Let's Talk!



Redistricting

January 16, 2025

Andover Public Schools
Massachusetts

Main Takeaways

Iterating on Initial Scenarios

On Jan 9th, 2025 DillingerRAD aligned with the School Committee around how to evolve the initial scenarios. We heard from hundreds of community members around how to refine the scenarios.

Key iterations of initial scenarios included…

- avoiding unnecessary student movements
- accounting for walk zones for middle schools
- maximizing newer & smaller schools enrollment
- taking into account school specific context

Inescapable shifts include…

- Students need to move from High Plain ES
- West ES & Bancroft are newer facilities that should be maximized
- Sanborn ES needs to maintain or increase its enrollment

The community can provide visual feedback and written comments for the new scenario. For more information on how to utilize the feedback tool, please check here.

Why create a redistricting plan?



2014
Redistricting was performed in 2015 following Bancroft Elementary opening in 2014.

2018
The West Elementary and Shawsheen Building Committee has been discussing redistricting since the project began in 2018.

2025
Developing a redistricting plan

Benefits of a redistricting plan

- Rebalancing districtwide resources for more student access
- Efficient use of available capacity in school buildings
- Better enrollment balance for school classes & scheduling
- Transportation efficiencies
- Facilitate optimal programming needs for students
- Alignment of student demographics

Why create a redistricting plan?

A redistricting plan can help Andover reach currently unmet goals which can ensure that all students have ***access to educational opportunities*** enabling them to thrive academically and ***avoid barriers that hamper success***.



New Facilities
West Elementary and Shawsheen Preschool brings an opportunity to rebalance districtwide resources and a reassignment of students at the ES/MS level



Enrollment Projections
Andover Public School's enrollment is projected to increase over the next 5 to 10 years



Current Enrollment & Capacity
Enrollment levels and facility utilization across existing elementary and middle schools vary significantly



Geographical Distribution
Student and family distribution across Andover has been and is expected to change with the outmigration of residents 70 and older



Operational/Financial Inefficiencies
Uneven distribution of students across facilities can lead to inefficiencies in staffing, transportation, and service delivery

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Agenda

What we will discuss...

- *Process Update*
- *Context*
- *Scenario Iterations*

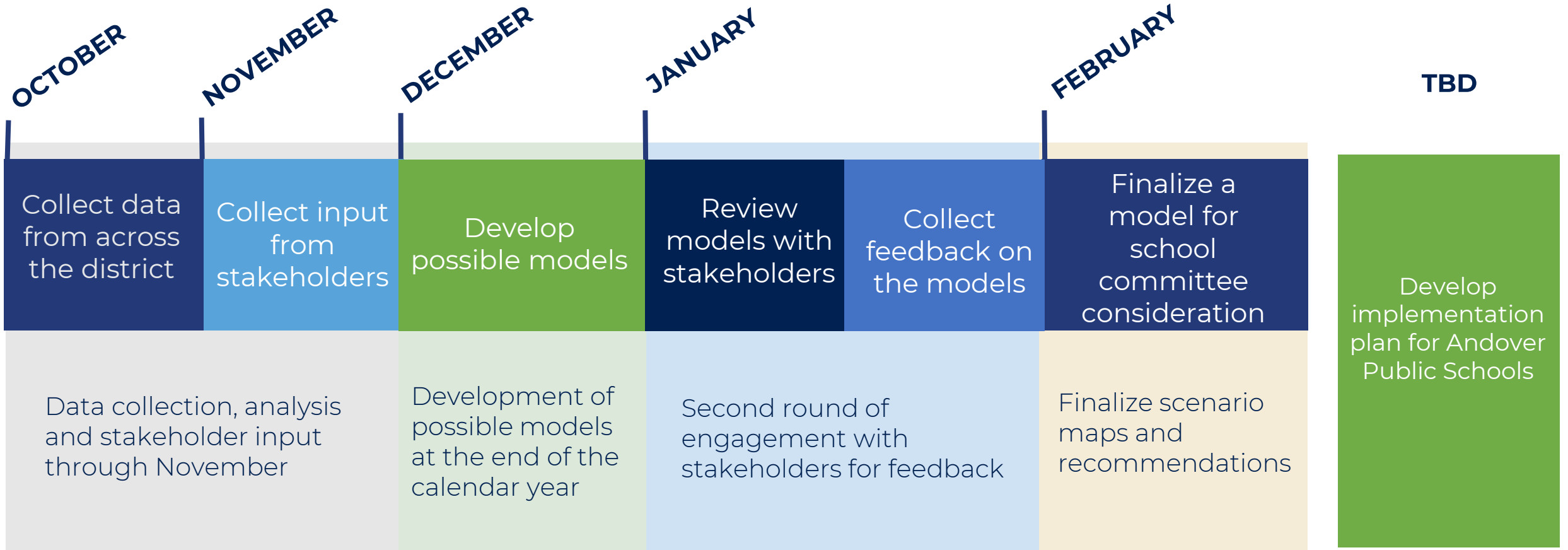
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Process Update

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Plan Timeline



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October & November Status

October & November

- Analyze data that has been collected **(Completed)**
- Survey Transportation Staff **(In Progress)**
- Conduct 3rd Virtual Community meeting **(Completed)**
- Engage with Principals **(Completed)**
- Develop Initial Scenario **(Completed)**

December Status

December

- Analyze data that has been collected **(Completed)**
- Survey Transportation Staff **(Completed)**
- Conduct 3rd Virtual Community meeting **(Completed)**
- Engage with Principals **(Completed)**
- Develop Initial Scenario **(Completed)**

Current Status

January

- Collect info via Mapping Tool **(Completed)**
- Update School Committee **(Completed)**
- Meet with RAC **(Completed)**
- Meet with Principals **(In progress)**
- Virtual Let's Talk with Community **(Jan 16th)**



Context

Why create a redistricting plan?

Both *over*utilization and *under*utilization can be equally problematic for the entire district.

In addition to space and classroom issues, it results in an imbalance of district resources and district transportation needs.

Current School Utilization

Middle Schools

Year	Andover West	Wood Hill	Doherty
SY25	85%	52%	82%

Elementary Schools

Year	Sanborn	High Plain	South	West	Bancroft
SY25	83%	101%	82%	66%	82%

Ideal Utilization is 85%

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School Utilization

What is meant by “School Utilization”

School utilization refers to the space and rooms within a school building being efficiently used wherein the classroom size is appropriate and balanced

In an ideal situation, **85%** of a building would be utilized. This ensures that there isn't a lot of unused space, but also ensures that there is some room to adapt if

- new programs are developed
- a student class year is particularly large
- unforeseen events result in the need for change



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How is Capacity of a Building Calculated?

Functional Capacity

*The **functional capacity** used by MGT is calculated using the Instructional Space Model. This model counts the number of the various types of instructional rooms and multiplies that number by the maximum students-per-room or the loading factor to identify the gross capacity for the school. The gross capacity is then multiplied by a scheduling factor, which takes into account the realities of how the space is used.*

EXAMPLE OF CAPACITY CALCULATION

ROOM TYPE	NUMBER OF CLASSROOMS X	STUDENTS/CLASS ROOM	=CAPACITY
General classroom grades 9-12	63	25	1,575
Science (Secondary)	5	24	120
Computer Lab (Secondary)	2	24	48
Art (Secondary)	5	25	125
Music - Vocal/Instru - HS	4	40	160
CTEA - Lab - HS	1	18	18
PE - HS	1	35	35
Spec. Ed. - Self-contained	2	8	16
Spec. Ed. - Resource	5	0	0
Portable Room Count	1	0	0
		Gross Capacity (w/o scheduling factor) =	2,097
		x High School scheduling factor of	75%
		High School Capacity =	**1,573**

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Source: Development of a Comprehensive Facility Plan for Town of Andover and Andover Public Schools (June 20 2016)

Sanborn Modular Classrooms

Several members of the community asked how Sanborn's existing modular classrooms were being taken into account in the redistricting planning process.

Sanborn's Modular Classrooms

*At this time, the modulars **are not housing classrooms** rather they are being used for maker space and other extracurricular activities. We have factored the Sanborn modulars in our discussion about utilization and space at Sanborn.*

Initial Factors Considered

Initial Factors

School Capacity & Enrollment Balance:

- Ensuring that students' classrooms aren't overcrowded or underpopulated and maximizing district resources.

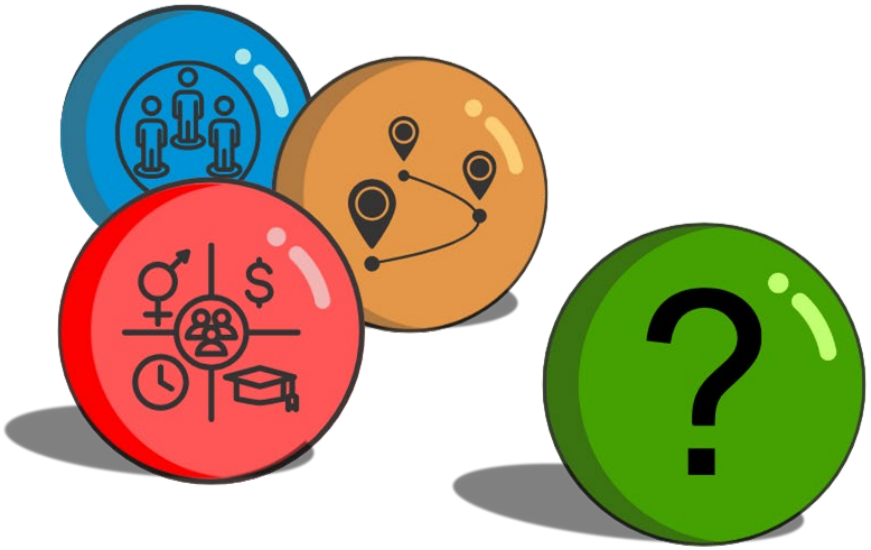
Transportation Distance & Safety:

- Ensuring that students are experiencing minimized travel time while ensuring they also have a safe route to school.

Student Demographic Distribution:

- Ensuring that students have access to a balanced socio-economic, race/ethnicity, and Multilingual Learner (ML) population.

Other Factors Identified by the Community



Common responses

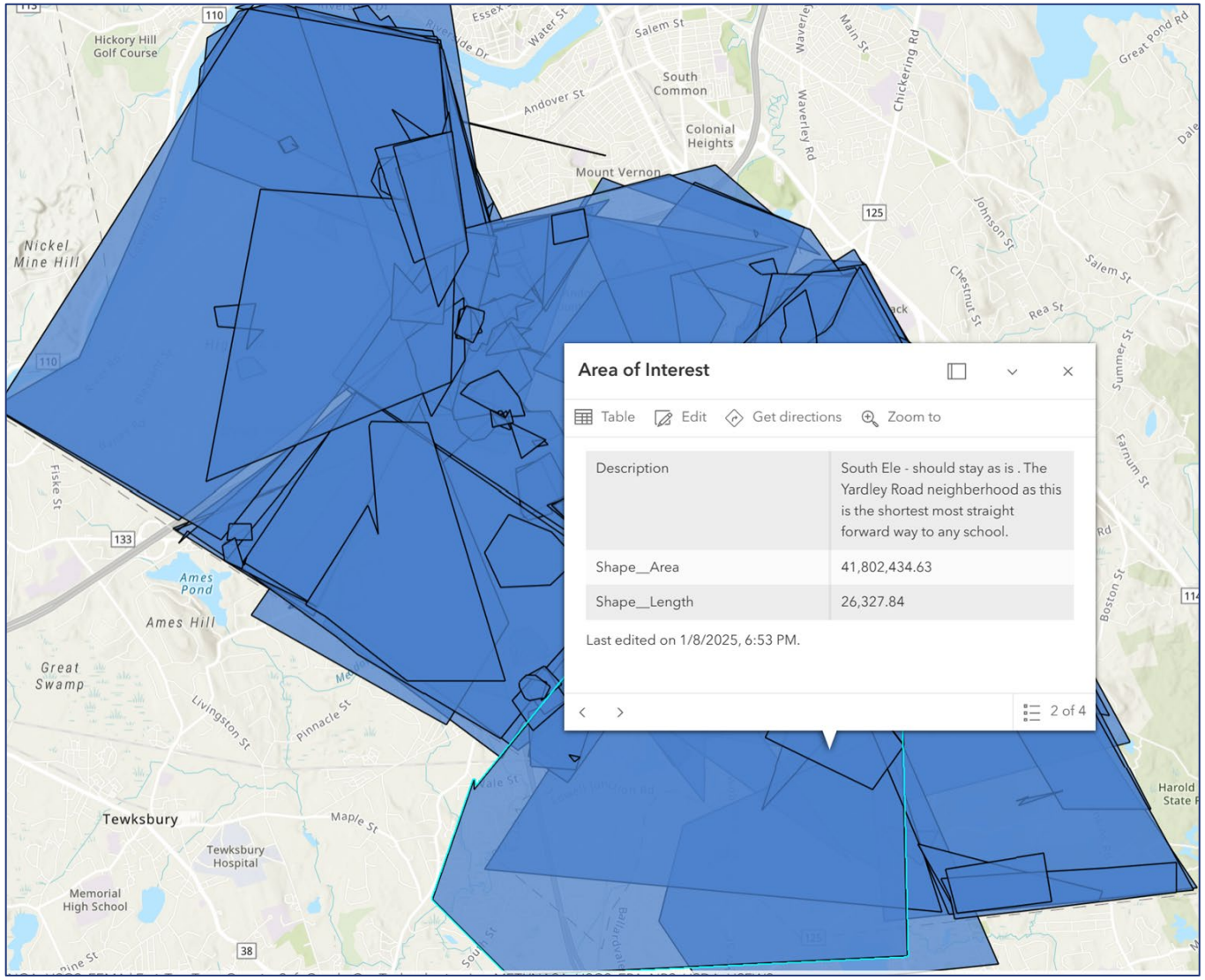
- *The redistricting needs to be done but…*
- *Desire for phased in approach or delay*
- *Desire to keep groups together including neighborhoods and elementary schools*
- *Desire to minimize class size*
- *Desire to address equity regarding special education services*

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Mapping Tool Input

- Over the three week period the survey was open, **we received 254 responses**

- **Common feedback included:**
  - ensuring appropriate elementary zones splits for middle zones.
  - middle school walking challenges
  - maintaining neighborhoods
  - requests to maintain elementary school boundaries

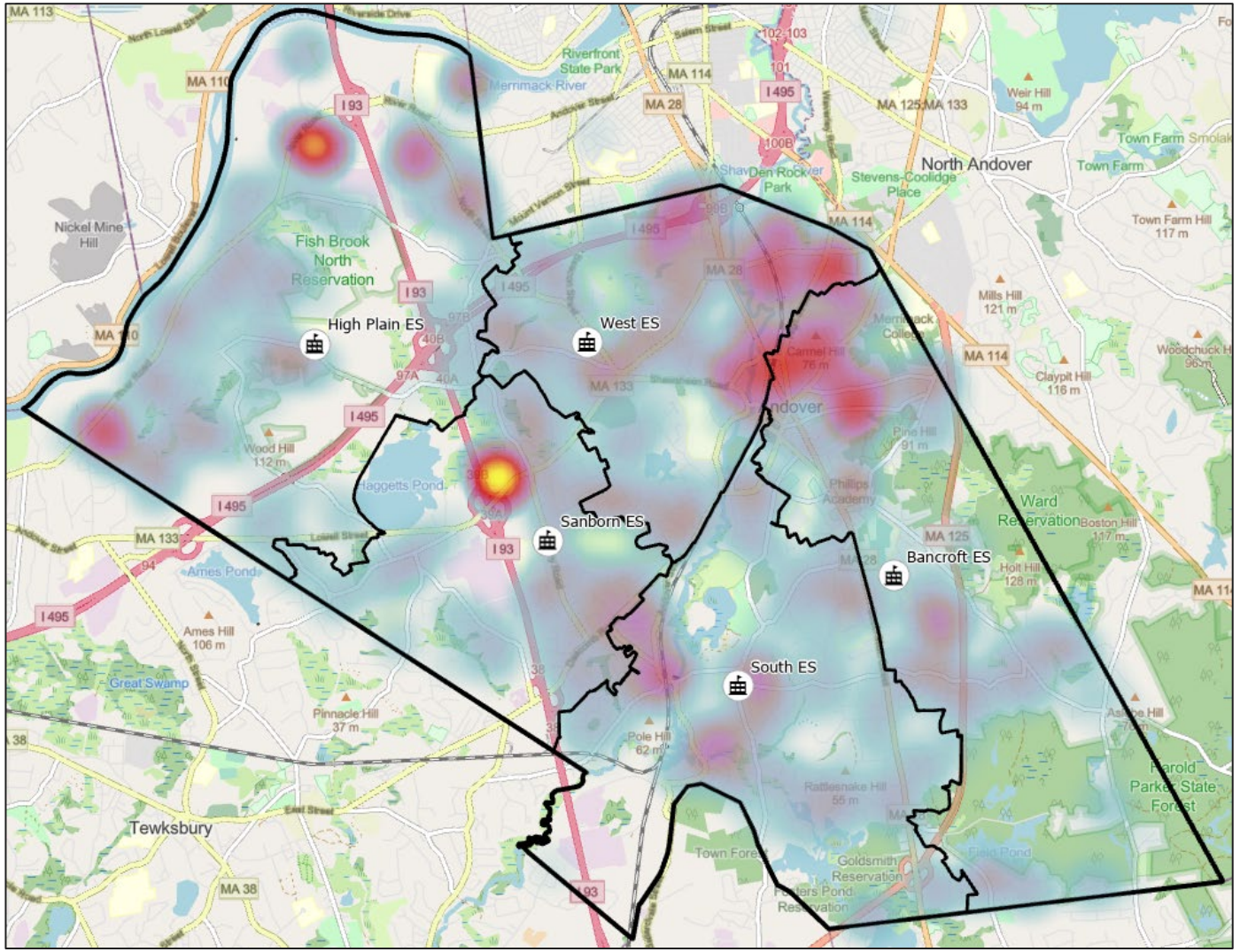


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Overall Student Distribution

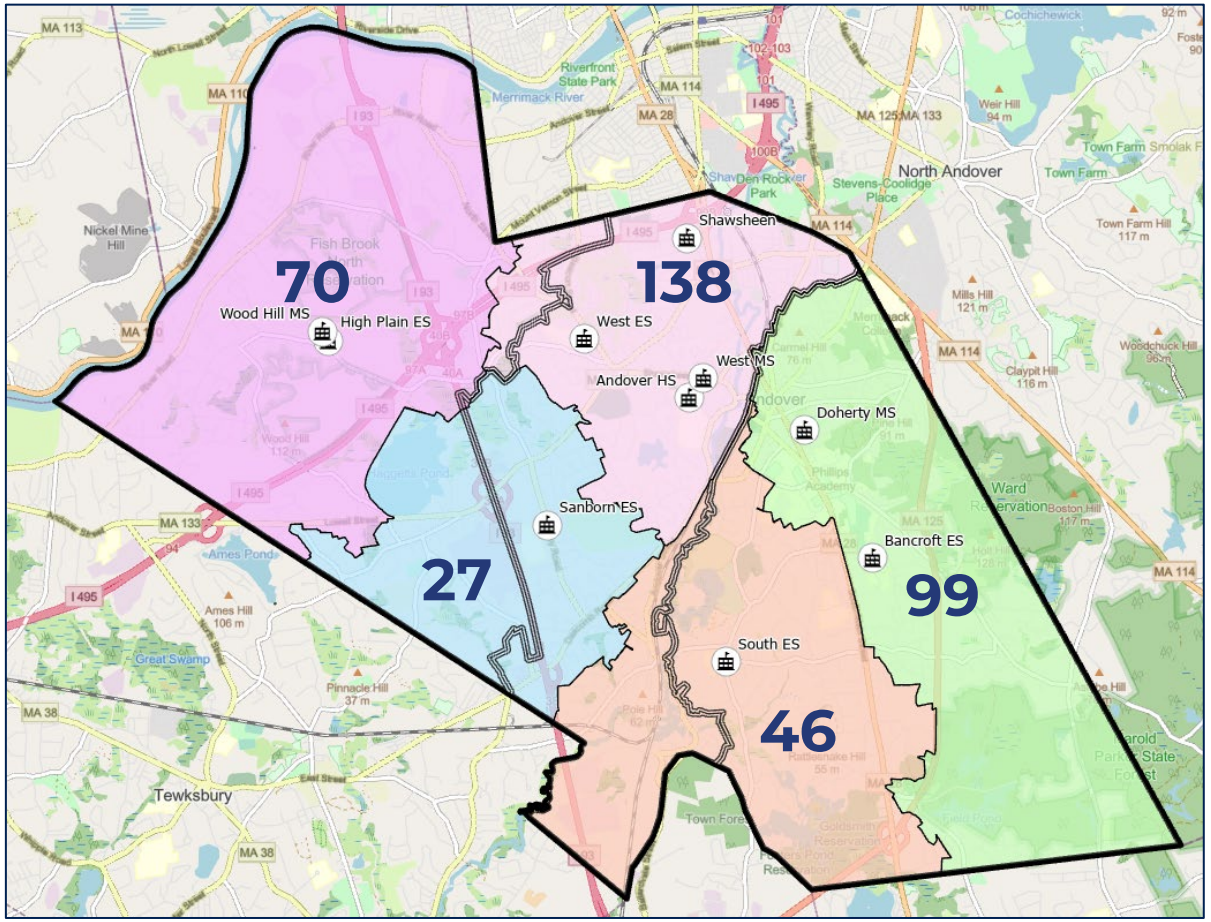
- Student density is focused primarily in the center and north part of Andover
- There are significant swaths of area that have little to no student population

SY2425 Students



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Special Education Distribution



Schools	SPED Codes				Not SPED	Total # Studs
	1	2	3	4		
Bancroft	16	36	33	14	419	518
Henry C Sanborn	5	6	13	3	292	319
High Plain	12	3	33	22	431	501
South	16	12	14	4	388	434
West	29	19	44	46	465	603
Total Students	78	76	137	89	1995	2375

Key Takeaways

- SPED students are distributed all across the district

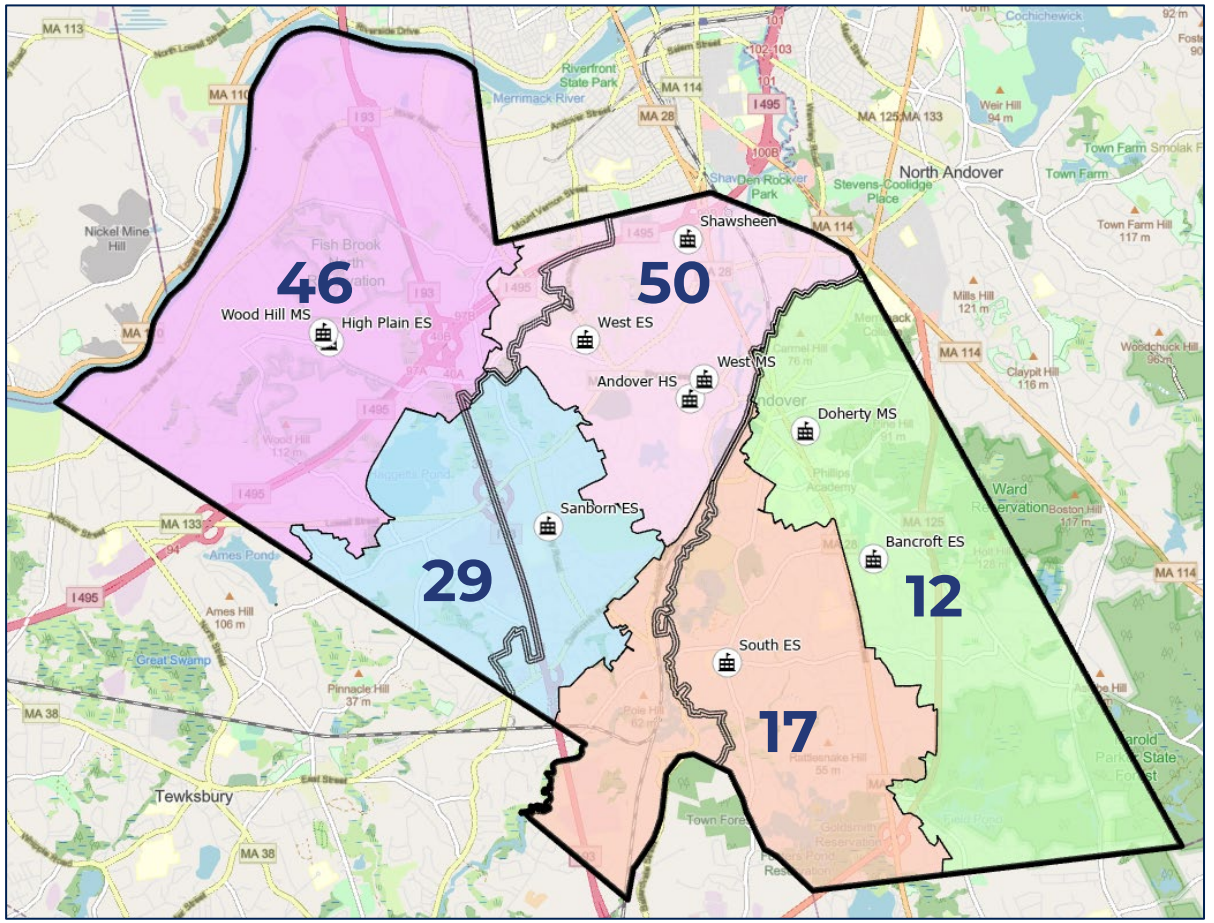
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Multilingual Learner Students Distribution

School	SY2425 Enroll	# ML Students	%
Bancroft Elementary School	524	12	2%
Henry C Sanborn Elementary School	332	29	9%
High Plain Elementary School	508	46	9%
South Elementary School	437	17	4%
West Elementary School	607	50	8%
Total	**2408**	**154**	**6%**

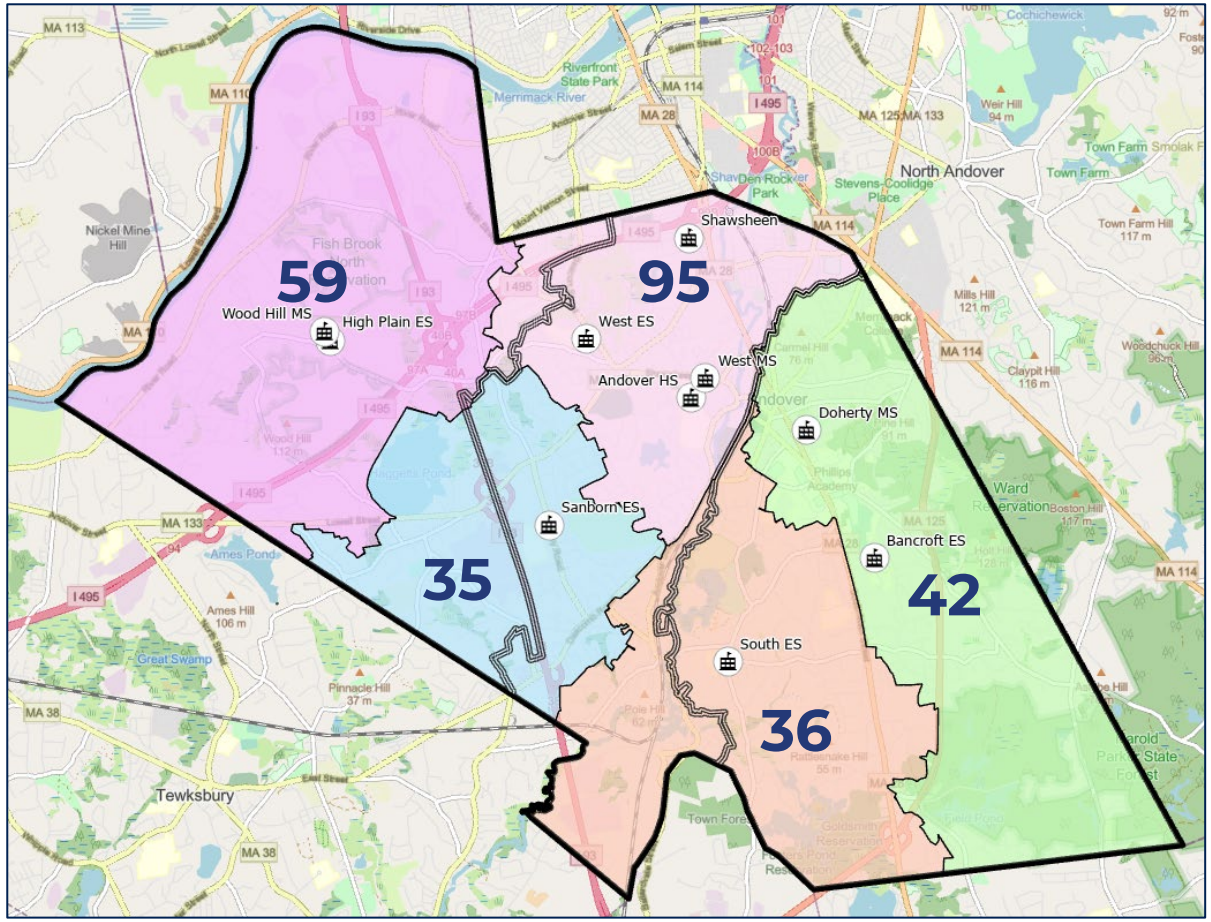
Key Takeaways

- MLL students are distributed across the district



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Family Financial Assistance Distribution



School Name	SY2425 FFA Students	Total Students	% of Students FFA
Bancroft ES	42	524	8%
Henry C Sanborn ES	35	332	11%
High Plain ES	59	508	12%
South ES	36	437	8%
West ES	95	607	16%

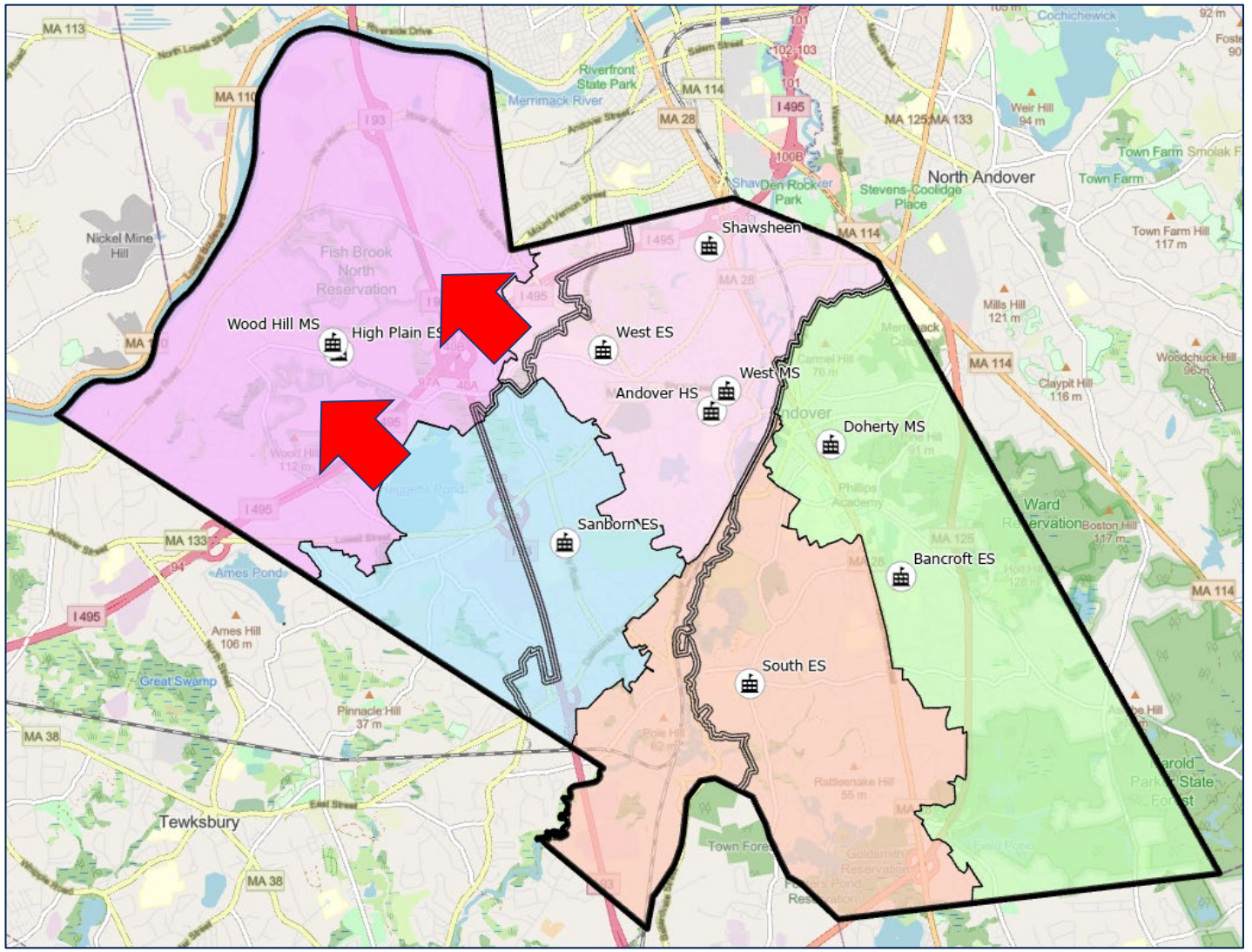
Key Takeaways

- There are specific concentrations of students who qualify for Family Financial Assistance

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Some Inescapable Shifts

- High Plain is overpopulated and students will need to be rezoned
- To maximize the newer facilities, West ES will have to expand more than just into High Plain and Bancroft will have to maintain higher than average utilization
- Some neighborhoods will have to be rezoned to help balance enrollment



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Some Potential Benefits for Students

District wide access to a higher quality of education



- Balanced class sizes
- Balanced student/teacher ratios
- More students have access to academic resources and support
- More students have access to newer builds and facilities

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Small School Challenges



- **Challenge**
  - Equal utilization would mean Sanborn's enrollment would potentially be decreased further
- **Recommended Evolution**
  - Adjust Sanborn's boundaries so their enrollment remains at or above 82-84% utilization

Small School Challenges

Education Resource Strategies (ERS) explain* how small schools face:

- Service delivery constraints
- Inequitable student experiences
- Higher per-pupil costs

Small schools still need administrative staff, janitorial staff, cafeteria staff, support staff, as well as teachers. As a result of the need for all of these positions regardless of the size of the school, smaller schools typically cost far more if the overall cost is broken down on a per student basis.

Theoretical School Closure

School	SY2425 Baseline			Adjusted		
	SY2425 Enroll	Capacity	Util	*Adjusted Enroll	Adjusted Capacity	Adjusted Util
Sanborn Elementary School	332	402	82.6%			
Bancroft Elementary School	524	641	81.7%	590	641	92.0
High Plain Elementary School	508	503	101.0%	450	503	89.5
South Elementary School	437	536	81.5%	501	536	93.5
West Elementary School	607	925	65.6%	867	925	93.7
Total	**2,408**	**3,007**	**80.1%**	**2,408**	**2,605**	**92.4%**

If Sanborn were to close, overall district utilization would increase from ~80% to ~92%. This could potentially strain resources and hinder further growth.

**Sanborn enrollment was roughly distributed across remaining four schools.*

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Projected Town & School Growth

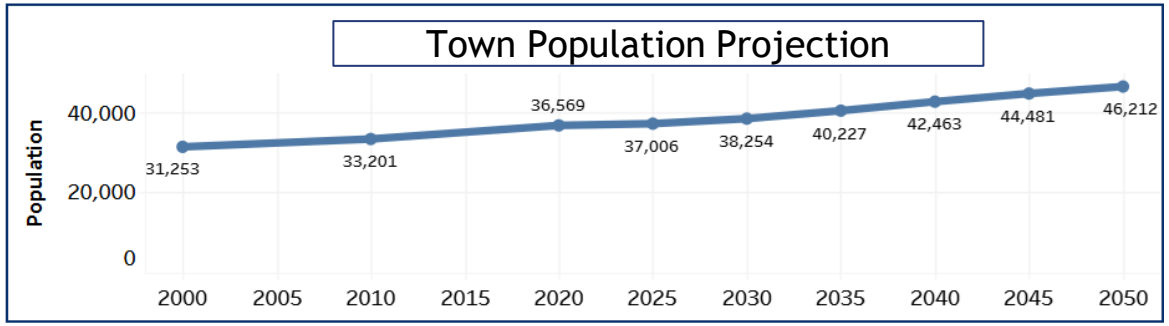
According to the Demographic Study Report 2022 by McKibben Demographics & UMASS Donahue Institute, town population and district enrollment is expected to ***increase in future years***

Table 1: Forecasted District Total Population Change, 2020 to 2030

	2020	2025	2020-2025 Change	2030	2025-2030 Change	2020-2030 Change
Bancroft Elementary	9,630	9,770	1.5%	9,850	0.8%	2.3%
High Plain Elementary	6,930	7,500	8.2%	7,980	6.4%	15.2%
Sanborn Elementary	4,370	4,600	5.3%	4,790	4.1%	9.6%
South Elementary	6,420	6,660	3.7%	6,840	2.7%	6.5%
West Elementary	9,180	9,420	2.6%	9,560	1.5%	4.1%
District Total	**36,530**	**37,950**	**3.9%**	**39,020**	**2.8%**	**6.8%**

Table 5: Elementary Enrollment (K-5), 2022, 2027, 2032

	2022	2027	2022-2027 Change	2032	2027-2032 Change	2022-2032 Change
Bancroft Elementary	543	585	7.7%	606	3.6%	11.6%
High Plain Elementary	527	471	-10.6%	510	8.3%	-3.2%
Sanborn Elementary	332	346	4.2%	382	10.4%	15.1%
South Elementary	453	452	-0.2%	482	6.6%	6.4%
West Elementary	555	590	6.3%	606	2.7%	9.2%
District Total	**2,410**	**2,444**	**1.4%**	**2,586**	**5.8%**	**7.3%**



Source:UMASSDonahueInstitute: https://donahue.umass.edu/business-groups/economic-public-policy-research/massachusetts-population-estimates-program/population-projections

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Scenario Iteration

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Scenario Creation Overview



Initial scenarios that were created for the School Committee on 1.9.25:

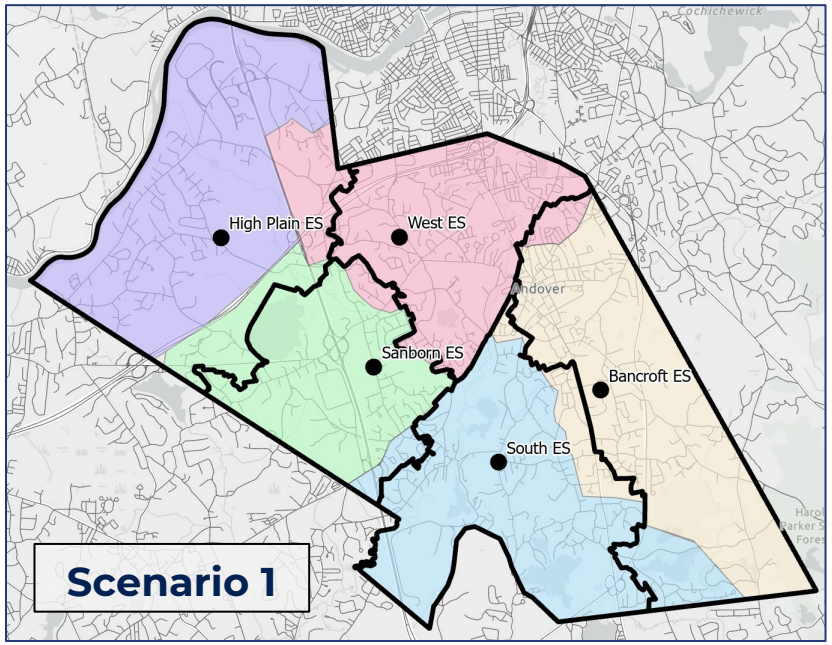
- Scenario 1: Prioritizes balanced building capacity. (**Dated 1.9.25**)
- Scenario 2: Focuses on minimizing transportation distance. (**Dated 1.9.25**)
- Scenario 3: Aims to balance socioeconomic diversity. (**Dated 1.9.25**)

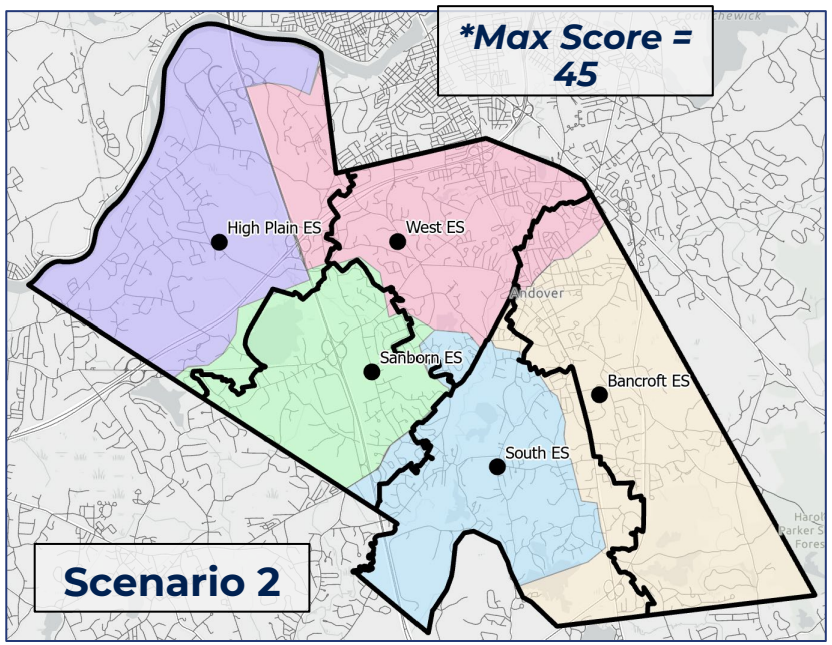
*These scenarios represent **a base level** starting point for which to build upon; the scenarios are currently driven by community prioritized parameters*

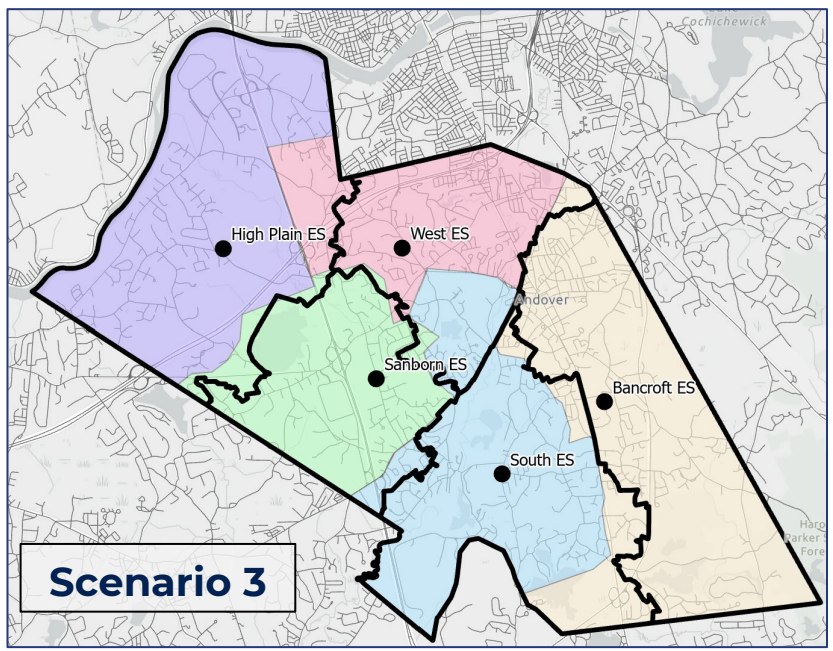
*Not included due to the low prioritization determined by the Community and the challenge of implementing that type of redistricting plan

Initial Scenario Creation Overview (1.9.25)

Scenario Name	Total Capacity Score	Transportation Score	Total Socio-Economic Score	Weighted Total Score	SY2425 Enrollment	# Students Impacted	% Students Impacted
Scenario 1	4.6	4	3	41	2408	378	16%
Scenario 2	4	4.6	2.4	39	2408	521	22%
Scenario 3	3.4	3.8	3.8	36	2408	402	17%







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What does this mean for MS Redistricting?

Process Note: Middle School Zones will be developed **AFTER** aligning on potential new ES zones. MS zones will be directly related and impacted by ES zones.

By addressing MS zones after ES zones the district can minimize elementary schools being divided into multiple middle schools. This was a factors that was identified as a major priority by the community throughout this planning process.

Feedback Utilized to Develop Scenario 4

- **Principles for Refinement:**
  - Utilization can vary across Elementary Schools for strategic reasons:
    - Focus on increasing small school utilization
    - Minimizing unnecessary student movement
    - Maximizing newer buildings

- **Areas for Refinement:**
    - Avoiding unnecessary student movement
    - Small school challenges
    - Projected areas of growth

Community members prioritized keeping groups such as neighborhoods together and minimizing the disruption to the community. Small shifts in select neighborhoods help keep kids together but can result in meaningful change for the entire community.

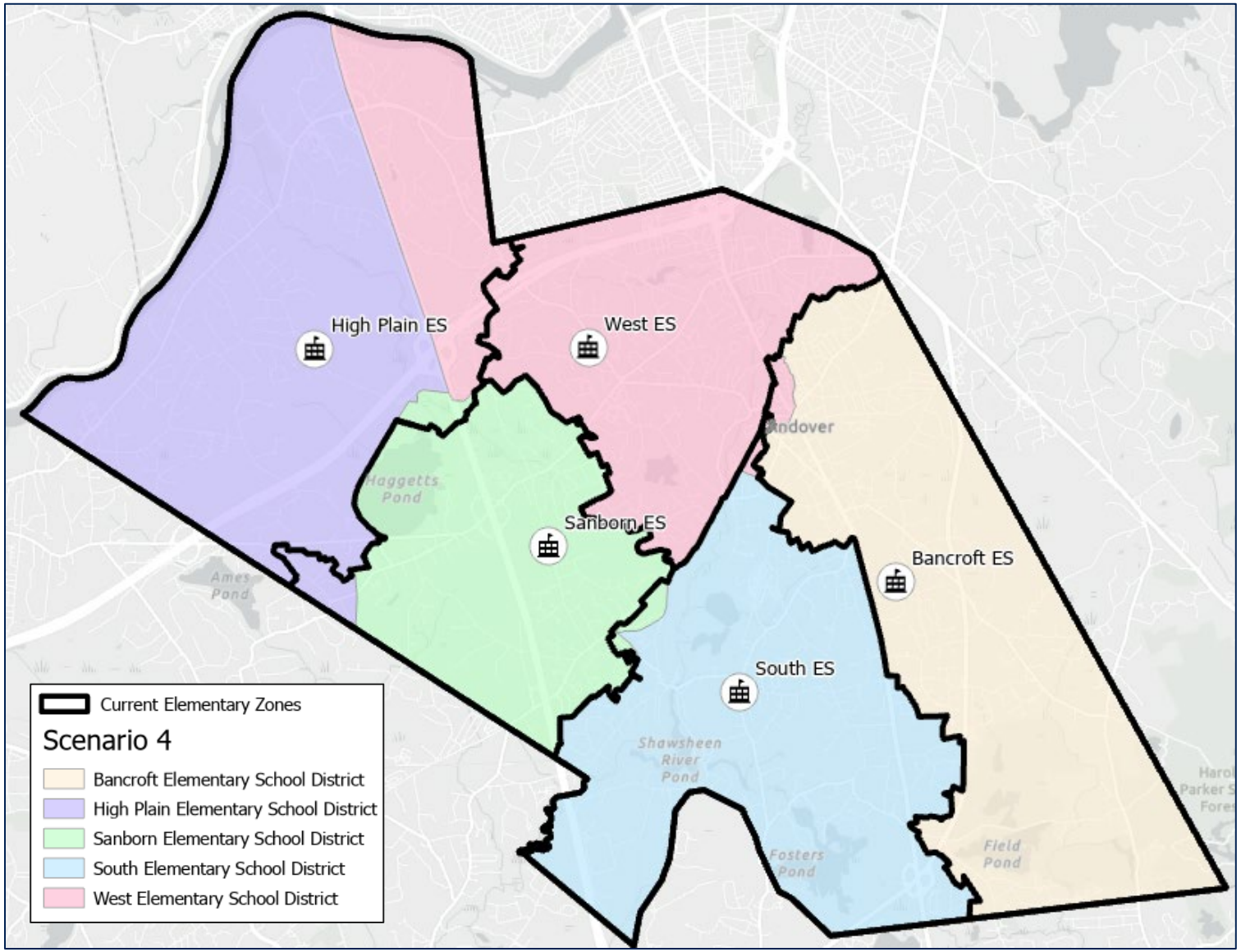


- **Unavoidable Steps**
  - High Plain is over utilized and will have to shift boundaries to another school

Scenario 4: NOT FINALIZED SCENARIO

Updates based on:

- Appropriately balanced utilizations decided upon by leadership team
- Community feedback



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Scenario 4: Utilizations

School	Capacity	SY2425 Enroll	SY2425 Utilization	Adjusted Enroll	Adjusted Utilization
Bancroft Elementary School	641	524	82%	484	76%
High Plain Elementary School	503	508	101%	393	78%
Henry C Sanborn Elementary School	402	332	83%	332	83%
South Elementary School	536	437	82%	422	79%
West Elementary School	925	607	66%	753	81%

**Slight difference in total students because Adjusted Enroll only took into account students who live within the district*

- High Plain & West Elementary space utilization are more balanced
- Greater utilization of new space (West El)

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Scenario 4: Race & Ethnicity Breakdown



	Race						Latino Ethnicity	
Baseline	**African American**	**Asian**	**Caucasian**	**Multiracial**	**Native American**	**Pacific Island**	**Latino**	**Not Latino**
Bancroft Elementary School District	2%	9%	83%	5%	1%	1%	9%	91%
Sanborn Elementary School District	4%	17%	70%	8%	1%	0%	14%	86%
High Plain Elementary School District	6%	26%	58%	9%	1%	0%	10%	90%
South Elementary School District	1%	17%	75%	7%	0%	0%	8%	92%
West Elementary School District	6%	18%	69%	6%	0%	0%	11%	89%
Scenario 4	**African American**	**Asian**	**Caucasian**	**Multiracial**	**Native American**	**Pacific Island**	**Latino**	**Not Latino**
Bancroft Elementary School District	2%	9%	82%	5%	1%	1%	9%	91%
Sanborn Elementary School District	4%	17%	70%	8%	1%	0%	11%	89%
High Plain Elementary School District	5%	26%	57%	10%	1%	1%	11%	89%
South Elementary School District	1%	19%	74%	7%	0%	0%	7%	93%
West Elementary School District	7%	18%	69%	5%	0%	0%	13%	87%

Scenario 4: Some Potential Benefits for Students

District wide access to a higher quality of education



- Balanced class sizes
- Balanced student/teacher ratios
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Feedback Requested for Scenario 4

Give us your input by scanning the QR code or using the link below.

https://bit.ly/aps_scenario4

There will be more opportunities throughout the process for you to provide input and feedback.

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Main Takeaways

Iterating on Initial Scenarios

On Jan 9th, 2025 DillingerRAD aligned with the School Committee around how to evolve the initial scenarios. We heard from hundreds of community members around how to refine the scenarios.

Key iterations of initial scenarios included…

- avoiding unnecessary student movements
- accounting for walk zones for middle schools
- maximizing newer & smaller schools enrollment
- taking into account school specific context

Inescapable Shifts include…

- Students need to move from High Plain ES
- West ES & Bancroft are newer facilities that should be maximized
- Sanborn ES needs to maintain or increase its enrollment

The community can provide visual feedback and written comments for the new scenario. For more information on how to utilize the feedback tool, please check here.

Thank You

Questions?

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