

CLIENT NAMES: Wallkill Valley Regional, Hamburg, Franklin, Ogdensburg, and Hardyston School Districts

DELIVERY DATE: May 30, 2025

CLIENT CONTACTS: Dave Carr, Superintendent, Wallkill Regional; Kim Sigman, Superintendent, Hamburg; J.R. Giacchi, Superintendent, Franklin; Dave Astor, Superintendent, Ogdensburg; Mike Ryder, Superintendent Hardyston

STUDY CONTACTS: Ken Greene, Lead Investigator and Project Manager

KEY

Blue - lines of inquiry generic to our feasibility studies

Red - lines of inquiry specific to this study

Bold - lines of inquiry required by P.L. 2021 c.402, or SREP guidelines/agreement

~~Strikethrough~~ - data points not recommended for this study

EXECUTIVE SUMMARY

INTRODUCTION

Study Purpose

Consolidation Options

1. Regional pK-12: The expansion of the limited purpose, grades 9-12 Wallkill Valley Regional School District into an all purpose, grades pK-12 school district including the municipalities of Franklin, Hamburg, Hardyston, Ogdensburg.
2. Status Quo: Maintaining the status quo with opportunities to better align educational programs and support services while reducing or controlling the costs of educating students in each district through the expansion of shared services and other efficiencies.

Consultant Backgrounds

GOVERNANCE & LAW

1. Constitutional, Statutory, and Case Law Review
 - a. Recent history of special education legal issues in the cluster
2. Election Process and Board Composition
 - a. Number of board members, current apportionment, projected apportionment
 - b. Number of districts necessary to pass a regionalization referendum
 - c. Frequency of vote on regionalization referendums
3. State Monitoring Status
4. Stakeholder Input
 - a. Student and/or parent survey data
 - b. Interviews and/or focus groups (include CST members in staff interviews)
5. Transition Features
6. Potential Political Issues
7. Governance & Legal Impact

DEMOGRAPHY

8. Community Profiles
 - a. Overview of community populations, economics, distinguishing characteristics, general context, etc.
 - b. Birth data
9. Housing Starts
 - a. Current and approved developments, affordable housing data/impact
10. Enrollment History
 - a. Enrollment trends over time (beyond 6 yrs)
 - b. Impact of choice and charter enrollments, if any
11. Enrollment Projections (beyond 5 yrs)
12. Racial Impact and other Demographic Impacts

a. Projected changes due to regionalization

EDUCATION & PROGRAM

13. School District Profiles

- a. Mission, vision, core values, strategic plans
- b. District configurations, schools, locations, school choice status
- c. **Existing send-receive relationships, contiguous districts with small enrollment**

14. Curriculum & Instruction

- a. **Subject and course offerings by grade level** – curriculum philosophies, core course materials/text series, time spent per day/week by subject. **Shared approach to resources, grade-level transition (e.g., math/algebra)**
- b. **Potential enrichment of educational programs for students**
- c. **Potential improvements in curriculum coordination** **Shared services coordinator, curriculum writer, instructional supervisor(s).**

15. Other Instructional Resources

- a. **Class sizes by grade level through 8th grade (English for HS)**
- b. Instructional time during the school day
- a. Student access to technology and internet connectivity
- c. Professional development – plans, in-district offerings, **shared approaches to curriculum implementation**

16. Performance Measures

- a. Results of standardized assessment data – NJSLA, AP, SAT, student growth, **breakdown of PSAT or SAT by sending district**
- b. Results of internal assessments, if any
- c. Graduation, dropout, and postsecondary attendance rates
- d. School climate data – attendance, chronic absenteeism, discipline

17. Special Programs

- a. Special education – numbers, demographics, classifications, program configurations, out of district, CST caseloads, IEP coordination between districts, program coordination and returning students in-district, shared programs
- b. I&RS and RTI structure and utilization – numbers regarding students and staff involved
- c. ELL programs - description, student numbers, levels of service
- d. Gifted programs - description, student numbers, levels of service
- e. Other unique educational programs

18. Extracurricular Programs

- a. Names and levels of student clubs, activities, and athletics (optional: student participation rates)

19. Staffing

- a. **School staff information** – staff numbers and positions
- b. District staff information – title, responsibilities, **administrative structure**
- c. Whole staff analysis – experience, certification, retention, ratios, salaries, education levels
- d. Unique staff assignments - co-teaching, team teaching
- e. **Projected staffing needs**

20. Educational and Programmatic Impact

FINANCE & OPERATIONS

21. State Aid & Local Tax Levies

- a. **State aid projections** and trends
- b. **Local tax rate projections** and trends, tax share phase-in
- c. **Cost sharing and apportionment methods including analysis of equalized valuations and enrollments**

22. Operating Expenses

- a. Budgetary costs per pupil and peer ranks

b. Potential cost savings/increases

23. Debt Allocation & Borrowing Margin

- a. Debt service schedules, options for debt sharing
- b. Borrowing margins

24. Collective Bargaining Agreements

- a. Analysis of current main CBA

25. Shared Services

- a. Existing shared services contracts – service name/type, cost, participating districts
- b. Potential shared services

26. Contracted Services

- a. Transportation – student seat time and distance traveled, potential increased or reduced costs, efficiency status, special education student transportation cost sharing
- b. Food services
- c. Other contracted services (custodial, maintenance, etc.)

27. Tuition

- a. Tuition history and costs if send/receive relationships exist

28. Reserves

- a. Tuition, maintenance, capital, etc.

29. Facility Utilization

- a. Classroom use and availability
- b. Unique facility resources or resource needs
- c. Long range facility needs as it pertains to potential debt

30. Financial and Operational Impact

FINDINGS and RECOMMENDATIONS