



MEMORANDUM

Date: April 15, 2016

To: Members of the Board of Education

From: Judy Brennan, Director of Enrollment
Sarah Singer, Senior Director for System Planning and Performance

CC: Superintendent Smith

Subject: Response to Board Request for Additional Enrollment Balancing Scenarios for Westside Schools

Summary

At your April 12, 2016 meeting, Director Kohnstamm outlined a series of changes to Superintendent Smith's plan for adjusting boundaries between several schools in the Lincoln and Wilson clusters, including initiating a "dual assignment" choice for Bridlemile students to select their middle and high schools. Subsequently, Directors Buel and Rosen expressed interest via e-mail in an additional change to proposed Hayhurst and Rieke school boundaries. This memo summarizes the results of each request, and describes the attached supporting documentation.

As we were completing this response, we received a copy of an additional proposal for change from Director Rosen. We will work to analyze that proposal and report back as soon as possible.

Director Kohnstamm's Scenario and Results

Director Kohnstamm suggested the following changes to the Superintendent's Final Scenario:

- Adjust the Lincoln/Wilson boundary line to allow all Bridlemile neighborhood students who live west of Scholls Ferry Rd. to remain in the Lincoln boundary, due to safety concerns.
- Use the revised high school boundary as the middle school boundary, as well, so that students who live east of Scholls Ferry Rd. and south of Hewett Blvd. would be assigned to Robert Gray Middle School as well as Wilson High School, and students who live west and south of those streets would be assigned to West Sylvan Middle School and Lincoln High School.
- Shift the Maplewood boundary area to Jackson Middle School, to accommodate additional students from Bridlemile at Robert Gray Middle School.

- Provide information on the impact of delaying the boundary change until 2019, so that students from the area who are enrolled at West Sylvan Middle School next year would be able to continue with the rest of their West Sylvan cohort to Lincoln High School

Staff created a new scenario based on this request. Attached is a map showing the proposed changes¹. There are two versions of the Implementation Analysis²: with one showing the start of the high school changes in 2017, and the other showing the boundary change beginning in 2019.

Staff's initial analysis of the scenario:

At the middle school level, the proposed changes would result in less crowding at Robert Gray and West Sylvan schools, but would change boundaries for more than 350 middle school students. This analysis assumes that guaranteed transfer to Gray would end, which would help reduce overall transportation costs.

Middle School	2020 Enrollment Current Boundary	2020 Utilization Current Boundary	2020 Enrollment Dir. Kohnstamm Scenario	2020 Utilization Dir. Kohnstamm Scenario
Gray	614	107%	535	97%
Jackson	617	63%	779	72%
West Sylvan	1008	103%	838	86%

At the high school level,

- Director Kohnstamm's scenario would reassign 224 students from Lincoln to Wilson at maximum impact, or 56 students per grade level. This is virtually the same as the number of impacted students included in the Superintendent's Final Recommendation.
- It takes several years to fully implement boundary change, due to phased implementation and sibling rules. If boundary change implementation does not begin until 2019, Lincoln will remain very crowded with more than 1700 students until 2020. The chart on page 3 shows the potential difference in enrollment, depending on whether the phasing of boundary change begins in 2017 or in 2019.
- As all short-term facility solutions have been exhausted, delaying implementation of boundary change would exacerbate over-crowding at Lincoln, which could jeopardize the safety and effectiveness of the learning environment for students.

¹ Staff drew a line between Lincoln and Wilson along Columbia Creek, which is east of Scholls Ferry Rd and south of Hewett, down to the city incorporation line. While travel time in this area is not lengthier to Wilson than to Lincoln, there is a safe walking route concern that effects students who live on both sides of Scholls Ferry Rd.

² As a reminder, the key performance indicators describe the potential result of the change on a broad set of important factors, including building utilization, student demographics and travel times. The KPIs assume impact as if the changes proposed had been fully in effect this current school year, and in the 2020-21 school year. The implementation chart is a year-by-year enrollment forecast that shows change as it would phase-in over time, including the policy which allows siblings to remain at the former neighborhood school.

Differences in potential high school enrollment due to boundary change implementation

High School	Scenario	2016 Enrollment	2017 Enrollment	2018 Enrollment	2019 Enrollment	2020 Enrollment
Lincoln	Current boundary	1746	1769	1813	1774	1774
Lincoln	Directors' Scenario 2017 start	1746	1731	1729	1635	1572
Lincoln	Directors' Scenario 2019 start	1746	1769	1813	1736	1690
Wilson	Current boundary	1444	1480	1543	1512	1545
Wilson	Directors' Scenario 2017 start	1444	1518	1627	1651	1747
Wilson	Directors' Scenario 2019 start	1444	1480	1543	1550	1629

Red numbers are potential changes from current forecast

Modified Scenario Results

Several Board members indicated an interest in seeing the impact of an additional change to the Superintendent's Final Recommendation. A small portion of the Maplewood boundary near Custer Park was proposed to move from to Rieke, in order to provide more relief for Maplewood. Rieke was selected instead of Hayhurst, because the area is less than one mile to Rieke, and the students would be able to walk to school instead of being bused to a further school. The area is 2.2 miles from Maplewood and 2.4 miles from Hayhurst.

The proposed change marginally improves enrollment at Hayhurst, as shown in the table below. A map, KPIs and Implementation Analysis are attached for your review. As a reminder, opening Smith School in 2019 is expected to provide significant enrollment relief for Maplewood and other nearby schools.

Elementary School	2020 Enrollment Superintendent's Recommendation	2020 Utilization Superintendent's Recommendation	2020 Enrollment Dir. Kohnstamm Scenario-modified	2020 Utilization Dir. Kohnstamm Scenario-modified
Hayhurst	384	83%	387	83%
Rieke	392	91%	387	90%
Maplewood	404	107%	404	107%

Dual Assignment Modeling Results

Dual assignment means a choice of two guaranteed school placements. PPS offers dual assignment to all Jefferson neighborhood high school students, who choose between Jefferson Middle College for Advanced Studies and a nearby comprehensive high school. The choice is declared during a student's 8th grade year or, for new students, at the time of enrollment.

Director Kohnstamm and Director Rosen asked to see the potential impact of offering middle and high school dual assignment instead of a guaranteed boundary to all Bridlemile students.

Context

- Some Bridlemile community members suggest that over 40% of students would be interested in attending Gray/Wilson and that this increase will occur because families are more excited than ever to attend Gray and Wilson. They also prefer dual assignment (an option that involves guaranteeing a family's choice of either Gray/Wilson or West Sylvan/Lincoln; the option still effectively sends or "splits" students across two middle schools and high schools) versus a split feeder option that *assigns* specific groups of students to Gray/Wilson and another to West Sylvan/Lincoln.
- Given the above, PPS staff modeled a situation where 45% of students would attend Gray/Wilson. This equates to a higher percentage of students taking advantage of the dual assignment option than has ever been experienced previously (the highest previously was 43%, the average over five years has been 24%).
- For high school, we assumed that 30% of 8th graders within the Bridlemile boundary take advantage of the dual assignment option to Wilson (the highest has been 24%, the average over the past four years has been 17%).
- We also assumed that all of Maplewood would need to be assigned to Jackson in order to prevent over-crowding at Gray.

Analysis

- **What happens if 45% of students take advantage of dual assignment?** As you can see from the analysis in the attached spreadsheet, this would result in over-crowding at Gray starting in 2019. In previous scenarios that were modeled, Maplewood stayed at Gray. This over-crowding could be relieved by the opening of Smith in 2019, and the absorption of part of the Maplewood boundary into the Smith Elementary and Jackson Middle School boundaries. But in the dual assignment model, Maplewood has already been sent to Jackson so it is unclear how over-crowding would be relieved. This option reduces Lincoln's enrollment in 2020-21 by 51 students, which will not free up enough classrooms to significantly address overcrowding.
- **What happens if too few students take advantage of dual assignment?** We can see from the current state that this leaves too few students ultimately feeding into Wilson, resulting in continued over-crowding at Lincoln. We also know that, assuming Maplewood is assigned to Jackson, that it could leave Gray's with smaller enrollment than the current state.
- **What happens if too many students take advantage of dual assignment?** Gray becomes over-crowded.

Other Factors

- Dual assignment provides greater choice to parents so may be more palatable to the Bridlemile community.
- Dual assignment would likely increase transportation costs, as more buses would be needed to serve Bridlemile students traveling to Gray, but buses would still be needed for West Sylvan as well.
- Dual assignment allows students who live in the same area to opt-in to different middle and high schools, so it effectively still “splits” a community as students progress to higher grades.
- Jefferson high school administration has reported that one challenge of dual assignment is increasing the difficulty in building programs because it is hard to know how many students will actually attend.
- Dual assignment is more complex than standard school boundary assignments, which can make it more difficult for new families and emerging bilingual families to understand and participate in the choice system.

Attachments:

Director Kohnstamm’s Scenario: map, KPIs, Implementation Analysis (HS change begins in 2017), Implementation Analysis (HS change begins in 2019)

Director Kohnstamm’s Scenario modified: map, map, KPIs, Implementation Analysis (HS change begins in 2017), Implementation Analysis (HS change begins in 2019)

Dual Assignment spreadsheet

Cc: Teri Brady, Tony Magliano, Amanda Whalen