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School Redesign Analysis
Exploration of Sites in North Hartford for Achievement First Replication Site

Sites Considered: Clark Elementary School, SAND Elementary School, and Simpson-Waverly Elementary Schools

In order to make a redesign recommendation to the Superintendent of Schools, a performance analysis was carried out on three (3) of our district's North End schools. The analysis was conducted in accordance with the district's redesign/repurposing policy, which seeks to provide all children with high performing schools. The analysis was based on the following data points:

- District OSI scores
- Enrollment Data (Five-year trend)
- Socio Economic Status percentages (Five-year trend)
- School Attendance Rates (Five-year trend)
- Student Retention Rates (Five-year trend)
- School Building Capacity

Please note that the Overall School Index (OSI) includes CMT Science and excludes the Modified Assessment System (MAS) results. The rationale for excluding the MAS results was to keep the analysis uniform; MAS results were not included in OSI results from 2008 to 2011.

Analysis Results

OSI:

Clark Elementary School yielded the lowest OSI scores over the five-year period (see Figure A). Although the school increased performance by over 13 points over a five year period, their performance trailed SAND, Wish, and Simpson-Waverly. SAND saw growth from 2008 to 2010; the school has leveled performance since that time. Simpson-Waverly showed a 15-point gain over the five-year period and had the highest OSI score of the schools analyzed.

Enrollment:

Clark has seen a steady decrease in enrollment over the past four years (see Figure B). SAND, conversely, has experienced tremendous growth over the same time period (please note that SAND added middle school grades 6-8 over the course of the last three years). Simpson-Waverly has shown a decline over the past two years.

Free/Reduced Lunch:

All schools have a socioeconomic status (SES) of 100% over the last four years (see Figure C).

School Attendance:

Clark Elementary recorded the lowest attendance rate of the schools analyzed (see Figure D) at a rate slightly under 90% (89.8%). The other three schools posted 90% or better attendance rates. The 2012-2013 district average was 90.77%.

Student Retention:

Clark and SAND posted rates over 5% (5.5% and 5.3% respectively). Simpson-Waverly had the lowest student retention rate, registering 3.3%

Building Capacity:

Per Figure F, no school analyzed can accommodate a school of 750 or more students. SAND's capacity at 480 does not make it conducive to current proposed models; Clark and Simpson-Waverly can accommodate over 600 students but space flexibility will be compromised with enrollments approaching 700.

Chronic Absenteeism 2012-13:

Per Figure G, Clark and SAND had chronic absenteeism rates of over 40% (47.6% and 40.7% respectively), while Simpson-Waverly registered a rate of 32.7%

Student Mobility 2012-13:

Please refer to Figure H – all schools experienced over 80 students leaving their respective schools. Clark and Simpson-Waverly experienced student transfers of over 100 students (112 and 147 respectively).

Student Transportation:

Please refer to Figure I.

Teacher Experience & Education:

Please refer to Figure J.

Principal Turnover:

Please refer to Figure K.

Recommendation:

Based on the this analysis, it is recommended that Clark Elementary School be considered for redesign due to low school performance, declining enrollment, attendance factors, and most importantly, the need for improved student performance. Given that the building capacity of Clark is 660, the building capacity will have to be addressed if the proposed model is one that exceeds capacity.

Figure A: Five Year OSI Trend Data
(Incl. CMT Science)

| School | 2008 | 2009 | 2010 | 2011 | 2012 |
|------------------|------|------|------|------|------|
| Clark Elementary | 34.7 | 41.7 | 44.7 | 49.6 | 47.9 |

| | | | | | |
|-----------------------------------|------|------|------|------|------|
| School | | | | | |
| SAND Elementary School | 38.0 | 36.0 | 50.8 | 47.4 | 50.1 |
| Simpson-Waverly Elementary School | 48.3 | 54.9 | 47.9 | 53.8 | 61.6 |

Figure B: Five (5) Year School Enrollment Data
(all values as of June of respective year)

| School | 2008 | 2009 | 2010 | 2011 | 2012 | Five year change |
|-----------------------------------|------|------|------|------|------|------------------|
| Clark Elementary School | 427 | 452 | 417 | 413 | 403 | (-24) |
| SAND Elementary School | 341 | 434 | 414 | 431 | 477 | 136 |
| Simpson-Waverly Elementary School | 379 | 355 | 443 | 373 | 360 | (-19) |

Figure C: Five (5) Free/Reduced Lunch Data

| School | 2008 | 2009 | 2010 | 2011 | 2012 |
|-------------------------|------|------|------|------|------|
| Clark Elementary School | 100% | 100% | 100% | 100% | 100% |
| SAND Elementary | 100% | 100% | 100% | 100% | 100% |

| | | | | | |
|-----------------------------------|-------|------|------|------|------|
| School | | | | | |
| Simpson-Waverly Elementary School | 99.7% | 100% | 100% | 100% | 100% |

Figure D: Five (5) Year Attendance Rates

| School | 2008 | 2009 | 2010 | 2011 | 2012 | Avg. |
|-----------------------------------|-------|-------|-------|-------|-------|--------------|
| Clark Elementary School | 89.8% | 90.3% | 89.5% | 88.8% | 90.4% | 89.8% |
| SAND Elementary School | 92.5% | 92.1% | 90.6% | 89.4% | 89.7% | 90.9% |
| Simpson-Waverly Elementary School | 93.3% | 93.1% | 91.0% | 89.9% | 99.4% | 93.4% |

Note: District average is 92%

Figure E: Student Grade Retention Rates
(as of October of respective year)

| School | 2008 | 2009 | 2010 | 2011 | 2012 | Avg. |
|-------------------------|------|------|------|------|------|-------------|
| Clark Elementary School | N/A | 5.8% | 5.8% | 3.2% | 7.0% | 5.5% |
| SAND Elementary | N/A | 4.5% | 3.9% | 5.7% | 7.1% | 5.3% |

| | | | | | | |
|-----------------------------------|-----|------|------|------|------|-------------|
| School | | | | | | |
| Simpson-Waverly Elementary School | N/A | 3.6% | 1.8% | 4.1% | 3.6% | 3.3% |

Figure F: Enrollment Capacity

| School | Enrollment Capacity |
|-----------------------------------|---------------------|
| Clark Elementary School | 660 |
| SAND Elementary School | 480 |
| Simpson-Waverly Elementary School | 646 |

Figure G: Chronic Absenteeism (2012-13)

Chronic Absence: calculates the number and percent of students who have missed 10% or more of the school year (18 days or more), regardless of the reason (excused or unexcused)

| School | Frequency of Chronic Absences (number of students) | Percent of school enrollment |
|-----------------------------------|--|------------------------------|
| Clark Elementary School | 171 | 47.6% |
| SAND Elementary School | 176 | 40.7% |
| Simpson-Waverly Elementary School | 99 | 32.7% |

| | | |
|----------|------|-------|
| District | 5462 | 25.2% |
|----------|------|-------|

Figure H: Student Mobility (2012-13)

| School | Number of Students Leaving School | Number of Students Transferring in |
|-----------------------------------|-----------------------------------|------------------------------------|
| Clark Elementary School | 89 | 112 |
| SAND Elementary School | 86 | 70 |
| Simpson-Waverly Elementary School | 81 | 147 |

Figure I: Student Transportation

| School | Number of Students Requiring Transportation | Enrollment (as of 10/8/13) | Percent of Students Requiring Transportation |
|-----------------------------------|---|----------------------------|--|
| Clark Elementary School | 88 | 373 | 24% |
| SAND Elementary School | 89 | 463 | 19% |
| Simpson-Waverly Elementary School | 117 | 298 | 39% |

Figure J: Teacher Experience & Highest Degree Attainment

| School | 0-5 Yrs Exp | 6-10 Yrs Exp | 11-15 Yrs Exp | 16 or more Yrs exp | Bachelors Degree | Master Degree | Ph.D |
|-----------------------------------|-------------|--------------|---------------|--------------------|------------------|---------------|-----------|
| Clark Elementary School | 7 (21%) | 10 (29%) | 2 (6%) | 15 (44%) | 12 (35%) | 19 (56%) | 3 (9%) |
| SAND Elementary School | 18 (49%) | 5 (13%) | 7 (19%) | 7 (19%) | 26 (70%) | 11 (30%) | 0 |
| Simpson-Waverly Elementary School | 5 (15%) | 11 (32%) | 8 (24%) | 10 (29%) | 15 (44%) | 19 (56%) | 0 |

Figure K: Principal Turnover Since 2007

| School | Number of Principal Since 2007 |
|-----------------------------------|---------------------------------------|
| Clark Elementary School | 4 |
| SAND Elementary School | 5 |
| Simpson-Waverly Elementary School | 3 |