



WEST MILFORD TOWNSHIP SCHOOL DISTRICT

Demographic and Facility Study

Executive Summary

The West Milford Township Board of Education has engaged Ross Haber and Associates to provide a demographic and facility utilization study. The first part of this study was to provide an enrollment projection. Enrollment projections have two components. The first component are projections based upon a six-year history of enrollment in the district. The second component provides an analysis of the impact of significant new housing developments which have the likelihood of being constructed and occupied for the five projected school years.

This report does not include new housing impact because as of this date we have not yet received a response to our OPRA request regarding this matter. However, because of the Highlands Act we do not believe that this will have any impact on the final report.

Since the 2016-17 school year the district has seen a significant enrollment decline. The projection indicates that this decline will continue through the 2026-27 school year. Table 1 shows the ten-year arc of enrollment from the base year (2016-17) and the out-year (2026-27).

Table 1: Ten-Year Enrollment Overview

	2016-17	2021-22	Difference	Percent Difference	2026-27	Diff	Percent
District	3,363	3,051	-312	-9.28%	2796	-255	-8.36%
Apshsawa	252	183	-69	-27.38%	171	-12	-6.56%
Maple Road	239	184	-55	-23.01%	177	-7	-3.80%
Marshall Hill	263	244	-19	-7.22%	268	24	9.84%
Paradise Knoll	282	194	-88	-31.21%	174	-20	-10.31%
Upper Greenwood Lake	256	184	-72	-28.13%	181	-3	-1.63%
Westbrook	340	232	-108	-31.76%	228	-4	-1.72%
Macopin MS	514	752	238	46.30%	582	-170	-22.61%
West Milford HS	1074	901	-173	-16.11%	837	-64	-7.10%
Self-contained Sp Ed	121	161	40	33.06%	159	-2	-1.24%
Prekindergarten	22	16	-6	-27.27%	19	3	18.75%

Methodology

This study used the cohort survival method for enrollment projections. The cohort survival method follows students as they move from grade to grade and calculates the percentage of growth and/or decline as they move through the system. This is tracked for six years, and an average rate of growth is calculated to produce a five-year growth/decline ratio. The final year of actual enrollment is then multiplied by the average growth/decline ratio (also referred to as the migration ratio) to project the next five years of enrollment. Kindergarten projections are based upon a comparison of children born each year and the number of kindergarten students enrolled five year later. For example, students born in 2011 became kindergarten students in 2016. This ratio of birth to kindergarten is calculated over a six-year period to develop a five-year average migration ratio (e.g.-if 100 children were born in 2016-17 and there were 75 kindergarten students in 2017-18 the migration ratio would be .75). This average is then applied to each year's live births for the projections. The birth data is provided by the new Jersey Department of Health, Bureau of vital statistics. The birth data is credited to the residence of the mother.

Cohort projections do not include any growth based upon projected construction. In communities in which there is significant growth in new housing developments the potential impact of students to the schools is added into the cohort table. In West Milford, due to the Highlands Act, we do not believe that new residential units will have an impact on the schools.

Community Demographics

Table 2: West Milford

West Milford Township			
	2015	2020	Change
Population	26,610	26,355	-255
Median Age	44	45.9	1.9
Median Income	\$98,556.00	\$103,425.00	\$4,869.00
Mean Income	\$108,807.00	\$123,256.00	\$14,449.00
Race			Change
White	23,655	22,496	-1159
Black	181	263	82
Asian	370	527	157
Hispanic	2,003	2,228	225
Native Am/Alaskan	70	261	191
Hawaiin/PI	26	48	22
Multi-racial	121	457	336
Other	184	75	-109

Table 2 shows provides information regarding the general demographics of the West Milford Township. Between 2015 and 2020 the population remained relative stable. There was a slight increase in the median age and a marginal decrease in population. There were some shifts in diversity with the largest decrease amongst white residents and the largest increase (aside for persons reporting a multi-racial) were Hispanics.

Hewitt is a community from which is in the West Milford School District. It is the only community the Census Bureau is showing that is not included in the umbrella of West Milford Township. The total population of Hewitt as of the 2020 census was 2,512 individuals. The median age is 53.1 which indicates an aging community. Surprisingly the total number of school aged children (ages 5 - 19) is 340. There were also approximately 224 children under the age of 5 in Hewitt. The New Jersey Department of Health does not have birth data for Hewitt, NJ (it possibly is counted in the West Milford Count, but we cannot verify this.

The community tables as shown indicate that (for West Milford) the total population has remained stable between 2015 and 2020. That stability, along with a moderate rise in the median age, support the fact that the enrollment in the school has declined. With no new housing being built to any scale and with what appears to be homeowners remaining in West Milford ¹

¹ All data taken from the 2020 United States Census. There is limited data for Hewitt.

Table 3: District-Wide Enrollment History and Projection

West Milford																										
Year	Births		K	1	2	3	4	5	6	7	8	9	10	11	12	ES	MS	HS	Sub	Total	PK	Total				
																			K-12	SC						
2016-17	228	0.882	201	210	223	259	239	248	252	246	268	242	291	278	263	1632	514	1074	3220	121	22	3363				
			1.045	1.019	1.027	0.992	0.987	1.012	1.008	0.996	0.881	1.008	1.000	0.986												
2017-18	216	0.917	198	210	214	229	257	236	251	254	245	236	244	291	274	1595	499	1045	3139	141	27	3307				
			1.015	1.010	1.051	1.000	0.996	1.013	1.032	1.016	0.902	1.021	1.016	1.014												
2018-19	226	0.929	210	201	212	225	229	256	239	259	258	221	241	248	295	1572	517	1005	3094	151	24	3269				
			0.971	0.980	1.024	0.987	1.013	1.012	1.046	0.969	0.891	1.041	0.992	0.984												
2019-20	183	0.913	167	204	197	217	222	232	259	250	251	230	230	239	244	1498	501	943	2942	169	19	3130				
			1.072	1.005	0.939	1.000	0.995	0.996	1.008	0.980	0.873	1.000	1.004	0.987												
2020-21	228	0.741	169	179	205	185	217	221	231	261	245	219	230	231	236	1176	737	916	2829	152	18	2999				
			1.195	1.034	1.000	1.054	1.046	1.032	1.104	1.031	0.853	1.032	0.991	1.030												
2021-22	200	1.035	207	202	185	205	195	227	228	255	269	209	226	228	238	1221	752	901	2874	161	16	3051				
Av		0.903	1.060	1.010	1.008	1.007	1.007	1.013	1.040	0.998	0.880	1.020	1.001	1.000												
Year			K	1	2	3	4	5	6	7	8	9	10	11	12	ES	MS	HS	Sub	Total	PK	Total				
																			K-12	SC						
2022-23	208		188	219	204	186	206	196	230	237	254	237	213	226	228	1199	721	904	2824	155	21	3000				
2023-24	187		169	199	221	206	187	207	199	239	237	224	242	213	226	1189	675	905	2769	158	20	2947				
2024-25	184		166	179	201	223	207	188	210	207	239	209	228	242	213	1164	656	892	2712	159	19	2890				
2025-26	195		176	176	181	203	225	208	190	218	207	210	213	228	242	1169	615	893	2677	157	19	2853				
2026-27	195		176	187	178	182	204	227	211	198	218	182	214	213	228	1154	627	837	2618	159	19	2796				

Table 2 shows the district-wide projection. Kindergarten enrollment is based upon live births in West Milford five years prior to students entering kindergarten. For example, the kindergarten enrollment in 2016-17 is projected based upon children born in 2011.2

² Birth data provided by the New Jersey Department of Health.

Elementary School Projections & Utilization

Table 4: Current and Projected Summary of Projections and Utilization

School	Capacity	Max Projected Enrollment	Total Classrooms Gen and Special Ed	Maximum Undesignated
Apshawa	367	188	24	1
Maple Road	394	247	28	1
Marshall Hill	428	284	26	2
Paradise Knoll	370	174	19	2
Upper Greenwood Lake	489	198	22	4
Westbook	550	228	23	1
Total	2598	1319		

Table 5 shows the capacity, projected enrollments, number of classrooms and rooms undesignated. The data was from several sources, including, principal responses to a survey sent to them at the beginning of the project, floor plans for each building (updated by the principals); and the data from the Long-Range Facility Plan.

The total capacity, based upon the district practices (as per the Long-Range Facility Plan) is show for each school. The total enrollment is approximately 52% of capacity. This is due to the enrollment decline being experienced by the district. As a result, the district does show, for the most part, optimal class sizes. There are a few instances of having schools with only one section on a grade level which is not considered an ideal situation. The principals have been able to make good use of the buildings and program equity in term of options for students exists district wide. The issue, however, is that as the enrollment declines further is this level of utilization sustainable with regard to efficiency and economics. While no changes are to be made during the 2022-23 school the district has some hard choices ahead regarding facilities.

Apshawa Elementary School

Table 5: Apshawa History and Projection

Capacity: 367 2021-22 Enrollment =195 Maximum projected enrollments: 188

Apshawa has a total of 23 full sized classrooms of which for most years 12 are general education and 2 are for self-contained special education. One of these 23 rooms is a dedicated art room and 2 are used for Small Group Instruction (SGI).

There is a dedicated band room, resource room and music room. These 3 rooms are not counted in the 23 classrooms.

Apshawa Elementary School											
Year	K	1	2	3	4	5	6	K-5	SC	PreK	Total
2016-17	36	36	24	42	38	41	35	252	21		273
2017-18	29	41	35	24	42	35	42	248	16		264
2018-19	34	29	37	35	22	43	33	233	12		245
2019-20	29	33	29	39	38	26	42	236	14		250
2020-21	31	29	30	29	34	36		189	12		201
2021-22	28	35	25	31	29	35		183	12		195
Year	K	1	2	3	4	5		K-5	SC	PreK	Total
2022-23	30	29	33	25	30	30		177	15		192
2023-24	30	31	27	34	24	31		177	16		193
2024-25	30	31	29	27	33	25		175	16		191
2025-26	30	31	29	29	26	34		179	17		196
2026-27	29	30	28	28	27	29		171	17		188

Table 7: Apshawa 2022-23

Apshawa	2022-23	Rooms	Actual	Average
		21.00		Class Size
		25.00		
KG	30	1.43	2	15
1	29	1.38	2	15
2	33	1.57	2	17
3	25	1.19	2	13
4	30	1.20	2	15
5	30	1.20	2	15
Spec Ed	12		2	6
Total Enr	189			
Gen Ed			14	
Art			1	
Music			1	
Resource			3	
SGI			2	
Social Worker			1	
ESL/Bilingual			1	
Media			1	
Rooms Used			24	
Rooms Avail			25	
Difference			1	
Av Cl Sz (K-5)				15

Table 7: Apshawa 2026-27

Apshawa	2026-27	Rooms	Actual	Average
		21.00		Class Size
		25.00		
KG	29	1.38	2	15
1	30	1.43	2	15
2	28	1.33	2	14
3	28	1.33	2	14
4	27	1.08	2	14
5	29	1.16	2	15
Spec Ed	12		2	6
Total Enr	183			
Gen Ed			14	
Art			1	
Music			1	
Resource			3	
SGI			2	
Social Worker			1	
ESL/Bilingual			1	
Media			1	
Rooms Used			24	
Rooms Avail			25	
Difference			1	
Av Cl Sz (K-5)				15

Maple Road Elementary School

Table 8: Maple Road History and Projection

Maple Road Elementary School											
Year	K	1	2	3	4	5	6	K-5	SC	PreK	Total
2016-17	30	40	33	39	30	35	32	239	8	10	257
2017-18	39	29	41	37	37	29	38	250	30	16	296
2018-19	17	24	23	37	36	42	32	211	40	14	265
2019-20	23	23	41	33	40	42	40	242	39	12	293
2020-21	17	24	23	37	36	42		179	40	18	237
2021-22	30	20	31	24	38	41		184	52	16	252
Year	K	1	2	3	4	5		K-5	SC	PreK	Total
2022-23	25	31	23	34	25	41		179	31	15	225
2023-24	22	26	36	25	35	27		171	46	15	232
2024-25	23	23	30	39	26	38		179	50	15	244
2025-26	23	24	27	32	40	28		174	52	16	242
2026-27	24	23	27	28	32	43		177	66	4	247

Maple Road

Capacity: 394 2021-22 Enrollment=249 Maximum projected enrollment: 244

Except for 2023-24 where it appears there are three open classrooms it appears that the school will have 1 open classroom (as it does this year). Due to the lower enrollment in this school there are a number of classrooms that are used but could be consolidated if necessary, for example, there are two rooms used for half-day prekindergarten..as half day programs one classroom could be used. In addition, OT/PT are in two large classrooms, it is possible to use one room. Three large rooms are used for resource rooms, it is unusual to use this many full sized rooms for pull out programs.

If this school is needed to absorb enrollment from other schools it can accomodate more students. Note that there are twp grades (grade 1 in 2023-24 and grade 2 in 2024-25).

Speech is located in a small room.

Table 9: Maple Road 2022-24 Utilization

Maple Road	2022-23	Rooms	Actual	Average
		21.00		Class Size
KG	25	1.19	2	13
1	31	1.48	2	16
2	23	1.10	1	23
3	24	1.14	1	24
4	25	1.00	1	25
5	41	1.64	2	21
Spec Ed	4		1	
PK H	51		2	
PK F	15		2	
Total Enr	239			
Gen Ed/Sp Ed/PK			14	
Art			1	
Music			1	
SGI			2	
Resource			3	
SACC			1	
CST			1	
OT			1	
PT			1	
Rooms Used			25	
Rooms Avail			28	
Difference			3	
Av Cl Sz (K-5)				20

Table 10: Maple Road 2026-27 Utilization

Maple Road	2026-27	Rooms	Actual	Average
		21.00		Class Size
KG	24	1.14	1	24
1	23	1.10	1	23
2	27	1.29	2	14
3	28	1.33	2	14
4	32	1.28	2	16
5	43	1.72	2	22
Spec Ed	4	2.00	2	
PK H	51		2	
PK F	15		2	
Total Enr	247			
Gen Ed/Sp Ed/PK			16	
Art			1	
Music			1	
SGI			2	
Resource			3	
SACC			1	
CST			1	
OT			1	
PT			1	
Rooms Used			27	
Rooms Avail			28	
Difference			1	
Av Cl Sz (K-5)				19

Marshall Hill Elementary School

Table 11: Marshall Hill History and Projection

Marshall Hill Elementary School											
Year	K	1	2	3	4	5	6	K-5	SC	PreK	Total
2016-17	32	30	32	42	38	41	48	263	7		270
2017-18	31	37	32	30	40	36	40	246	10		256
2018-19	41	32	41	37	31	37	41	260	12		272
2019-20	29	40	36	42	39	29	40	255	12		267
2020-21	33	34	40	34	39	38		218	16		234
2021-22	48	39	39	40	37	41		244	12		256
Year	K	1	2	3	4	5		K-5	SC	PreK	Total
2022-23	36	53	42	39	40	36		246	11		257
2023-24	37	40	58	43	39	39		256	15		271
2024-25	37	41	44	59	43	38		262	16		278
2025-26	38	41	45	45	60	42		271	16		287
2026-27	38	41	44	45	44	56		268	16		284

Marshall Hill Summary

Capacity: 428 2022-23 Enrollment = 258 Maximum projected enrollment = 280.

Marshall Hill has a total of 26 classroom. It appears that after all programs are assigned there and will be 2 open rooms. Also, three rooms are currently being used as Resource Rooms. It appears, that if needed, one or two of these rooms could be repurposed as general education classrooms.

Marshall Hill also has three self-contained special education rooms.

Table 12: Marshall Hill 2022-23 Utilization

Marshall Hill	2022-23	Rooms	Actual	Average Class Size
		21.00		
KG	36	1.71	2	18
1	53	2.52	3	18
2	42	2.00	2	21
3	39	1.86	2	20
4	40	1.60	2	20
5	36	1.44	2	18
Spec Ed	12		3	4
Total Enr	258			
Gen Ed/Sp Ed			16	
Art			1	
Music			1	
Resource			3	
SIG			1	
Speech			1	
OT/PT			1	
Rooms Used			24	
Rooms Avail			26	
Difference			2	
Av Cl Sz (K-5)				19

Table 13: Marshall Hill Utilization

Marshall Hill	2026-27	Rooms	Actual	Average Class Size
		21.00		
KG	38	1.81	2	19
1	41	1.95	2	21
2	44	2.10	2	22
3	45	2.14	2	23
4	44	1.76	2	22
5	56	2.24	3	19
Spec Ed	16		3	5
Total Enr	284			
Gen Ed/Sp Ed			16	
Art			1	
Music			1	
Resource			3	
SIG			1	
Speech			1	
OT/PT			1	
Rooms Used			24	
Rooms Avail			26	
Difference			2	
Av Cl Sz (K-5)				21

Paradise Knoll Elementary School

Table 14: Paradise Knoll History and Projection

Paradise Knoll											
Year	K	1	2	3	4	5	6	K-5	SC	PreK	Total
2016-17	38	33	44	45	39	40	43	282			282
2017-18	28	40	36	45	44	39	41	273			273
2018-19	35	32	38	37	45	47	40	274			274
2019-20	17	38	29	35	35	43	48	245			245
2020-21	24	21	39	23	39	34		180			180
2021-22	28	37	21	39	26	43		194			194
Year	K	1	2	3	4	5		K-5	SC	PreK	Total
2022-23	26	34	37	20	40	27		184			184
2023-24	26	32	34	35	21	41		189			189
2024-25	24	32	32	32	36	21		177			177
2025-26	26	29	32	30	33	37		187			187
2026-27	25	30	28	29	30	32		174			182

Paradise Knoll

Capacity: 370 2022-23 Enrollment = 184 Maximum projected enrollment: 174

Paradise Knoll has 17 standard classrooms of which between 11 and 12 are used for general education (depending on the year). Two of these rooms are used for Resource.

There is one dedicate3d band/music room and one art room not counted in the total classroom count.

Table 15: Paradise Knoll 2021-22 Utilization

Paradise Knoll	2022-23	Rooms	Actual	Average Class Size
		21.00		
KG	26	1.24	2	13
1	34	1.62	2	17
2	37	1.76	2	19
3	20	0.95	1	20
4	40	1.60	2	20
5	27	1.08	2	14
Spec Ed				
Total Enr	184			
Gen Ed			11	
Art			1	
Music/Band			1	
Resource			2	
SIG			2	
Rooms Used			17	
Rooms Avail			19	
Difference			2	
Av Cl Sz (K-5)				17

Table 16: Paradise Knoll 2026-27 Utilization

Paradise Knoll	2026-27	Rooms	Actual	Average Class Size
		21.00		
KG	25	1.19	2	13
1	30	1.43	2	15
2	28	1.33	2	14
3	29	1.38	2	15
4	30	1.20	2	15
5	32	1.28	2	16
Spec Ed				
Total Enr	174			
Gen Ed			12	
Art			1	
Music/Band			1	
Resource			2	
SIG			2	
Rooms Used			18	
Rooms Avail			19	
Difference			1	
Av Cl Sz (K-5)				15

Upper Greenwood Lake Elementary School

Table 17: Upper Greenwood Lake History and Projection

Upper Greenwood Lake Elementary School											
Year	K	1	2	3	4	5	6	K-5	SC	PreK	Total
2016-17	29	34	43	38	35	37	40	256	38	12	306
2017-18	33	27	36	48	41	39	39	263	31	11	305
2018-19	39	32	27	38	49	40	38	263	34	10	307
2019-20	39	32	32	26	34	46	35	244	42	7	293
2020-21	22	37	36	31	27	36		189	18		207
2021-22	33	24	37	34	31	25		184	15		199
Year	K	1	2	3	4	5		K-5	SC	PreK	Total
2022-23	33	31	25	37	34	31		191	17		208
2023-24	33	31	32	25	37	34		192	17		209
2024-25	32	31	32	32	25	37		189	17		206
2025-26	31	30	32	32	32	25		182	17		199
2026-27	30	29	30	31	30	31		181	17		198

Upper Greenwood Lake

Capacity: 489 21021-22 Enrollment = 199

Maximum Projected Enrollments: 198

Upper Greenwood Lake has 22 standard classrooms of which 12 are used for general education and 2 for self-contained special education. There is some room designated for computer, 1 for OT, 1 for PT and one for Guidance. There are, depending upon the year either 3 or four classrooms

Not counted in the classroom counts are specialized rooms for Art, Music/Band, resource, SGI.

Table 18: Upper Greenwood Lake 2022-23 Utilization

Upper Greenwood Lake	2022-23	Rooms	Actual	Average Class Size
		21.00		
KG	33	1.57	2	17
1	31	1.48	2	16
2	25	1.19	2	13
3	37	1.76	2	19
4	34	1.36	2	17
5	31	1.24	2	16
Spec Ed	17		2	
Total Enr	208			
Gen Ed			14	
Art			1	
Music/Band			1	
Resource			1	
SGI			1	
Computer			1	
OT			1	
PT			1	
Guidance			1	
Rooms Used			19	
Rooms Avail			22	
Difference			3	
Av Cl Sz (K-5)				16

Table 19: Upper Greenwood Lake 2026-27 Utilization

Upper Greenwood Lake	2026-27	Rooms	Actual	Average Class Size
		21.00		
KG	30	1.43	2	15
1	29	1.38	2	15
2	30	1.43	2	15
3	31	1.48	2	16
4	30	1.20	2	15
5	31	1.24	2	16
Spec Ed	17			
Total Enr	198		2	
Gen Ed			14	
Art			1	
Music/Band			1	
Resource			1	
SGI			1	
Computer			1	
OT			1	
PT			1	
Guidance			1	
Rooms Used			18	
Rooms Avail			22	
Difference			4	
Av Cl Sz (K-5)				15

Westbrook Elementary School

228Table 20: Westbrook Enrollment History and Projection

Westbrook Elementary School											
Year	K	1	2	3	4	5	6	K-5	SC	PreK	Total
2016-17	36	37	47	53	59	54	54	340			340
2017-18	38	36	34	45	53	58	51	315			315
2018-19	40	35	38	35	47	51	55	301			301
2019-20	30	38	30	42	36	46	54	276			276
2020-21	42	34	37	31	42	35		221			221
2021-22	40	47	32	37	34	42		232			232
Year	K	1	2	3	4	5		K-5	SC	PreK	Total
2022-23	38	41	45	33	38	33		228			228
2023-24	38	39	39	46	34	37		233			233
2024-25	38	39	37	40	48	33		235			235
2025-26	39	39	37	38	41	47		241			241
2026-27	38	39	37	37	38	39		228			228

Summary

Capacity: 550 2022-23 Enrollment = 233 Maximum Projected Enrollment = 228

There are a total of 23 full sized classrooms in Westbrook (most of these have rooms for which walls were constructed to create 2 classrooms post original architectural plans. This building was originally designed to have open spaces.

Based upon enrollment and student grade level distribution it appears that there will be between 1 and 2 open rooms over the next five years.

Table 21: Westbrook 2022-23 Utilization

Westbrook	2022-23	Rooms	Actual	Average
		21.00		Class Size
KG	38	1.81	2	19
1	39	1.86	2	20
2	39	1.86	2	20
3	46	2.19	2	23
4	34	1.36	2	17
5	37	1.48	2	19
Spec Ed				
Total Enr	233			
Gen Ed			12	
Art			1	
Music			1	
Resource			2	
SGI			2	
Speech			1	
Guidance			1	
SACC			1	
Science			1	
Rooms Used			22	
Rooms Avail			23	
Difference			1	
Av Cl Sz (K-5)				20

Table 22: Westbrook 2026-27 Utilization

Westbrook	2026-27	Rooms	Actual	Average
		21.00		Class Size
KG	38	1.81	2	19
1	39	1.86	2	20
2	37	1.76	2	19
3	37	1.76	2	19
4	38	1.52	2	19
5	39	1.56	2	20
Spec Ed				
Total Enr	228			
Gen Ed			12	
Art			1	
Music			1	
Resource			2	
SGI			2	
Speech			1	
Guidance			1	
SACC			1	
Science			1	
Rooms Used			22	
Rooms Avail			24	
Difference			2	
Av Cl Sz (K-5)				19

Conclusion

The following points summarize our findings:

- Each of the elementary schools are below capacity. We took the capacity from the district practices indicated in the long-range facility plan.
- There appears to be excess instructional space in most of the buildings.
- The district has low average class sizes which is educationally beneficial, although this may not be the most efficient use of resources (both from a facility and staffing point of view).
- The majority of the schools have two classes per grade level, there are some schools with three on a few grade levels, and there are some grade levels showing only one section on a grade level.
- The enrollment in the district is continuing to decline. Because of the Highlands Act it does not appear that there will be any significant new housing or housing developments built in West Milford in the foreseeable future. It also does not appear that the sales of existing housing have offset the enrollment decline.
- It is projected that at least three of the elementary school will fall below 200 students by the 2026-27 school year.

Based upon the enrollment trends which have persisted over the last six years and the continuation of the trend for the next five years it would be prudent to consider, at the very least, considering the consolidation or repurposing of at least one of the schools. The two most central schools in the district are Westbrook and Maple Road. After looking at the floor plans and actually doing an onsite visit to both schools it would appear that Westbrook would be the school to be repurposed. The internal structure of the school, which was originally designed as a “school without walls,” is less conventional as an elementary school as is Maple Road. Further, it would appear that the building itself is designed and retrofitted (with temporary walls) as to lend itself to renovation for special programs and as a location for program directors and supervisors. Students in Westbrook would have to be rezoned to schools that are easily transportable, have capacity and are the least disruptive to students and families.

One other issue that was discussed was the current situation with the drivers' facility at the transportation center. The issue was the condition of the current existing structure. In my opinion the best option for the district is to replace the structure. The initial cost would be lower than moving the driver lounge to a remote location. Moving drivers offsite (and at a distance from the vehicles) would add additional cost in terms of driver times in that time from any remote location to the bus barn would be part of their hourly rate.