

**GREENWICH BOARD OF EDUCATION
GREENWICH PUBLIC SCHOOLS
Greenwich, CT**

Board of Education Meeting Agenda Document Cover Sheet

Meeting Date: March 19, 2026

Information Only



First Read



Action Requested



Consent



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Agenda Item Title: Elementary School Capacity & Utilization Study

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Title: CFAO

Document Purpose/Highlights: (Max 475 Characters)

The attached report will be presented by Mike Zuba and Pat Gallagher of MP Planning Group.

Recommended Motion (if applicable): (Max 350 Characters)

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Elementary School Capacity & Utilization Study

March 2026

Key Takeaways

- **GPS Elementary Schools are projected to be well utilized over the next five years, averaging 96% utilization.**
 - Peak projected utilization in 2030-31 and 2031-32 at 98%.
 - There does not appear to be sufficient capacity to consolidate facilities.
- Imbalance in utilization between schools, with some schools exceeding the Planning Capacity and others being underutilized. Over the next five years:
 - Glenville, North Mianus, North Street, Old Greenwich, and Riverside are projected to exceed 100% of the Planning Capacity.
 - Cos Cob, and IS Dundee are projected to operate near the planning capacity (95%-100%).
 - Julian Curtiss (81%), New Lebanon (87%) are projected to be moderately well-utilized.
 - With the addition of two Pre-K classrooms, Parkway is projected to be moderately well-utilized at 85%.
 - Hamilton Avenue (74%) is projected to have the lowest utilization, driven by the number of “flex” classrooms.
- Planned construction projects at Old Greenwich and Riverside will address capacity challenges at those two buildings as well as address age, condition, and functional issues.
- Expanding Pre-K to Parkway will help better utilize that facility and utilize existing “flex” classrooms.

Capacity Process



Floor Plan Markups

Academic Classrooms – e.g. 4 th grade, kindergarten, etc. (i.e. number of classrooms, size, location, condition)
Specialty Spaces - Art, Music
Specialty Labs - STEM, Maker Space, etc. (i.e. number of spaces, size, location, condition)
Special Education Spaces (i.e. number of spaces, size, location, condition)
Core Spaces – Cafeteria, Gym, Media Center
Staff Coordination & Collaboration Spaces – faculty workrooms, professional development spaces
Administrative & Support Spaces – offices, ELL, speech, intervention, etc.

Questionnaires

School	Pre-K	K-5 Instructional Classrooms						K-5 Total
		K	1	2	3	4	5	
Cos Cob	3	4	3	3	3	3	2	18
Glenville	0	5	4	4	4	3	3	23
Hamilton Avenue	5	2	2	2	2	2	2	12
IS Dundee	0	3	3	3	3	3	3	18
Julian Curtiss	2	2	2	2	2	2	2	12
New Lebanon	3	3	3	3	3	3	3	18
North Mianus	0	3	3	3	4	4	4	21
North Street	3	3	4	3	4	3	2	19
Old Greenwich	2	3	3	3	3	3	3	18
Parkway	0	2	2	2	2	2	3	13
Riverside	0	4	3	4	4	3	4	22
Total - All ES	18	34	32	32	34	31	31	194

Inventory

- Inventory of standard classrooms, special purpose rooms, and core facilities at each school facility was developed from floor plans, schedules, placement of districtwide programming, and walkthroughs of each facility.
- GPS classroom loading levels were applied to the various types of teaching spaces.
- Capacity inventory reflects 2025-26 use of space.

Capacity Methodology

For elementary school systems that largely group by neighborhood (address), we recommend using the **“sections per grade” methodology** for determining capacity.

- The basic premise is that **an elementary school should be able to support a consistent number of classrooms in each grade** (typically 3-, 4-, or 5-sections per grade).
 - Results in efficient operations and consistent staffing year-over-year.
- In addition to a consistent number of sections per grade, **each building should be able to support the District’s elementary educational program** (specials, special education, student support services, etc.)
- **Recommend having at a minimum one “flex” classroom in each school**
 - These classrooms could be converted or “flexed” to grade level instruction in the event of an enrollment bubble, which is common in school districts that group by neighborhood.
 - This “flex” room rarely, if ever goes unutilized, and is often used for support services. While not ideal, this would result in temporary displacement of support services (e.g. moved to shared space, or cart).

Capacity Methodology

Loading Levels: Followed GPS Class Size Policies

Pre-K	15	2nd – 3rd	24
K-1st	21	4th – 5th	26

- Self-contained classrooms contribute to the capacity in their respective buildings, with up to 10 students in the Unique Program (North Street) and up to 8 students in the Positive Pathways Program (Old Greenwich).

Efficiency Factor:

- Applied an efficiency factor of 90% to K-5 classrooms to account for headroom to accommodate future enrollment growth and bubbles.

Maximum Capacity: Assumes that all classrooms are loaded to maximum levels.

- This is not a feasible operational target to hit in a district that groups by neighborhood.
- Only schools with 100% choice/magnet programs can operate near maximum capacity.

Planning Capacity: GPS Class Size Policy multiplied by the efficiency factor of 90%. Represents the ideal operating capacity at each school under a consistent number of sections per grade. Represents an overall average class size of 21 students per K-5 classroom.

Elementary Space Program

Grade Level Instruction

Kindergarten *(with in room toilet)*

1st Grade

2nd Grade

3rd Grade

4th Grade

5th Grade

Number of Classrooms: *Varies based on enrollment.*

Desired Adjacency: *All classrooms in one grade should be located near each other to promote collaboration.*

Special Education

Special Education Resource

Sensory Room

OT/PT Room

Administrative

Main Office Suite

Health Services Suite

Conference Room

Teacher Workroom

Faculty Lounge

Specials

Visual Arts *(with kiln room and storage)*

General Music

Instrumental Music

ALP ELA

ALP Math/Science

FLES Office *(push-in)*

Maker Space *(dedicated room or dedicated space within media center)*

Support Services

ESOL

Social Worker

School Psychologist

Speech Language Pathologist

Literacy Intervention

Math Intervention

Coaches

Paraprofessionals

If smaller spaces are not available, some services may be in shared full-sized classrooms

Core Spaces

Cafeteria

Gymnasium

Library Media Center

Core spaces should be sized appropriately based on enrollment

Programs that need full-sized classrooms

Programs that need full-sized classrooms. However, may be accommodated in smaller spaces depending on enrollment and space availability.

Note that magnet schools may have additional program spaces that support their theme programs.

Full-Size Classroom Inventory

Full-Sized Classroom Inventory - Based on 2025-26 Use of Space

School	Pre-K	K-5 Instructional Classrooms							Specials				Special Education		Other *	Total Full-Sized CRs
		K	1	2	3	4	5	K-5 Total	Music	Art	ALP	Maker Space	Resource	Self-Contained		
Cos Cob	3	4	3	3	3	3	2	18	2	1	0.5	0	2	0	2.5	29
Glenville	0	5	4	4	4	3	3	23	2	1	0	0	1	0	0	27
Hamilton Avenue	5	2	2	2	2	2	2	12	2	1	2	1	4	0	3	30
IS Dundee	0	3	3	3	3	3	3	18	2	1	0	0	0	0	0	21
Julian Curtiss	2	2	2	2	2	2	2	12	1	1	0	0	2	0	4	22
New Lebanon	3	3	3	3	3	3	3	18	2	1	0	1	0	0	1	26
North Mianus	0	3	3	3	4	4	4	21	1	1	1.5	1	1	0	2.5	29
North Street	3	3	4	3	4	3	2	19	2	1	2	0	1.5	1	1.5	31
Old Greenwich	2	3	3	3	3	3	3	18	2	1	2	0	2	1	2	30
Parkway	0	2	2	2	2	2	3	13	2	1	2	0	2	0	5	25
Riverside	0	4	3	4	4	3	4	22	1	1	2	0	2	0	0	28
Total - All ES	18	34	32	32	34	31	31	194	19	11	12	3	17.5	2	21.5	298

Note: "Half" classrooms indicate full-sized spaces that are shared between multiple uses

* Other category includes math and literacy interventionists, ESOL, support services, and STEAM Labs

Capacity Methodology

- Capacity of the buildings should reflect the district's educational programs, operations, and staffing policies. Capacity changes over time as educational programs and policies evolve.
- Based on the district's staffing policies, a loading level of 21 students per K-5 classroom was used, which aligns with the average of the class size targets for all grades at 90% efficiency. In comparison, average class size for 2025-26 across all ES grades was 19 students per classroom with a low of 17.3 in 1st grade and a high of 20.2 in 4th grade.
- Loading levels were applied to existing K-5 classrooms as well as "flex" classrooms that could be used for grade level instruction, should enrollment warrant. "Flex" rooms rarely, if ever, goes unutilized, and are often used for support services when not needed for K-5 instruction.
- Where noted, deductions were also made for program deficiencies. These are areas in each building where the standard ES program is not met.
- **100% to 110% Utilization:** Potential for some operational impacts (larger class sizes, less resilience to "bubbles," programs temporarily moved to carts, etc.).
- **Greater than 110% Utilization:** Overcrowded conditions resulting in operational impacts. School will be challenged to meet space needs of district's educational program requirements.

Elementary Capacity

School	Total Full-Sized CRs	K-5 CRs (2025-26)	"Flex" CRs (could be used for K-5 instruction)	Deduction for Program Deficiencies	Existing CRs + Flex CRs - Deficiencies (used to calculate capacity)	Self-Contained CRs	PreK CRs	Planning Capacity (90% Efficiency)
Cos Cob	29	18	0	0	18	0	3	423
Glenville	27	23	0	1	22	0	0	462
Hamilton Avenue	30	12	3	0	15	0	5	390
IS Dundee	21	18	0	1	17	0	0	357
Julian Curtiss	22	12	0	0	12	0	2	282
New Lebanon	26	18	0	0	18	0	3	423
North Mianus	29	21	0	3	18	0	0	378
North Street	31	19	0	1	18	1	3	433
Old Greenwich	30	18	0	0	18	1	2	416
Parkway	25	13	2	0	15	0	2	345
Riverside	28	22	0	2	20	0	0	420
Total - All ES	298	194	5	8	191	2	20	4,329

- **Flex classrooms** identified at Hamilton Avenue and Parkway.
 - Hamilton Ave (3) - identified flex CRs include full-sized CRs currently used for Resource (2) and STEAM Lab (1).
 - Parkway (4) identified flex CRs include full-sized CRs currently used for Intervention (1), STEAM Lab (1), Computer Lab (1), and Resource (1).
 - **Two of the Flex Classrooms at Parkway have been reserved for future Pre-K Program expansion**
- **Deductions were made for program deficiencies** at IS Dundee, North Mianus, North Street, and Riverside.
 - Glenville (1) – Interior room converted to K-5 use lacks natural light and adjacency to other grade level classrooms (former resource room).
 - IS Dundee (1) – undersized 2nd grade classroom on the lower level.
 - North Mianus (3) – undersized 5th grade classroom on 2nd floor, lack of 2nd resource space, and inadequate instrumental music room.
 - North Street (1) – lack of office spaces, resulting in 3 staff workstations within the media center.
 - Riverside (2) – lack of space for OT/PT (currently in media center) and inadequate instrumental music rooms.

Projected PK-5 Enrollment, by School

School	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	First 5-Year Avg.	5-Year Change
Cos Cob	398	407	416	427	438	439	437	429	423	423	417	16%
Glenville	460	470	484	478	476	448	425	416	392	385	474	8%
Hamilton Avenue	293	290	295	281	288	286	286	287	287	287	289	-1%
IS Dundee	345	343	346	350	347	338	335	333	333	333	346	2%
Julian Curtiss	224	228	233	225	232	231	229	225	225	225	228	-1%
New Lebanon	371	364	366	368	370	371	371	371	371	371	368	1%
North Mianus	401	394	395	405	428	428	427	416	400	389	405	4%
North Street	450	470	476	473	468	469	466	453	439	438	467	9%
Old Greenwich	419	438	423	412	405	402	375	342	338	336	419	2%
Parkway	263	282	297	310	322	334	344	340	345	350	295	20%
Riverside	423	450	476	457	482	487	512	507	496	501	458	12%
Total - All ES	4,047	4,136	4,207	4,186	4,256	4,233	4,207	4,119	4,049	4,038	4,166	7%

Source: Peter Prowda Enrollment Projections Report, Fall 2025. Note that 30 students were added to the Parkway Projection for Pre-K Program Expansion

- Enrollment projections prepared by Peter Prowda in the Fall of 2025.
 - 30 additional Pre-K students were added to the Parkway projection to account for planned future program expansion.
- Generally, the first five years of the enrollment projections are most accurate since they are based on known births. Projections over the final five years have greater uncertainty and are more assumption-driven.
- Overall, PK-5 enrollment is projected to increase by about 7% over the next five years, peaking at 4,256 students. Enrollment is projected to decrease over the final five years, but will remain near or above current 2025-26 levels.
- Overall, Parkway (20%), Cos Cob (16%), Riverside (12%), North Street (9%), and Glenville (8%) are projected to see the greatest growth.

Projected ES Utilization

School	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	First 5-Year Avg.	Planning Capacity
Cos Cob	94%	96%	98%	101%	104%	104%	103%	101%	100%	100%	99%	423
Glenville	100%	102%	105%	103%	103%	97%	92%	90%	85%	83%	103%	462
Hamilton Avenue	75%	74%	76%	72%	74%	73%	73%	74%	74%	74%	74%	390
IS Dundee	97%	96%	97%	98%	97%	95%	94%	93%	93%	93%	97%	357
Julian Curtiss	79%	81%	83%	80%	82%	82%	81%	80%	80%	80%	81%	282
New Lebanon	88%	86%	87%	87%	87%	88%	88%	88%	88%	88%	87%	423
North Mianus	106%	104%	104%	107%	113%	113%	113%	110%	106%	103%	107%	378
North Street	104%	109%	110%	109%	108%	108%	108%	105%	101%	101%	108%	433
Old Greenwich	101%	105%	102%	99%	97%	97%	90%	82%	81%	81%	101%	416
Parkway	76%	82%	86%	90%	93%	97%	100%	99%	100%	101%	85%	345
Riverside	101%	107%	113%	109%	115%	116%	122%	121%	118%	119%	109%	420
Total - All ES	93%	96%	97%	97%	98%	98%	97%	95%	94%	93%	96%	4,329

Source: Peter Prowda Enrollment Projections Report, Fall 2025. MP Planning Group Capacity

Greatest certainty in first five years

100% to 110% Utilization:

Potential for some operational impacts (larger class sizes, less resilience to "bubbles," programs moved to carts, etc.)

Greater than 110% Utilization:

Overcrowded conditions resulting in operational impacts. School will be challenged to meet space needs of district's educational program requirements

- Utilization compares projected enrollment to the Planning Capacity.
- Over the next five years, utilization is projected to average 96% across all ES, peaking at 98% in 2030-31.
- However, trends vary by school.
 - Glenville, North Mianus, North Street, Old Greenwich, and Riverside are projected to exceed 100% of the Planning Capacity.
 - Cos Cob, and IS Dundee are projected to operate near the planning capacity (95%-100%)
 - Hamilton Avenue (74%) is projected to have the lowest utilization, driven by the number of "flex" classrooms.

Greenwich Public Schools

Planned Future Changes

- GPS has indicated that 2 additional Pre-K classrooms will be added to Parkway – this would utilize two of the four available flex classrooms at Parkway. This program expansion is reflected in the Parkway capacity and utilization.
- Ed. Spec. for the Old Greenwich construction project shows a four-classroom kindergarten addition, and through construction the reconfiguration of four existing K-5 classrooms, resulting no net gain. The Positive Pathways Program and 2 Pre-K classrooms would remain at Old Greenwich. Planning Capacity remains at 416 students.
- Ed. Spec. for the Riverside construction project shows an expansion to 4-sections per grades (24 K-5 CRs). Using the same capacity methodology, this would result in a Future Planning Capacity of 504 students, an increase of 84 seats. This project is still subject to approvals.

School	Planning Capacity	Future Planning Capacity
Cos Cob	423	423
Glenville	462	462
Hamilton Avenue	411	411
IS Dundee	357	357
Julian Curtiss	282	282
New Lebanon	423	423
North Mianus	378	378
North Street	433	433
Old Greenwich	416	416
Parkway	345	345
Riverside	420	504
Total - All ES	4,350	4,434

Key Takeaways

- **GPS Elementary Schools are projected to be well utilized over the next five years, averaging 96% utilization.**
 - Peak projected utilization in 2030-31 and 2031-32 at 98%.
 - There does not appear to be sufficient capacity to consolidate facilities.
- Imbalance in utilization between schools, with some schools exceeding the Planning Capacity and others being underutilized. Over the next five years:
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- Expanding Pre-K to Parkway will help better utilize that facility and utilize existing “flex” classrooms.