

Operations Committee
Special Meeting
March 2, 2021



Pledge of Allegiance



Meeting Norms

- *All participants will actively participate, engage in the work of the meeting, and have equal voice and airtime.*
- *Assume positive intentions by respecting and honoring the diversity of opinions, beliefs, and perspectives.*
- *Cultivate trust by being honest and focusing on ideas, practices and the work...not people.*
- *Norms will be upheld during all meetings and in all interactions outside of formal meetings.*

Special Meeting Agenda:

1. Call to Order
2. Approval of Minutes
 - a. Regular Meeting, 1/27/2021
 - b. Special Meeting, 2/10/21
3. Public Comment
4. Reimagining Bristol Public Schools - Update Regarding Feasibility Planning
- ~~5. Old Business~~
- ~~6. New Business~~
7. Adjournment

2. Approval of Minutes:

a. 1/27/21 – Regular Operations Meeting

Motion to approve? Second?

Vote.

b. 2/10/21 – Special Operations Meeting

Motion to approve? Second?

Vote.

3. Public Comment

Members of the public are invited to comment to the Committee on any topic related to the business of the Committee.

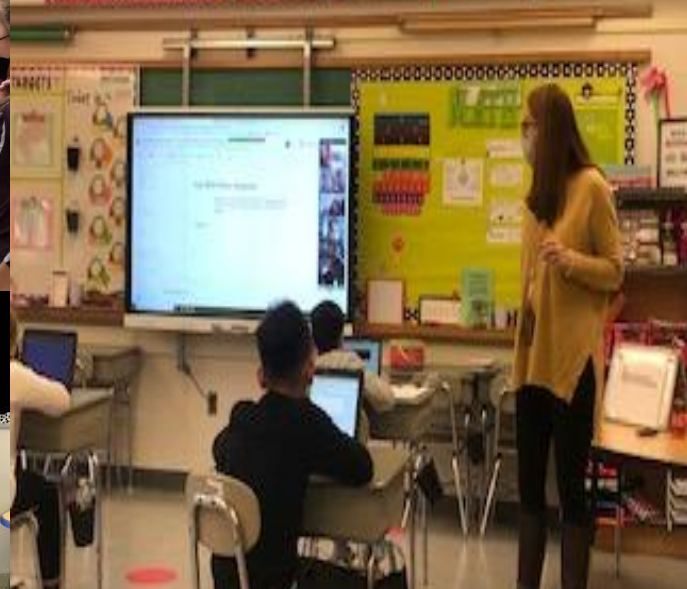
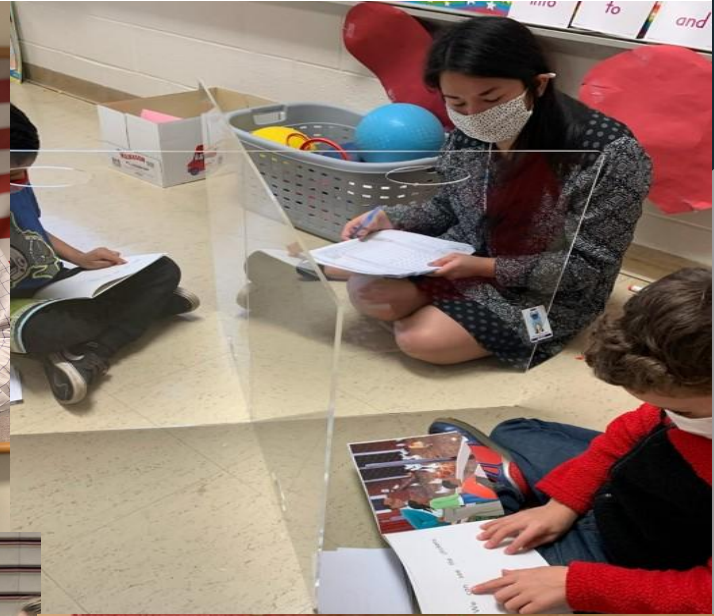
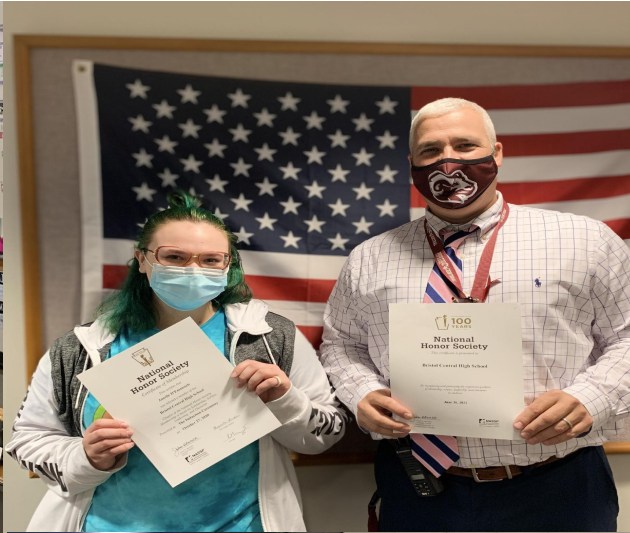
Items requiring consideration by the Committee must be approved as an agenda item by a 2/3d's vote of the Committee members present. Such items may be referred for further study and not necessarily acted upon at this meeting.

Anyone wishing to address the Committee should adhere to the following procedures:

1. Send your comments to: taralandon@bristol12.org
2. Be sure to put PUBLIC COMMENT- BOE OPERATIONS COMMITTEE in the subject line.
3. Include your name and address.
4. Direct your comments to the Committee Chair.
5. Your comments will be read at the meeting by the Committee Chair.
6. All comments should be written in an appropriate manner, particularly if concerning a personnel matter.
7. Any comments not adhering to the guidelines will not be read at the meeting.

Bristol Public Schools
Bristol, Connecticut

4. Reimagining Bristol Public Schools; Update Regarding Feasibility Planning



District Priorities: Operational & Organizational Effectiveness

Reimagining BPS 2023

1. Renovate and update old and outdated schools
2. Redistrict to create parity in class size and demographics
3. Adopt consistent grade configurations/ instructional models across all schools aligned to developmental plane of child
4. Increase access to full day PK programming

Today's District Snapshot:

School	Current Enrollment	Max Capacity (100%)	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count*	Minority Student %
Edgewood	253	345	73%	113	45%	121	48%
Hubbell	382	462	83%	264	69%	228	60%
Ivy Drive	377	473	80%	185	49%	161	43%
Mountain View	313	374	84%	131	42%	116	37%
South Side	491	539	91%	259	53%	228	46%
Stafford	353	440	80%	211	60%	201	57%
Greene Hills	896	806	111%	509	57%	440	49%
West Bristol	865	824	105%	578	67%	458	53%
Chippens Hill	741	864	86%	391	53%	388	52%
Northeast	437	432	101%	200	46%	174	40%
Memorial Blvd	-	288	-	-	-	-	-

**Minority Student Count: Includes all but White, Not of Hispanic Origin*

Bristol Public Schools

Operations Committee

Redistricting Options

February 2021





Introduction

- Redistricting/ Reconfiguration Objectives
- Recap Enrollment Projections
- School Capacities
- Redistricting Scenarios



Redistricting/ Reconfiguration Objectives

Reimagining BPS 2023 Work

- Equity: Better balance socio-economic diversity across schools
- Efficiency and Parity: Align enrollment with facilities capacities to better balance utilization and class sizes
- High Quality Education: Increase access to full-day PK and adopt consistent grade configurations

Additional Objectives

- Maintain direct feeder pattern between elementary and middle to the greatest extent possible
- Minimize disruption to families and neighborhoods



Redistricting/ Reconfiguration Options

Board identified two options for further exploration:

- Option 1: Edgewood becomes PK only, all other elementary and middle schools reconfigured and redistricted to PK-4 and 5-8 schools
- Option 3: Edgewood becomes PK only, all other schools are redistricted under current mixture of K-8 and K-5/ 6-8 schools



Facilities Capacities

Scenario 1: PK-4/ 5-8

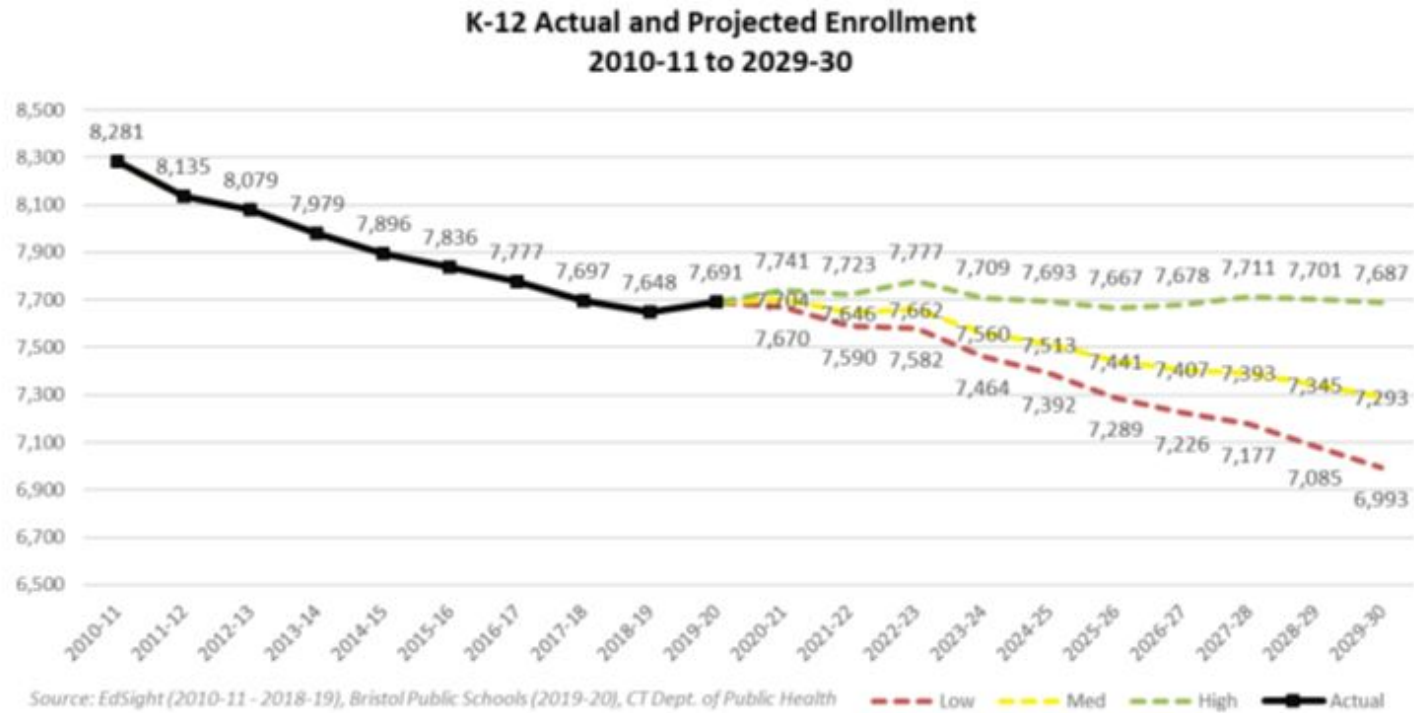
School	Grades	Class-rooms	Max Capacity (100%)	PK-8 Planning Target	K-8 Planning Target
Elementary Model Grades PK-4					
Edgewood	PK	15.0	345	345	
South Side	PK-4	24.5	539	485	426
Mountain View	PK-4	17.0	374	337	297
Hubbell	PK-4	21.0	462	416	356
Ivy Drive	PK-4	21.5	473	426	386
Stafford	PK-4	20.0	440	396	356
West Bristol	PK-4	46.0	1,012	911	891
Sub-total	PK-4	165.0	3,645	3,315	2,713
Middle Model Grades 5-8					
Northeast	5-8	24.0	432	432	432
Chippens Hill	5-8	48.0	864	864	864
Greene Hills	5-8	37.0	666	666	666
Memorial Blvd	6-12	12.0	288	288	288
Sub-total	5-8	121.0	2,250	2,250	2,250
PK-8 District Total		286	5,895	5,565	4,963

Scenario 3: PK-5/ 6-8/ K-8

School	Grades	Class-rooms	Max Capacity (100%)	PK-8 Planning Target	K-8 Planning Target
Elementary Model Grades PK-5					
Edgewood	PK	15.0	345	345	
South Side	K-5	24.5	539	485	485
Mountain View	K-5	17.0	374	337	337
Hubbell	K-5	21.0	462	416	416
Ivy Drive	K-5	21.5	473	426	426
Stafford	K-5	20.0	440	396	396
Sub-total	PK-5	119.0	2,633	2,404	2,059
Middle Model Grades 6-8					
Northeast	6-8	24.0	432	432	432
Chippens Hill	6-8	48.0	864	864	864
Memorial Blvd	6-12	12.0	288	288	288
Sub-total	6-8	84.0	1,584	1,584	1,584
Middle Model Grades K-8					
Greene Hills	K-8	42.0	806	806	806
West Bristol	K-8	43.0	824	824	824
Sub-total	K-8	85.0	1,631	1,631	1,631
PK-8 District Total		288	5,848	5,619	5,274

- Collaborated with internal staff team to develop facilities capacities under different grade configurations
- Target capacity uses 90% efficiency factor for K-4/ K-5 classrooms and 82.5% for 5-8/ 6-8 classrooms so that facilities can accommodate fluctuations in cohort sizes
- For redistricting models, PK capacity is reserved and set aside

Enrollment Projections Recap



- Prepared projections in March 2020 under low, medium and high projection models
- Recommended using medium model for planning purposes
- The 2019-20 enrollment represented a peak enrollment in the medium model and was therefore used for redistricting analyses



Enrollment Projections Recap

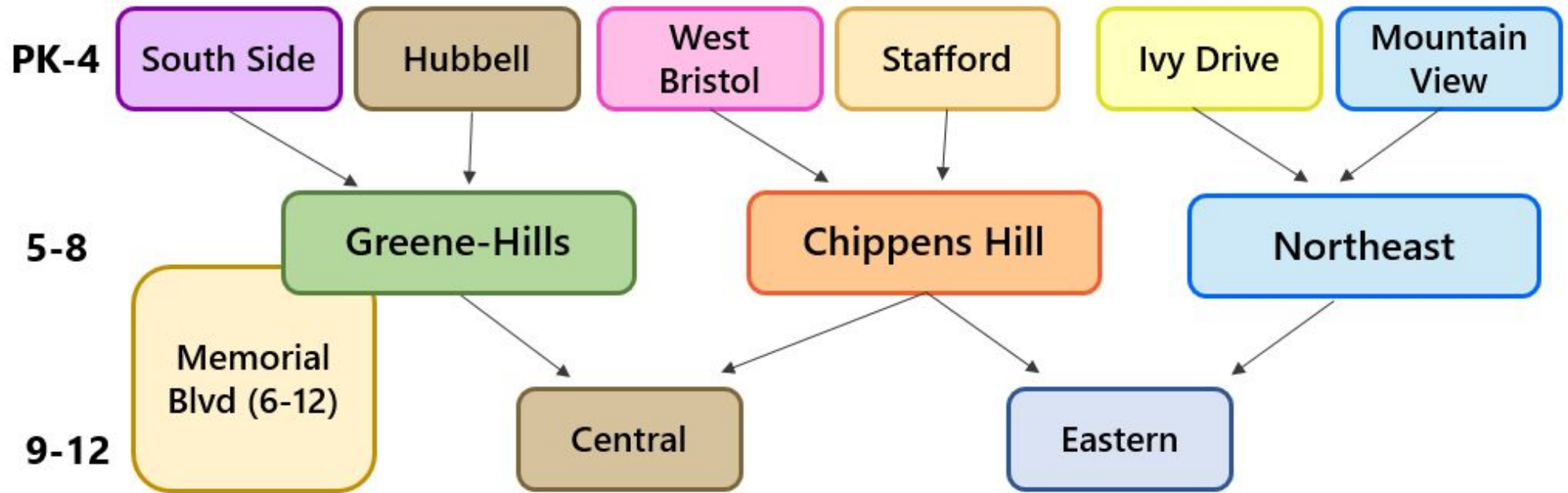
Medium Districtwide Projections

School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	Total PK-12	Total K-12	Total K-5	Total 6-8	Total 9-12
2019-20	2014	669	580	490	565	579	600	568	587	649	640	703	556	586	588	285	7,976	7,691	3,382	1,876	2,433
2020-21	2015	645	551	581	489	572	595	609	570	606	661	655	651	550	614	305	8,009	7,704	3,397	1,837	2,470
2021-22	2016	595	508	552	580	495	588	604	611	588	617	676	607	644	576	305	7,951	7,646	3,327	1,816	2,503
2022-23	2017	633	541	509	551	588	509	597	606	631	599	631	626	600	674	305	7,967	7,662	3,295	1,836	2,531
2023-24	2018	610	521	542	508	558	604	517	599	625	642	613	584	619	628	305	7,865	7,560	3,250	1,866	2,444
2024-25	2019	614	524	522	541	515	574	613	519	618	636	657	568	578	648	305	7,818	7,513	3,289	1,773	2,451
2025-26	2020	619	529	525	521	548	529	583	615	536	629	651	608	562	605	305	7,746	7,441	3,235	1,780	2,426
2026-27	2021	614	524	530	524	528	563	537	585	635	546	643	603	601	588	305	7,712	7,407	3,206	1,766	2,435
2027-28	2022	616	526	525	529	531	543	571	539	604	646	559	595	596	629	305	7,698	7,393	3,225	1,789	2,379
2028-29	2023	616	526	527	524	536	546	551	573	556	615	661	518	588	624	305	7,650	7,345	3,210	1,744	2,391
2029-30	2024	615	525	527	526	531	551	554	553	591	566	629	612	512	616	305	7,598	7,293	3,214	1,710	2,369

Source: Bristol Public Schools 2019-20, CT Dept. of Public Health, MMI Projections 2020-21 - 2029-30. Pre-K projections based on 5-year average, subject to change because of funding and availability.

- Slow decline for K-5 projected with 2.8% decrease projected out five years and a total 5% loss out ten years
- More stability in the 6-8 grouping over the first five years, though sharper projected decline begins in 2024-25 due to large cohorts matriculating through the system
- Does not assume greater retention of students once Memorial Magnet opens in 2022-23 - difficult to assess impact of opening a new school in the Hartford and CREC magnet catchment area

Option 1: PK-4, 5-8 Model



- Edgewood becomes PK only
- Proportional assignment of enrollment to Memorial Boulevard
- Maintain direct feeder pattern from elementary to middle schools
- Increase equity and parity



Option 1: PK-4, 5-8 Model

- Could not maintain a direct feeder pattern while also improving balance for equity and overall utilization
 - West Bristol as a PK-4 school very large relative to others in the District and needs to matriculate to Chippens Hill along with other schools
 - Uneven capacities of 5-8 schools – Northeast’s relatively low capacity limits flexibility at the lower grade level
- Developed a redistricting model that maintained direct feeder pattern from K-4 to 5-8
 - Resulted in an unsatisfactory balance of student demographics and overall enrollment
 - Created an additional split feed from middle to high schools
- Pivoted to explore Option 1 as a K-4, 5-8 model mixed with existing K-8



Option 1: PK-4, 5-8 Only

Scenario 1: K-4 Enrollment (2019-20)

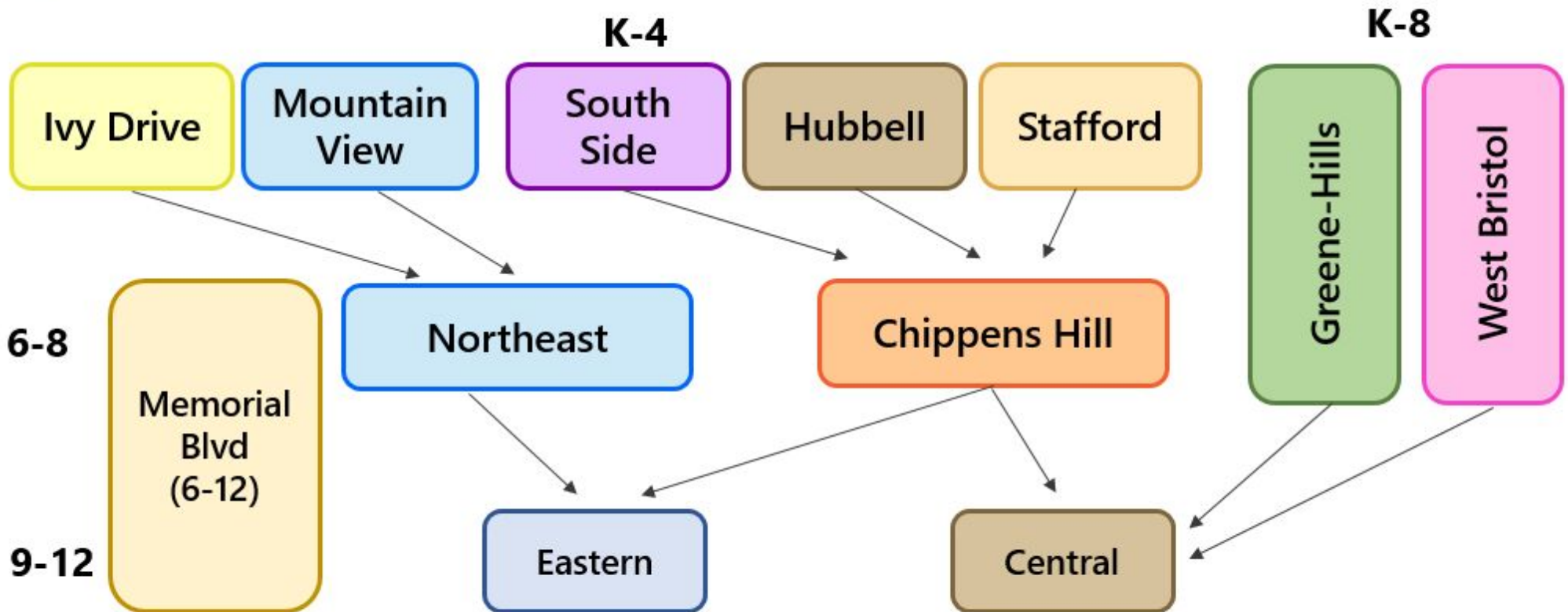
School	Scenario 1 Enrollment	Target Capacity	% of Target	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Hubbell	431	356	121%	250	58%	194	45%
Ivy Drive	350	386	91%	159	45%	130	37%
Mt. View	267	297	90%	121	45%	113	42%
South Side	492	426	115%	262	53%	248	50%
Stafford	363	356	102%	222	61%	209	58%
West Bristol	905	891	102%	620	69%	498	55%
TOTAL	2,808	2,712	104%	1,634	58%	1,392	50%

Scenario 1: 5-8 Enrollment (2019-20)

School	Scenario 1 Enrollment	Target Capacity	% of Target	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Chippens Hill	1,000	864	116%	730	73%	629	63%
Greene-Hills	647	666	97%	395	61%	351	54%
Northeast	485	432	112%	251	52%	204	42%
Memorial	288	288	100%				
TOTAL	2,420	2,250	108%	1,376	57%	1,184	49%

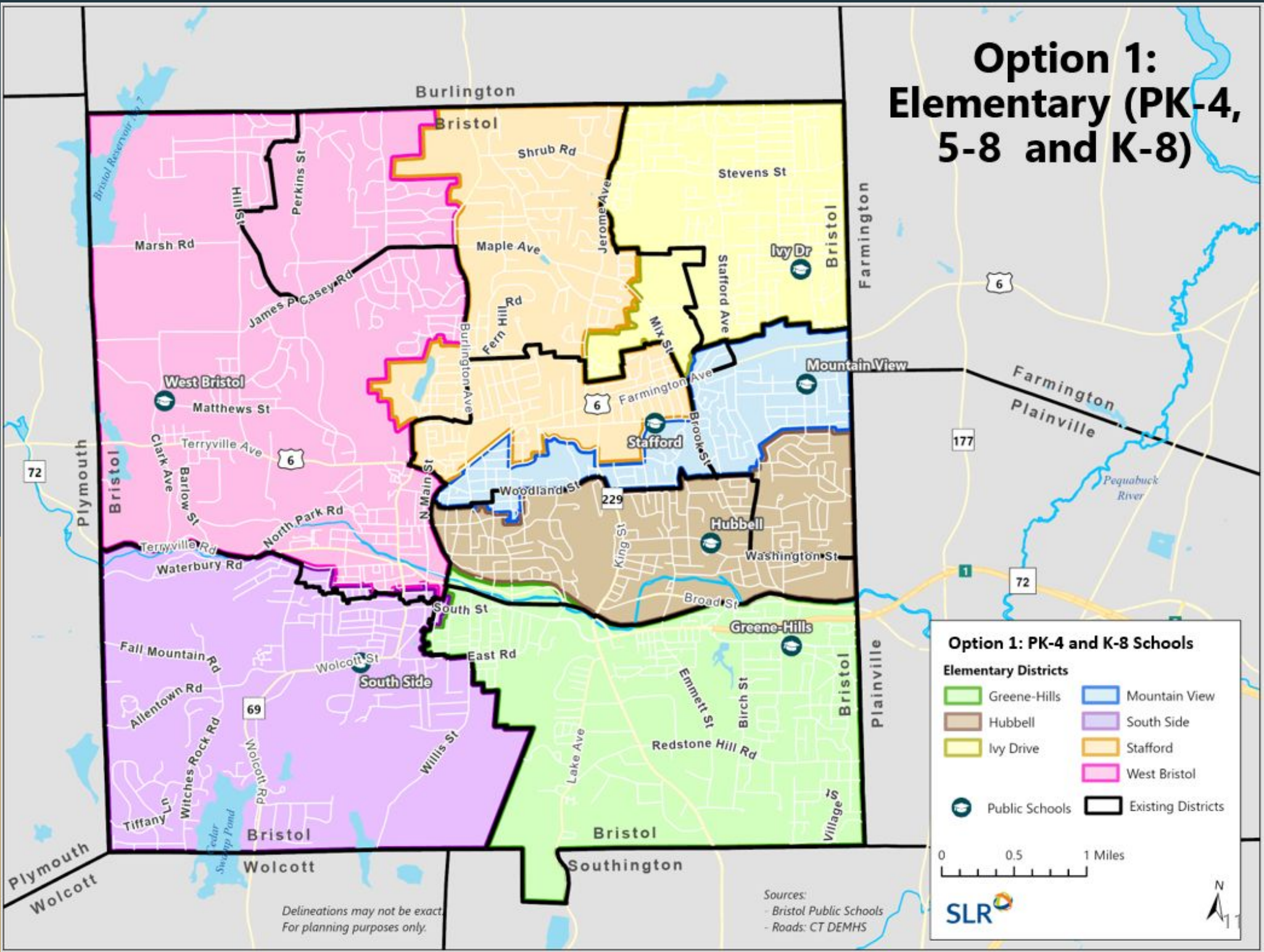
- Large size of West Bristol as a PK-4, coupled with small size of Northeast, which requires Mt. View and Ivy enrollments to be kept low, results in highly skewed socio-economic balance

Option 1: PK-4, 5-8 and K-8



- Edgewood becomes PK only
- Direct feeder pattern from elementary to middle schools
- *Change from original Option 1 is maintaining Greene-Hills and West Bristol as K-8s*

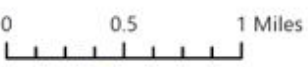
Option 1: Elementary (PK-4, 5-8 and K-8)



Option 1: PK-4 and K-8 Schools

Elementary Districts

Greene-Hills	Mountain View
Hubbell	South Side
Ivy Drive	Stafford
Public Schools	Existing Districts
	West Bristol



SLR

*Delineations may not be exact
For planning purposes only.*

Sources:
- Bristol Public Schools
- Roads: CT DEMHS



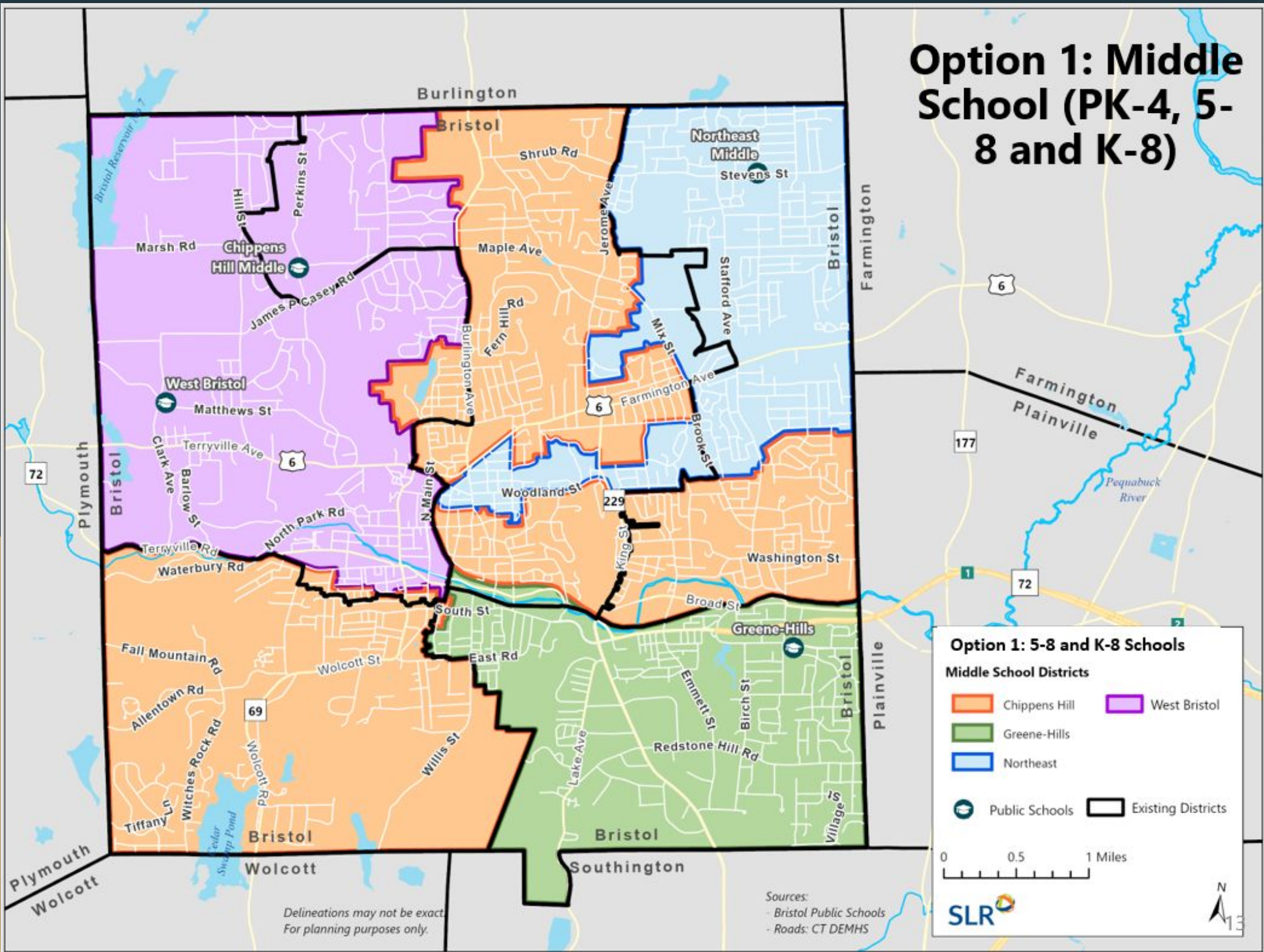
Option 1: Elementary (PK-4)

Option 1: K-4 Enrollment (2019-20)

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Hubbell	397	356	112%	230	58%	201	51%
Ivy Drive	364	386	94%	218	60%	180	49%
Mt. View	262	297	88%	136	52%	128	49%
South Side	443	426	104%	261	59%	207	47%
Stafford	386	356	108%	205	53%	176	46%
TOTAL	1,852	1,821	102%	1,050	57%	892	48%

- Table shows enrollment figures as if Option 1 attendance zones were in place in 2019-20
- PK enrollment and capacity not included in figures above
- Ivy and Mt. View intentionally loaded at a lower level due to size of Northeast
- All schools' target capacities are at 90% of actual capacity

Option 1: Middle School (PK-4, 5-8 and K-8)



Option 1: 5-8 and K-8 Schools

Middle School Districts

- Chippens Hill
- West Bristol
- Greene-Hills
- Northeast
- PS Public Schools
- Existing Districts

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*Delineations may not be exact
For planning purposes only.*

Sources:
- Bristol Public Schools
- Roads: CT DEMHS



Option 1: Middle Schools (5-8)

Option 1: 5-8 Enrollment (2019-20)

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Chippens Hill	914	864	106%	588	57%	506	55%
Northeast	491	432	114%	310	55%	262	53%
Memorial	288	288	100%				
TOTAL	1,693	1,584	107%	898	53%	768	55%

- Table shows enrollment figures as if Option 1 attendance zones were in place in 2019-20
- Target capacities are based on 82.5% of actual capacity
- Free and reduced lunch percentages based on students residing in attendance zone (did not try to account for Memorial Boulevard percentage)
- Maintained direct feeder pattern from elementary to middle

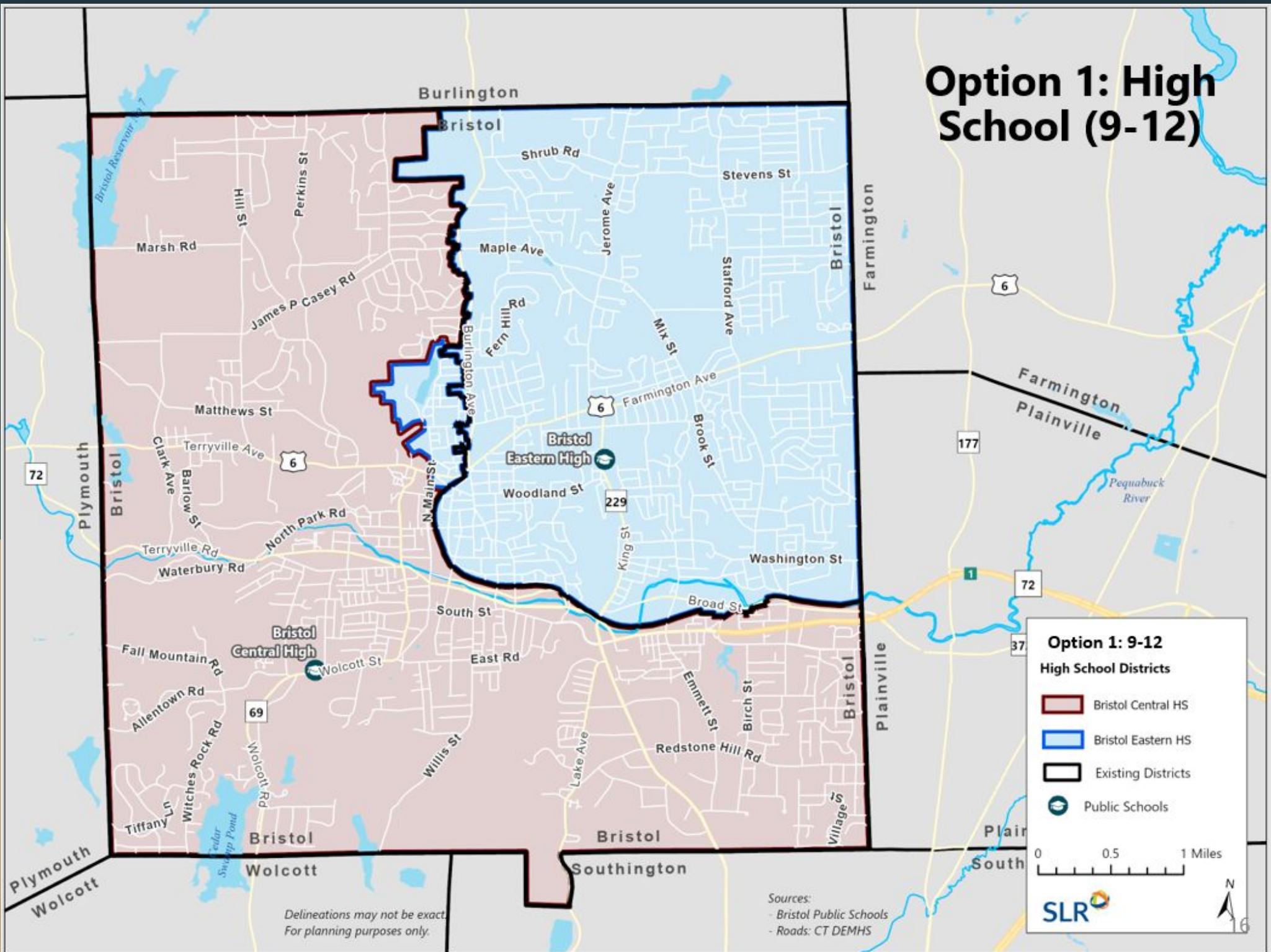
Option 1: K-8 Schools

Option 1: K-8 Enrollment (2019-20)

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Greene-Hills	848	806	105%	539	60%	455	54%
West Bristol	835	824	101%	523	59%	461	55%
TOTAL	1,683	1,630	103%	1,062	63%	916	54%

- Table shows enrollment figures as if Option 1 attendance zones were in place in 2019-20
- Free and reduced lunch percentages based on students residing in attendance zone (did not try to account for Memorial Boulevard percentage)
- Minimal changes to existing Greene-Hills boundary
- Balanced in overall utilization and free/reduced lunch with each other and other schools

Option 1: High School (9-12)

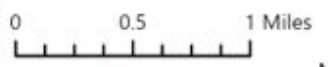


Delineations may not be exact.
For planning purposes only.

Sources:
- Bristol Public Schools
- Roads: CT DEMHS

Option 1: 9-12 High School Districts

- Bristol Central HS
- Bristol Eastern HS
- Existing Districts
- Public Schools



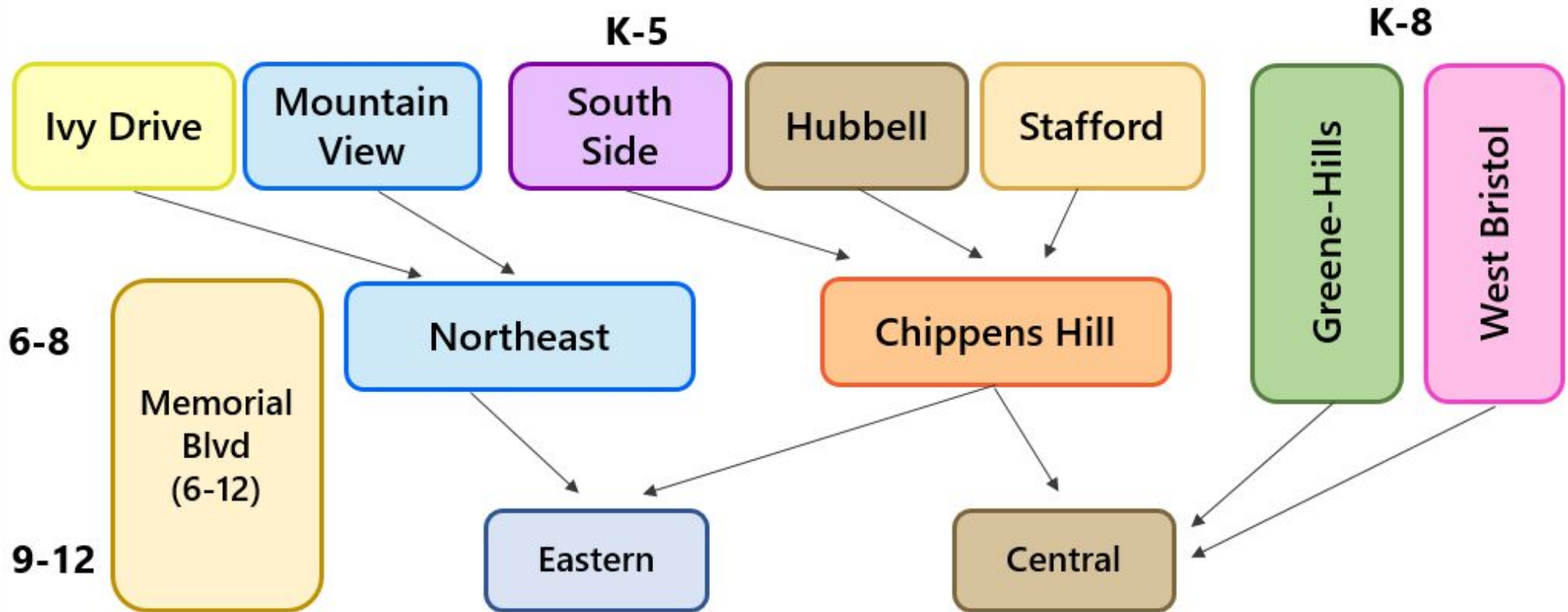
Option 1: High Schools (9-12)

Option 1: 9-12 Enrollment (2019-20)

School	Option 3 Enrollment	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Bristol Central	1,146	575	50%	485	42%
Bristol Eastern	1,163	545	47%	450	39%
TOTAL	2,309	1,120	49%	935	40%

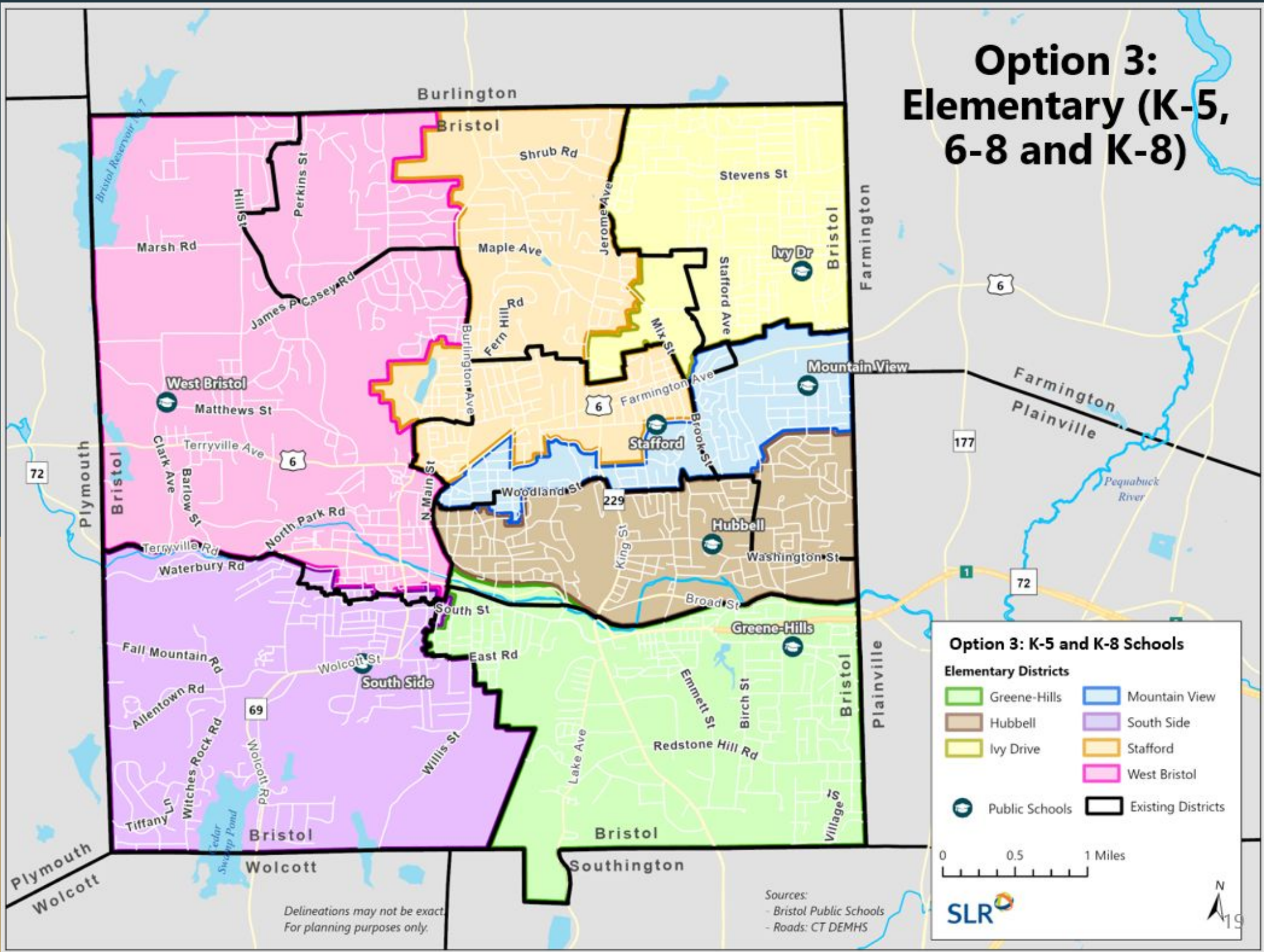
- Table shows enrollment figures as if Option 1 attendance zones were in place in 2019-20
- Chippens Hill would continue to split between the two high schools
- Small redistricted area to better balance two high schools

Option 3: K-5, 6-8, and K-8



- Edgewood becomes PK only
- Direct feeder pattern from elementary to middle schools
- Enrollment balancing for equity and parity
- Used same redistricted boundaries as in Option 1

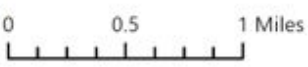
Option 3: Elementary (K-5, 6-8 and K-8)



Option 3: K-5 and K-8 Schools

Elementary Districts

 Greene-Hills	 Mountain View
 Hubbell	 South Side
 Ivy Drive	 Stafford
 West Bristol	 Existing Districts
 Public Schools	



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Sources:
- Bristol Public Schools
- Roads: CT DEMHS



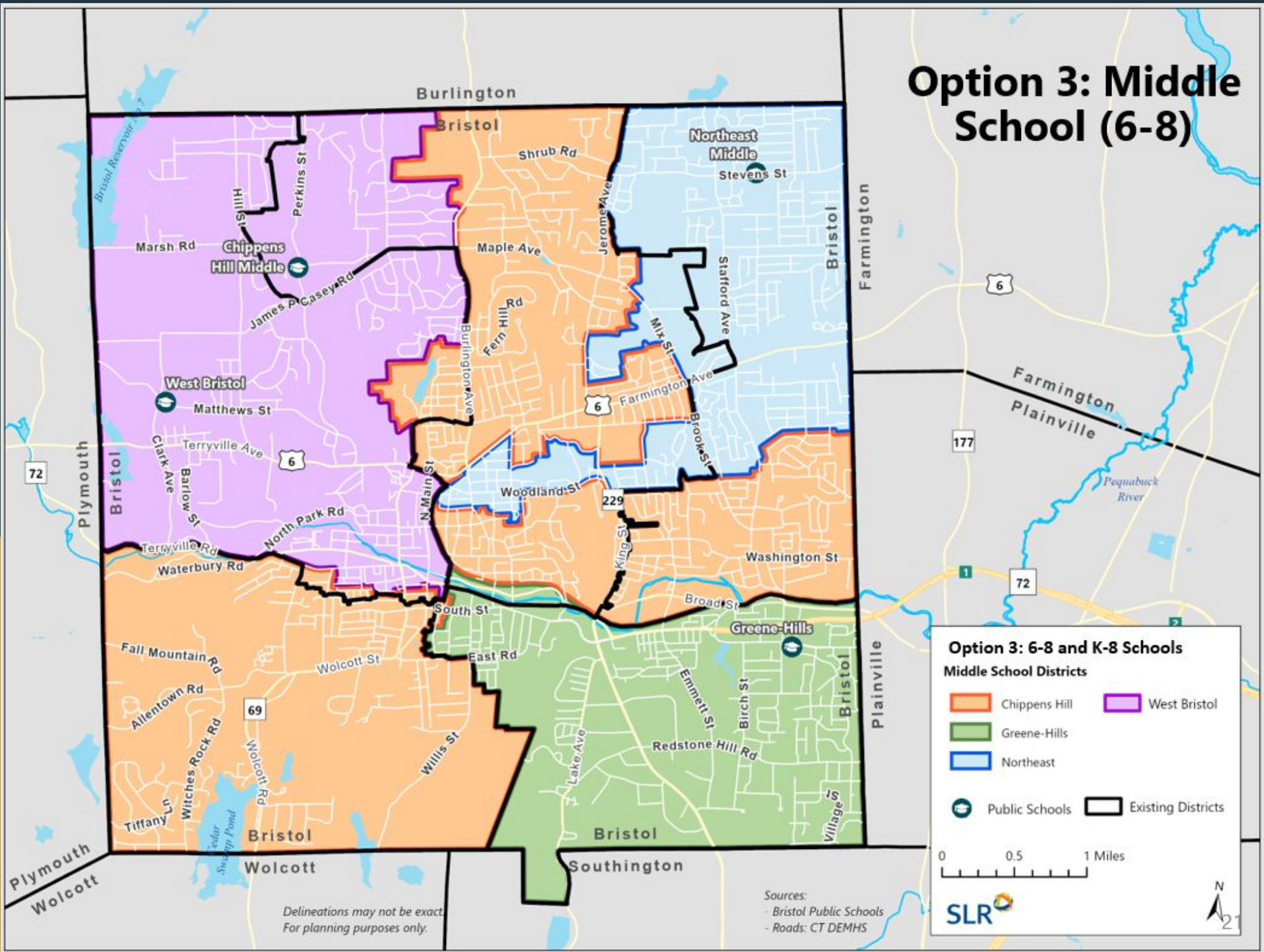
Option 3: Elementary (K-5)

Option 3: K-5 Enrollment (2019-20)

School	Option 3 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Hubbell	496	416	119%	290	58%	249	50%
Ivy Drive	420	426	99%	247	59%	200	48%
Mt. View	313	337	93%	163	52%	156	50%
South Side	521	485	107%	306	59%	249	48%
Stafford	457	396	115%	248	54%	209	46%
TOTAL	2,207	2,060	107%	1,254	57%	1,063	48%

- Table shows enrollment figures as if Option 3 attendance zones were in place in 2019-20
- Hubbell and Stafford loaded at highest levels to better use Chippens Hill and to accommodate small size of Northeast Middle
- Mt. View extends into Federal Hill neighborhood
- Ivy Drive extends deeper past Burlington Ave

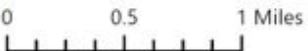
Option 3: Middle School (6-8)



Option 3: 6-8 and K-8 Schools

Middle School Districts

- Chippens Hill
- West Bristol
- Greene-Hills
- Northeast
- P Public Schools
- Existing Districts



Sources:
 - Bristol Public Schools
 - Roads: CT DEMHS

*Delineations may not be exact.
 For planning purposes only.*

Option 3: Middle Schools (6-8)

Option 3: 6-8 Enrollment (2019-20)

School	Option 3 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Chippens Hill	666	864	77%	440	56%	383	58%
Northeast	384	432	89%	254	56%	214	56%
Memorial	288	288	100%				
TOTAL	1,338	1,584	84%	694	52%	597	45%

- Table shows enrollment figures as if Option 3 attendance zones were in place in 2019-20
- Free and reduced lunch percentages based on students residing in attendance zone (did not try to account for Memorial Boulevard percentage)
- Maintaining direct feeder pattern with fewer grades and K-8 schools in place results in Chippens Hill at a much lower loading level than others

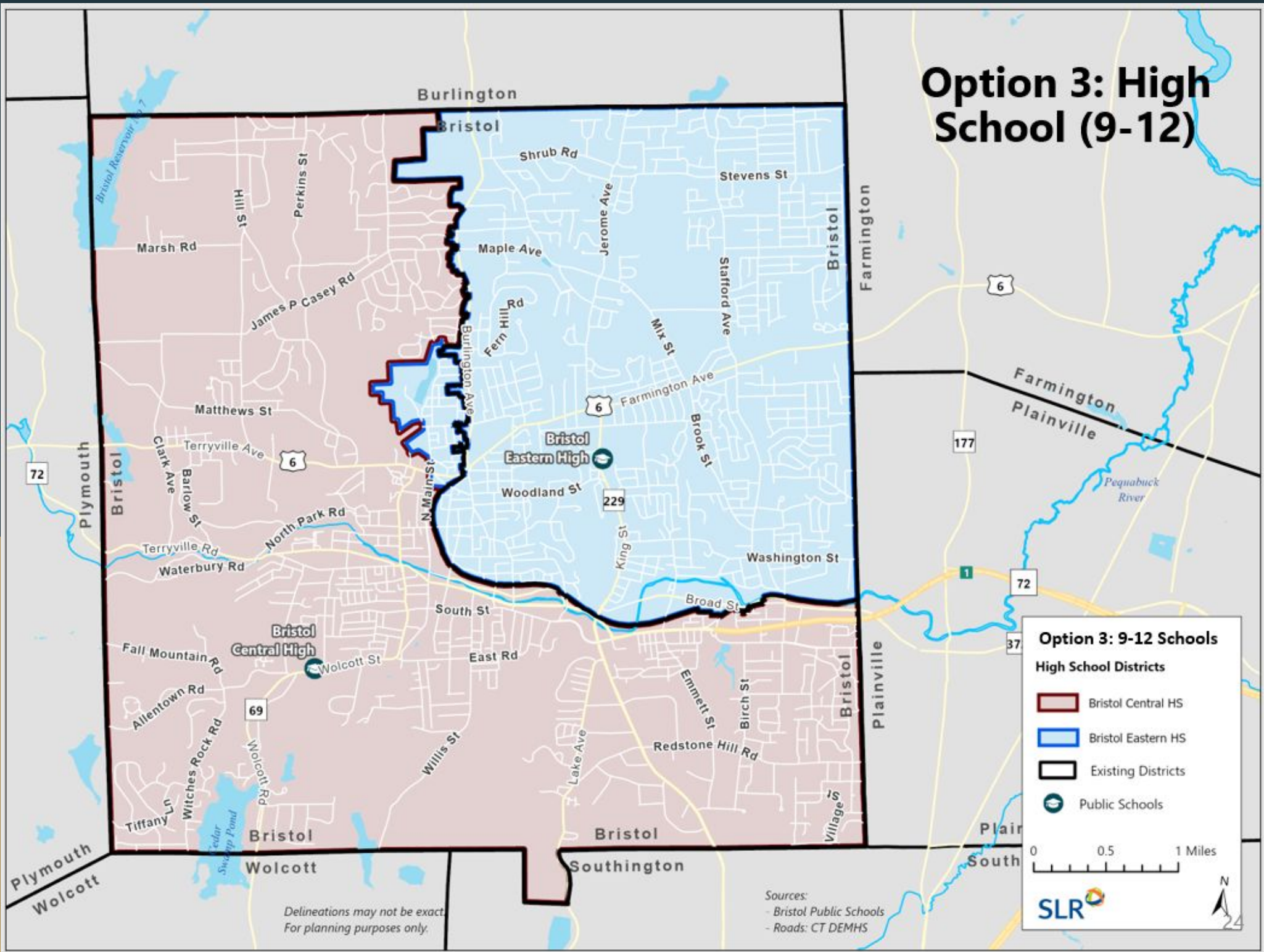
Option 3: K-8

Option 3: K-8 Enrollment (2019-20)

School	Option 3 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Greene-Hills	848	806	105%	539	60%	455	54%
West Bristol	835	824	101%	523	59%	461	55%
TOTAL	1,683	1,630	103%	1,062	63%	916	54%

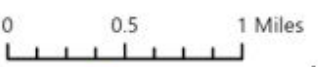
- Table shows enrollment figures as if Option 3 attendance zones were in place in 2019-20
- Free and reduced lunch percentages based on students residing in attendance zone (did not try to account for Memorial Boulevard percentage)
- Minimal changes to existing Greene-Hills boundary
- Balanced in overall utilization and free/reduced lunch with each other and other schools

Option 3: High School (9-12)



Option 3: 9-12 Schools

- High School Districts**
- Bristol Central HS
 - Bristol Eastern HS
 - Existing Districts
 - ⦿ Public Schools



*Delineations may not be exact
For planning purposes only.*

Sources:
- Bristol Public Schools
- Roads: CT DEMHS

Option 3: High Schools (9-12)

Option 3: 9-12 Enrollment (2019-20)

School	Option 3 Enrollment	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Bristol Central	1,146	575	50%	485	42%
Bristol Eastern	1,163	545	47%	450	39%
TOTAL	2,309	1,120	49%	935	40%

- Table shows enrollment figures as if Option 3 attendance zones were in place in 2019-20
- Chippens Hill would continue to split between the two high schools
- Small redistricted area to better balance two high schools



Discussion

- Maintaining current K-8s as K-8s enables better enrollment balancing while maintaining direct feeder patterns between schools
- Both models address the facility needs of PK students to meet their developmental plane
- Neighborhood schools are still within walking distance from home
- Both models better address parity and equity in class size, demographics and facility features
- Either option is feasible from enrollment/ redistricting standpoint
 - Weigh the educational benefits and opportunities
 - PK-4 and 5-8 model increases utilization of middle schools but limits room for special programming
 - PK-4 and 5-8 model leaves no room for error for middle school enrollment projections; but does offer lower utilization of elementary schools
 - PK-4 and 5-8 model shifts more students due to grade restructuring

District Priorities: Operational & Organizational Effectiveness

Reimagining BPS 2023

1. Renovate and update old and outdated schools
2. Redistrict to create parity in class size and demographics
3. Adopt consistent grade configurations/ instructional models across all schools aligned to developmental plane of child
4. Increase access to full day PK programming



Discussion

Option 1 -Decision 1

	Chair Carlson Yes/No	Commissioner Sklenka Yes/No	Commissioner Wilson Yes/No	Alt: Commissioner Vibert Yes/No
Keep K-8 as feeder pattern	Yes	No	Yes	
Transition WB to K-4 GH to 5-8	No	Yes	No	
Recommendation to BoE				



Discussion Option 1 - PK, K-4, 5-8, 9-12

	Chair Carlson	Commissioner Sklenka	Commissioner Wilson	Alt: Commissioner Vibert
Positives	Increased parity	Grade 5 students are ready to transition and outgrow their elementary school	Prefer K-8 model	
Concerns	Prefer PK dispersed across schools Parent drop offs in two buildings is difficult	CHMS as a split school into two different HS is problematic Can all schools have direct feeder patterns to HS Would like to hear staff feedback	Grade 5 students are better suited in K-4 school	



Discussion Option 3- PK, K-5, 6-8, 9-12

	Chair Carlson	Commissioner Sklenka	Commissioner Wilson	Alt: Commissioner Vibert
Positives	We are addressing our portfolio of school and realize we will need to address the age of our facilities	Prefer concentrated school of Pre K Allows us to use resources better Likes location of the Pre K	Prefer concentrated school of Pre K Allows us to use resources better Likes location of the Pre K We can accommodate the enrollment within the schools - this is the best decision by using Edgewood	
Concerns	Prefer PK dispersed across schools Parent drop offs in two buildings is difficult	Cost of Transportation to one PreK location is a concern; otherwise likes the idea of one PreK Cost of renovation to schools. Are we reducing school projects?	The transportation cost of PK	

Next Steps

- Committee consideration of options and presenting to the Board
- Convene a Special Workshop of the Board of Education to discuss and explore different options
- Facilitate community feedback
- Operations Committee to determine when maps and information will be made available in an online viewer format for the public to access

Questions & Discussion



7. Adjournment

Thank-you.

*We are BPS!
We are better together!*

