Gym				\$ 577,083		
3	Provide new air handling unit with coils Café				\$ 577,083		
3	Replace ceiling mounted unit ventilators in Library						\$ 65,952
3	Provide corridor ventilation (Qty.3)				\$ 247,321		
3	Add occupancy sensors in all classrooms and offices that currently do not have automatic shut off control			\$ 24,732			
3	New Roof on original building					\$ 180,000	
3	Replace Boilers, burners, pumps in boiler room				\$ 500,000		
3	Replace exterior doors		\$ 48,000				
3	Renovate & irrigate playing fields			\$ 80,000			
3	New roof on 1996 addition						\$ 160,000
3	Replace plumbing fixtures in the original building (Qty.20)						\$ 164,881
3	Add 6 convenient and 4 quad receptacles/room in 27 classrooms				\$ 214,345		
3	Provide new wireless clock system.				\$ 49,464		
	Totals:	\$ 1,107,649	\$ 215,649	\$ 257,172	\$ 2,205,296	\$ 1,499,046	\$ 390,833

HOLMES ELEMENTARY SCHOOL

Priority	Project:	Year of Anticipated Implementation and Estimated Cost					
		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1	Upgrade Corridor lighting-LED	\$ 60,000					
1	Replace RTU with a gas fired HVAC unit-Cafeteria	\$ 75,000					
2	Replace 1930's Wing Classroom Unit Ventilators- abatement not included	\$ 351,788					
2	Provide Ventilation for Staff Rooms and Offices in 1930's Wing	\$ 293,157					
2	Provide new emergency lighting at each egress doors		\$ 51,302				
2	Provide new corridor and classroom PA speakers and PA wiring to Amp at server room					\$ 102,605	
3	Convert Existing Boilers from Steam to Hot Water				\$ 164,881		
3	Add Hot Water Pumps for 1930's Wing				\$ 65,952		
3	Upgrade Library Ventilation and Interior Computer Room			\$ 412,202			
3	Upgrade Gym Ventilation			\$ 412,202			
3	Change All 1930's Wing to Hot Water - New Piping Mains				\$ 1,236,606		
3	Replace 1930's Wing Toilet Room Fixtures			\$ 288,541			
3	Add 6 convenient and 4 quad receptacles/room in 20 original classrooms				\$ 164,881		
3	Provide new wireless clock system.				\$ 49,464		
3	Build new parking lot on former Curtis property		\$ 85,000				
3	Install new roof on 1996 addition				\$ 150,000		
3	Misc Masonry restoration, sealant original building		\$ 55,000				
	Totals:	\$ 779,945	\$ 191,302	\$ 1,112,945	\$ 1,831,784	\$ 102,605	\$ -

OX RIDGE ELEMENTARY SCHOOL

Priority	Project:	Year of Anticipated Implementation and Estimated Cost					
		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
2	Re-surface asphalt, replace light - front	\$ 125,000					
2	Replace single glazed windows with insulated glass	\$ 884,601					
2	Replace 1996 Steam Boiler Plant with Hot Water	\$ 732,892					
2	Replace 1966 Classroom Unit Ventilators with Energy Recover Units	\$ 659,603					
2	Replace Library Unit Ventilators with Energy Recovery Units	\$ 183,223					
2	Provide Ventilation and AC to Interior Student Occupied Areas in 1966 Wing	\$ 109,934					
2	Replace 1966 Wing Classroom Exhaust Fans	\$ 146,578					
2	Replace 1966 Wing Toilet Exhaust Fans	\$ 73,289					
2	Replace and/or retrofit panels that are original to the building construction.		\$ 38,110				
2	Upgrade Corridor Lighting (original building)		\$ 83,843				
2	Add occupancy sensors in classrooms and offices	\$ 21,987					
2	Provide Fire Damper in Gym Return Duct		\$ 38,110				
2	Replace Cafeteria Ventilation System		\$ 533,545				
3	Replace exterior doors in hallways, original building		\$ 65,000				
3	Replace Gym Ventilation System			\$ 396,348			
3	Upgrade fixtures in 1966 bathrooms		\$ 266,773				
3	Thermal Test existing switchboard and panel boards and Megger Test primary and secondary feeders including existing feeders from MDB to all downstream panel boards.				\$ 29,679		
3	Upgrade Cafeteria lighting (exclude ceiling), install new border lights + dimmers						\$ 164,881
3	Provide new emergency lighting at each egress doors						\$ 98,928
3	Add 6 convenient and 4 quad receptacles/room in 22 original classrooms						\$ 181,369
3	Provide new corridor and classroom PA speakers and PA wiring to Amp at server room.						\$ 107,173
3	Provide new wireless clock system.						\$ 49,464
3	Install new Hot Water Heater				\$ 20,000		
3	Remove & re-install solar panels & replace roof on 1996 addition				\$ 280,000		
	Totals	\$ 2,937,107	\$ 1,025,381	\$ 396,348	\$ 329,679	\$ -	\$ 601,815

ROYLE ELEMENTARY SCHOOL

Priority	Project:	Year of Anticipated Implementation and Estimated Cost					
		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1	Install New LED lighting and controls on parking lot lights	\$ 55,000					
2	Provide Powered Ventilation to 1950's Classroom with Roof Energy Recovery Units	\$ 879,471					
2	Replace 1950's Wing Toilet Room Fixtures					\$ 256,512	
2	Provide new corridor and classroom PA speakers and PA wiring to Amp at server room.					\$ 87,947	
2	Provide new wireless clock system.	\$ 49,464					
2	Provide new emergency lighting at each egress doors	\$ 36,645					
2	Replace single glaze window in library		\$ 342,994				
3	Provide Powered Ventilation to 1950's Classroom with Unit Ventilators		\$ 548,790				
3	Upgrade Gym Ventilation (+ Hot Water)		\$ 381,104				
3	Upgrade Cafeteria Ventilation (+ Hot Water)		\$ 381,104				
3	Upgrade Common Room Ventilation (+ Hot Water)		\$ 381,104				
3	Replace 1950's Wing Classroom Exhaust and Toilet Exhaust		\$ 206,101				
3	Thermal Test existing switchboard and panel boards and Megger Test primary and secondary feeders including existing feeders from MDB to all downstream panel boards.		\$ 27,439				
3	Convert Existing Boilers from Steam to Hot Water				\$ 164,881		
3	Add Hot Water Pumps				\$ 65,952		
3	Change All 1950's to Hot Water - New Piping Mains				\$ 1,236,606		
3	Add 6 convenient and 4 quad receptacles/room in 20 original classrooms		\$ 164,881				
3	Provide rooftop energy recovery units-1950 classrooms			\$ 850,000			
3	New roof on 1996 addition and original building		\$ 480,000				
	Totals	\$ 1,020,580	\$ 2,913,517	\$ 850,000	\$ 1,467,439	\$ 344,459	\$ -

TOKENEKE ELEMENTARY SCHOOL

Priority	Project:	Year of Anticipated Implementation and Estimated Cost					
		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1	New Heads on light poles-LED	\$ 34,650					
1	Repalce railing and fabric-500 ft. chain link fence	\$ 26,000					
2	Upgrade Café, Gym lighting-LED			\$ 40,000			
3	Re-surface gym floor		\$ 37,500				
	Totals	\$ 60,650	\$ 37,500	\$ 40,000	\$ -	\$ -	\$ -

CENTRAL OFFICE

Priority	Project:	Year of Anticipated Implementation and Estimated Cost					
		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
1	Change parking lot lighting --LED	\$ 21,000					
2	Pave front parking lot and entrance road		\$ 70,000				
	Totals	\$ 21,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -

DISTRICT-WIDE

Priority	Project:	Year of Anticipated Implementation and Estimated Cost					
		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Vehicle replacement schedule						
1	Replace Piano-DHS Choral room	\$ 28,080					
3	Replace 42-DAR with a 4WD utility body truck with a plow.		\$ 48,500				
3	Replace 59-DAR, 2004 Trailblazer with a 4wheel drive 3/4 ton pick up or Suburban			\$ 49,000			
2	Replace 98-DAR, 2005 pickup with a 4wheel drive utility body with plow				\$ 49,000		
3	Replace 2011 Toro Polar Trac/Plow, blower, mower					\$ 50,000	
3	Replace 2011 Toro 5900 mower					\$ 50,000	\$ 100,000
	Totals	\$ 28,080	\$ 48,500	\$ 49,000	\$ 49,000	\$ 100,000	\$ 100,000

	Year of Anticipated Implementation and Estimated Cost					
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
TOTAL PER YEAR	\$ 6,500,988	\$ 4,827,709	\$ 3,508,467	\$ 6,793,198	\$ 2,743,163	\$ 2,287,290

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ALL PRIORITY 1 PROJECTS 2019-20	\$ 1,652,379	
ALL PRIORITY 2 PROJECTS 2019-20	\$ 4,787,632	
ALL PRIORITY 3 PROJECTS 2019-20	\$ 60,977	
	\$ 6,500,988	
	\$ -	

Notes:
- Potential State reimbursement is not reflected for any of the costs listed.
- Financing costs for bonded projects are not included in any of the costs.
- All anticipated costs are in today's dollars.
- All anticipated projects will be evaluated annually and revisions will be made in order to accommodate changes in facility conditions, changes in existing programs, the addition of new programs, enrollment changes and new regulatory/code requirements or overall district needs.

DARIEN BOARD OF EDUCATION
Darien, Connecticut

PROPOSED (REVISED)

**SCHEDULE OF REGULAR BOARD OF EDUCATION MEETINGS
FOR THE 2019 CALENDAR YEAR**

Jan.	5 or 12*^ (Sat. @ 8:30 a.m.)	July	23
	8		
	22	Aug.	27
Feb.	12	Sept.	10
	26		24
March	13*(Wed.)	Oct.	7*(Mon.)
	26		22
April	9	Nov.	12
	23		26
May	14	Dec.	10
	28		
June	11		
	25		

All meetings listed above are regularly scheduled Board of Education meetings. All meetings will be held in the Darien Board of Education meeting room, 35 Leroy Avenue, Darien, Connecticut at 7:30 p.m.^, unless otherwise indicated. The Darien Board of Education meets on the 2nd and 4th Tuesdays of every month, unless otherwise indicated by an asterisk (*).

Tara B. Ochman, Chairman
Darien Board of Education

Kathrine G. Stein, Secretary
Darien Board of Education

For the Purpose of Meeting Statutory Requirements

(Updated 12/3/18)

**BOARD OF EDUCATION MASTER AGENDA
AUGUST 2018 – JANUARY 2019**

(Revisions are “Red”, “Italics”; Highlighted in “Yellow”)

August 28

- Further Discussion and Action on District Goals and Objectives 2018-2019
- Further Discussion and Action on Proposed Board Responsibilities and Code of Ethics for 2018-19
- Presentation, Discussion and Possible Action on Revised Facilities Use Fee Schedule
- Update on Summer Facilities Projects
- ***Appointment of an Impartial Hearing Officer for Student Disciplinary Matters for the 2018-2019 School Year, as they arise***
- Action Item - to Delegate to its Appointed Hearing Officer Responsibility for Hearing Expulsion Expungement Requests and for Hearing School Accommodations Appeals, including Transportation Appeals as provided by Statute
- Discussion and Possible Action on Proposed Music Department Field Trip for 2018-19 School Year
- Further Discussion and Action on Proposed Revisions to Board of Education Policy 5250 (Misconduct Related to Voluntary School Organizations and Activities)
- Discussion and Possible Action on Student Activities Transaction Fees
- Presentation and Discussion of Proposed Educational Specifications for the New Ox Ridge School

September 11 (changed to September 12 by BoE action on 7/24/18)

- Superintendent's Opening of School Report
- Presentation and Discussion on Board Master Agenda for August 2018-January 2019
- Report on Summer School and ESY Programs 2018
- Further Discussion and Possible Action on Proposed Music Department Field Trip for 2018-19 School Year
- Further Discussion and Possible Action on Revised Community Facilities Use Fee Schedule
- Further Discussion and Possible Action on Proposed Educational Specifications for the New Ox Ridge School

September 12, cont.

- *Discussion and Possible Action on Request for a Delayed Opening on October 10th for Darien High School for the Purpose of Administering PSAT Exams*
- *Possible Action on Contract Agreement between the United Public Service Employees Union (Paraprofessionals) and the Darien Board of Education*

September 25

- Update/Report on SBAC, CAPT and CMT Results - *rescheduled to October 9*
- ~~Update on District Enrollment~~
- Discussion and Action on 2017-2018 Final Year End Financial Report *and Return of 2017-18 F/Y Unused Funds to the Town*
- Further Discussion and Possible Action on Board Master Agenda – August 2018 – January 2019
- *Discussion on 2018-19 Financial Report and Possible Action on Proposed Budget Transfers*
- *Proposal and Possible Action on Recommendation for Upgrading Electrical Systems in the Schools*

October 9

- Presentation and Preliminary Discussion of Regular Board of Education Meetings for the 2019 Calendar Year
- Preliminary Discussion of 2019-2020 Budget Meeting Calendar
- *Report on Testing – SAT, ACT, AP rescheduled to November 13*
- Presentation of October 1st District Enrollment Report and Projections - *rescheduled to October 23*
- ~~*Discussion and Action on Return of 2017-18 F/Y Unused Funds to the Town – or September 25*~~
- Discussion and Possible Action on Proposed Darien High School and Middlesex Middle School Field Trips
- Report on 2018-2019 District Budget and Possible Action on Budget Transfers – *rescheduled to September 25*
- *Update/Report on SBAC, CAPT and CMT Results - rescheduled from September 25*
- *First Reading and Discussion on Proposed Revisions to Board of Education Policy 5100 – Restraint and Seclusion – to be rescheduled*

October 23

- Presentation of October 1st District Enrollment Report and Projections
- Presentation of Student Distribution (Class Size) Reports for the High School and Middlesex
- Discussion and Possible Approval of 2019-2020 Consolidated Grant (includes Title 1)
- *First Reading and Discussion on Proposed Revisions to Board of Education Policy 5100- Restraint and Seclusion – to be rescheduled*
- *First Reading and Discussion on Proposed Revisions to Board of Education Policy 4025 – Reports of Suspected Child Abuse or Neglect of Children – to be rescheduled*
- *Presentation and Possible Action on Proposed Darien High School China Trip*

November 13

- Reorganization of Board of Education (Election of Officers)
- Presentation, Discussion and Possible Vote on *Financial Report as Requested by the Board of Finance for State of Town* Action on Proposed Five Year Budget Projections ~~– or November 27~~
- Further Review and Possible Action on Proposed 2019-2020 Budget Calendar
- Update on *Literacy/Language Arts* ~~– or December 11~~ (or Update on *Science – elementary*)
- *First Reading and Discussion on Proposed Board Policy Revisions – 4025 Reports of Suspected Abuse or Neglect of Children or Sexual Assault of Students by School Employees; 4050 Reports of Suspected Abuse or Neglect of Adults with an Intellectual Disability or Autism Spectrum Disorder; 5100 Physical Restraint and Seclusion of Students and Use of Exclusionary Time Out*
- *First Reading and Discussion on Proposed New Board of Education Policy 5285 – Child Sexual Abuse and Assault Policy and Reporting Procedure*
- *Discussion and Possible Acceptance of Contemplated Gifts for Darien High School*
- *Report on Testing – SAT, ACT, AP*
- *Report on 2018-2019 District Budget and Possible Action on Proposed Budget Transfers*
- *Discussion and Possible Action on Request for Funding to Upgrade Electrical Systems at Hindley, Holmes and Royle*

November 27

- Presentation of Updated Five Year Capital Plan ~~Building Condition Survey~~
- Presentation, Discussion and Possible Action on Five Year Budget Projections ~~– or November 13~~
- Presentation and Discussion of Preliminary Major Budget Proposals for 2019-2020

November 27, cont.

- Update on 2018-19 District Goals – *rescheduled to December 11*
- Report on 2018-2019 District Budget and Possible Action on Budget Transfers – ~~on December 11~~ *rescheduled to November 13*
- *Discussion and Possible Action on Superintendent Focus Group Recommended Qualifications for next Superintendent of Schools*
- *Further Review and Possible Action on Proposed Board of Education Policy Revisions: 4025 Reports of Suspected Abuse or Neglect of Children or Sexual Assault of Students by School Employees; 4050 Reports of Suspected Abuse or Neglect of Adults with an Intellectual Disability or Autism Spectrum Disorder; 5100 Physical Restraint and Seclusion of Students and Use of Exclusionary Time Out*
- *Further Review and Possible Action on Proposed New Board of Education Policy 5285 – Child Sexual Abuse and Assault Policy*
- *Presentation, Discussion and Action on Recommendation for Solar Panels at Tokeneke, Holmes and the Board of Education*
- *Presentation, Discussion and Possible Acceptance of Contemplated Gifts for the Darien High School Athletic Department*
- *Annual Special Education Update*

December 11

- Updated Board of Education Master Agenda
- *Annual Special Education Update – rescheduled to November 27*
- Report on 2018-2019 District Budget and Possible Action on Budget Transfers – *rescheduled to November 13*
- *Further Discussion and Action on Regular Board of Education Meetings for the 2019 Calendar Year*
- Further Discussion and Action on Updated Five Year Capital Plan
- *Update on Literacy/Language Arts – rescheduled to November 13*
- *Update on 2018-19 District Goals – rescheduled from November 27*
- *Discussion of Contemplated Gift of Darien High School Cross Country Running Track*
- *Presentation and Discussion of Projected Enrollment Report*
- *Superintendent's Proposed Budget Initiatives for 2019-2020*

January 3, Thursday (Special Meeting)

- Review of 2019-2020 Budget Book Structure and Format
- Presentation of Superintendent's Proposed Budget for 2019-2020

January 5 or 12*, Saturday (*JANUARY 12TH IN CASE OF SNOW)^^^

- Discussion of Superintendent's Proposed 2019-2020 Personnel, Operating and Equipment Budgets (All RCs)

January 8

- Presentation of Proposed New Courses for Darien High School for the 2019-2020 School Year
- Follow Up Discussion on **January 5th** Board Meeting Questions on 2019-2020 Proposed Board of Education Budget
- Presentation and Discussion of Board Master Agenda for February – August 2019
- **Curricula Update: Mathematics – rescheduled to February 26**
- ~~**Curricula Update: Library/Media**~~
- **Meeting with Board of Finance; RTM Finance and Budget and Education Committees re 2019-2020 Proposed Board of Education Budget – rescheduled from January 22**
- **Curricula Update: Science**

January 15 (Special Board Meeting)

In the event of snow on Saturday, January 5th, the Board of Education will meet for the purpose of: 1) follow up discussion on January 12th Board Meeting Questions on 2019-2020 Proposed Board of Education Budget; and 2) meeting with Board of Finance; RTM Finance and Budget and Education Committees re 2019-2020 Proposed Board of Education Budget.

January 22

- **Meeting with Board of Finance; RTM Finance and Budget and Education Committees re 2019-2020 Proposed Board of Education Budget – rescheduled to January 8 or 15**
- Further Discussion and Possible Action on Proposed New Courses for Darien High School for the 2019-2020 School Year
- Further Discussion and Possible Action on Board Master Agenda – February through August 2019
- Follow Up Discussion on Unfinished Business and Possible Modifications to 2019-2020 Proposed Board of Education Budget

9/4/18

Revised 9/20/18

Updated by N.V. on 12/3/18

PERSONNEL ACTION REPORT

December 11, 2018

Item	Name	Action	Replacing/Location/Position	Effective Date		Tenure Area	Certification Class/Step
				From	To		
Resignations/Retirements (Informational)							
1	Nicole Tarantino	Resignation	Holmes/Special Education Paraprofessional		12/4/2018		
2	Tara Allen	Resignation	DHS/Spanish Teacher		2/15/2019		