Blueprint APS: Next Regions

Presented by:
Rico Munn, Superintendent
Mackenzie Khan, Strategic Development Advisor

Date: October 19, 2021

Presentation Purpose

- **Why is the topic on the Board agenda?**
  - The following presentation provides the Board an update on the next regions for Blueprint APS and associated next steps for decisions regarding those regions. This also serves to meet the 60 day notice requirement in Policy BEDB to the Board, as school closure is a potential recommended outcome of this process following the repurpose analysis to be conducted.

- **What are we asking the Board to do with this information?**
  - The Board is being asked to indicate its understanding of the work of Blueprint APS Phase 3. The Board is being asked to determine whether it wants to engage in any discussion around potential school closure per Policy BEDB.

- **How is this linked to the Board Results and Limitations and APS 2026 Strategic Plan (Vision, Mission, Goals and Core Beliefs)?**
  - Blueprint APS will support the district in proactively planning to meet the facility and educational needs of the district in a way that supports the ongoing and existing implementation of the APS 2026 Faces of the Future Strategic Plan.

- **Which Board policy does your presentation address?**
  - Section F: Facilities Planning and Development
  - Policy BEDB: Agenda

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Why *Blueprint APS?*

1. APS needs a new long-term Master Plan because APS Planning Documents has expired.

2. APS is experiencing a significant shift in enrollment, similar to districts across the Denver metro area.

3. APS has an opportunity to align educational programming and facilities with the community's identified needs, interests and hopes.

APS 2020
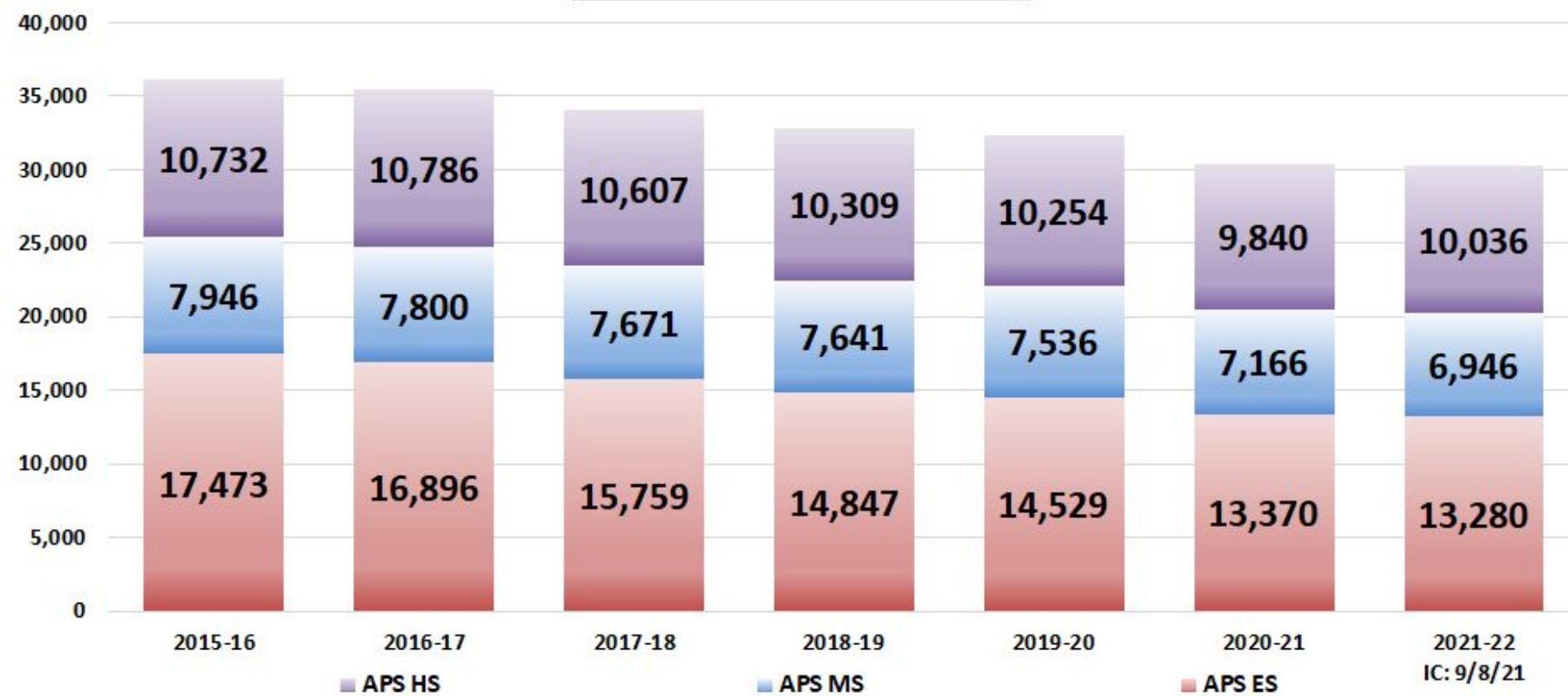Faces of the Future

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Premise #1

APS does not currently have and needs a new master plan.

- APS' two guiding planning documents have either expired or were outdated:
  - APS' Master Plan Expired: *APS Capital Investment Plans for Ten Years Growth, 2008–2017*
  - Outdated Community Developed Plan: *E-470 Master Plan*

- Current facilities plan based on a set of assumptions that are no longer accurate:
  - Assumption: APS will have a steady increase in the number of school age children.
    - 2017 Reality: APS was seeing a declining enrollment, having peaked with the 2015–2016 school year.
    - 2021 Reality: APS is continuing to see a decline in enrollment at the younger grades which will continue to be further impacted by declining birth rates for students not yet school age.
  - Assumption: School age children will be concentrated in northwest and southwest Aurora.
    - 2017 Reality: Given the development planned for the E470 corridor, the eastern part of the district may grow to an equal or higher concentration of students.
    - 2021 Reality: APS continues to see an increase in enrollment along the E470 corridor, while declining enrollment in NW and SW Aurora.
  - Assumption: 85% of students will attend traditional APS schools.
    - 2017 Reality: 83% of APS students attend traditional APS schools.
    - 2021 Reality: 78% of APS students attend traditional APS schools.

- Per APS Policy FB-R: Facilities Planning, the Superintendent shall establish a facilities planning process.

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APS K-12 Enrollment Breakdown by Grade Level
(2015-16 to 2021-22)

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 IC: 9/8/21
APS HS	10,732	10,786	10,607	10,309	10,254	9,840	10,036
APS MS	7,946	7,800	7,671	7,641	7,536	7,166	6,946
APS ES	17,473	16,896	15,759	14,847	14,529	13,370	13,280

2015-16 to 2021-22 Five Year Change

ES: -4,193 | -24%
MS: -1,000 | -12.6%
HS: -696 | -6.5%
K-12: -5,889 | -16.3%

APS K-12 enrollment includes traditional enrollment and programs (ASCENT, Avenues, Children's Hospital, Crossroads/Sierra School, Futures, K-8 Online, Options, Rebound)
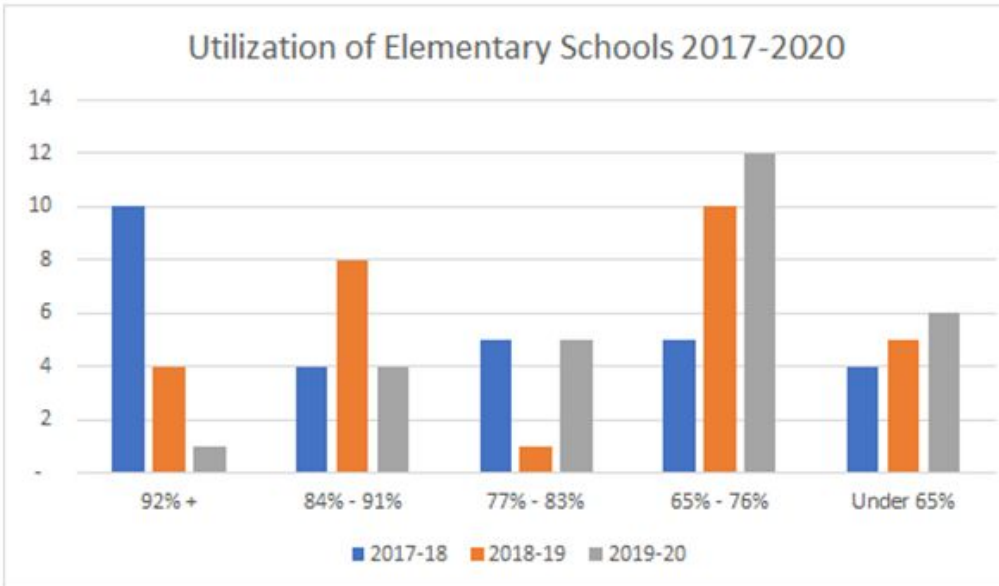
Premise #2

APS is experiencing a shift in enrollment.

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Costs of Enrollment Decline:
Funding Low Capacity Schools

As a building decreases in its capacity, the utilization of that building becomes more expensive on a per pupil basis.

Additional Cost Per Pupil as Capacity/Utilization Decreases		
Utilization	Elementary and K8 Schools	Middle and High Schools
92% - 100%	0% (at capacity)	0% (at capacity)
84% - 91%	10% - 13%	1% - 3%
77% - 83%	12% - 15%	3% - 6%
65% - 76%	18% - 22%	6% - 8%
Under 65%	35% - 40%	8% - 10%

Elementary capacity has significantly decreased:

- In 2017-18, 14 schools were above 84% 9 schools were below 65%.
- In 2019-20, 5 schools will be above 84% and 18 schools will be under 65%.

Utilization of Elementary Schools 2017-2020

Source: March 5, 2019 – Board Presentation: School Building Underutilization and Cost

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Premise #3

There is an opportunity to align educational programming and facilities with the needs and interest of the community.
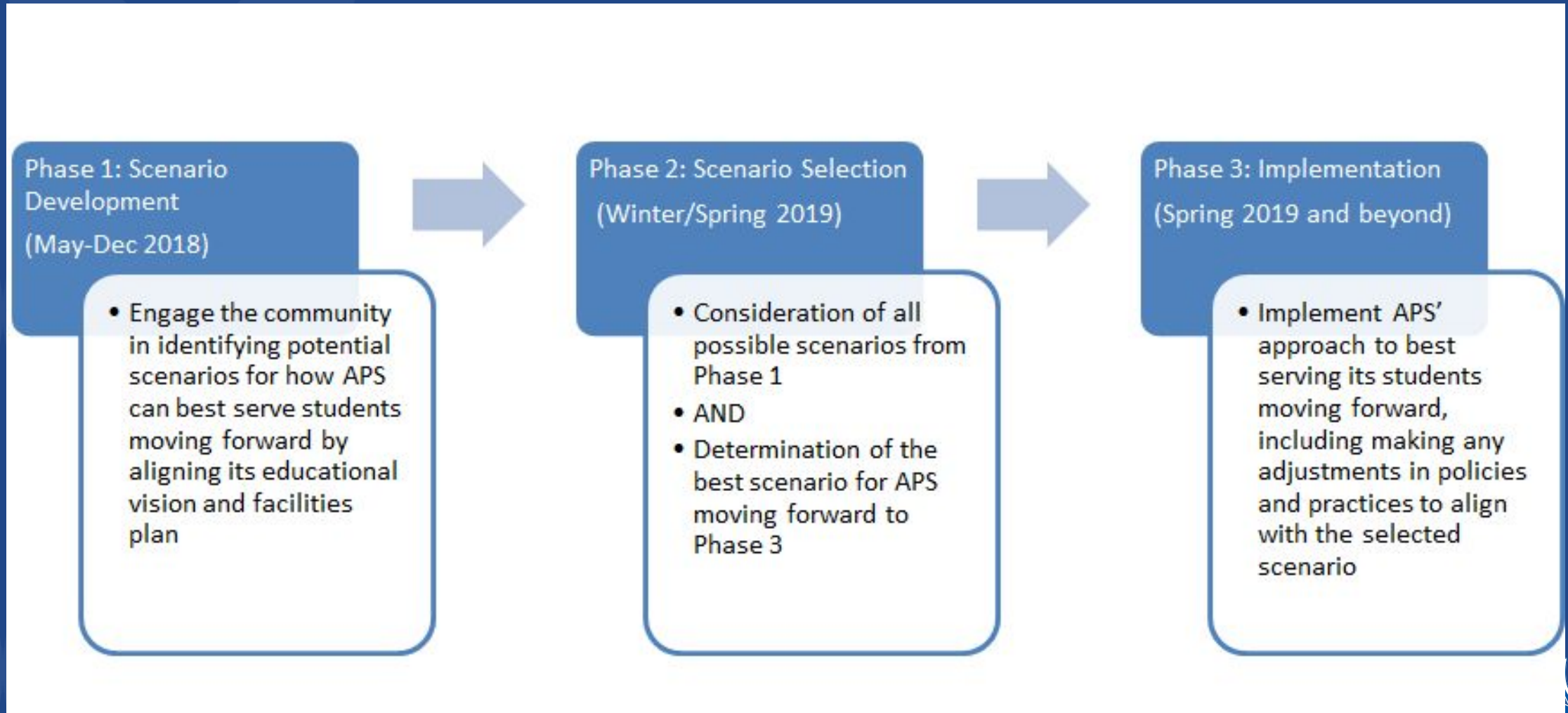
- Per Board Policy FB, one of the Board's goals regarding facilities is to plan facilities that "Reflect the value placed on instruction by the school district community."

- APS offers a variety of specialized offerings in its district run schools, primarily within its neighborhood schools, but they are not equitably accessible to students.

- APS seeing an increase in the percentage of families opting out of APS traditional schools to enroll in APS charters and other districts, suggesting that they were looking for options that APS district-run neighborhood schools were not offering.

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Blueprint APS Timeline Overview

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Blueprint APS Process

Phase 1: Scenario Development (May-Dec 2018)

- Engage the community in identifying potential scenarios for how APS can best serve students moving forward by aligning its educational vision and facilities plan

Phase 2: Scenario Selection (Winter/Spring 2019)

- Consideration of all possible scenarios from Phase 1
- AND
- Determination of the best scenario for APS moving forward to Phase 3

Phase 3: Implementation (Spring 2019 and beyond)

- Implement APS' approach to best serving its students moving forward, including making any adjustments in policies and practices to align with the selected scenario

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Blueprint APS Timeline Overview

- Oct. 2017: Board of Education discussed initial framing for Blueprint APS, reviewed overarching questions to explore, and affirmed need to proactively address these questions
- Nov. 2017 Board Orientation & January 2018 Board Meeting: Newly elected Board discussed Blueprint APS and overarching questions
- May 2018–December 2018: Phase I of Blueprint APS
  - Collected input from 1000+ community members on future of APS through 7 focus groups, 4 community forums, an online survey and 30 interviews
  - Two Task Forces developed 5 potential scenarios for the educational and facilities future of APS, as well as options relating to educational programming, core choice philosophy, school size/grade level configurations, decision making authority, and grades

- January –May 2019: Phase 2 of Blueprint APS
  - Board collected input from 2000+ community members on Scenarios through 3 open houses, an online survey and Board presentations out in the community
  - Board identified priorities among options from Phase 1, rather than select a single scenario
  - Board asked district staff to create a framework given those priorities
  - May 28th: Board affirmed support for Blueprint APS Framework

- June 2019 – Present: Phase 3 of Blueprint APS
  - September 2019: Board as presented with the Phase 3 Implementation Plan
  - Regional Design Teams gathered in all 7 regions to provide input on regional specialization focuses
  - May 2020: Board was presented with Blueprint regional specialization recommendations
  - October 2020: Board voted on APS Regional Specializations
  - January 2021: Board was presented with implementation recommendations for regions 2, 3, and 6.

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Board Directed Blueprint APS Framework

- APS will operate a system of boundary schools, complemented by regions with specializations.
- Boundary schools will provide students with access to a strong education that prepares them for college and career, with a growing emphasis on implementation of the P–8 model/comprehensive high school model, to support the possibility of a competency based-model.
- Regions will offer students access to high-quality APS-run magnet schools with specializations to ensure a variety of educational programming opportunities, school sizes, and grade configurations to students across APS.
  - Regions with specialization will be established throughout the district to ensure access, feasibility of robustly delivering on those specializations, and leveraging the strengths of the community.
  - The focus of each region will be aligned to the assets, such as industry, community groups, etc., and needs of the region.
  - Magnet schools will be housed in repurposed boundary schools or in new facilities depending on the region.
- Students will still be able to enroll in APS charter schools and also per state law, may enroll in another boundary school outside their catchment area, if space is available.
- To ensure families and students have the supports they need to access these opportunities and the wraparound services to make sure students have a strong foundation for learning, APS will consider:
  - Expanding its transportation infrastructure to support students in attending magnet schools outside their boundary
  - Repurposing parts of or entire school buildings to support enhanced wraparound services

Source: June 18, 2019 Board Presentation – Blueprint APS Phase 3 Implementation Framework

Phase III Implementation: Key Steps and Status

01	Staff	• Mapping out the district into geographic regions • Timeline of regional implementation • Identify locations and timelines to build new school buildings • Determine best use of bond funds to align with the Blueprint APS vision
02	Community Stakeholder Input	• Determine Regional Specialization • Designing each region's building usage and programming to align with regional specialization • Determine new boundaries of boundary schools
03	Staff with Board Direction	• Personnel Strategy and Guidelines • Enrollment Policies and Practices • Meeting Transportation Needs Across the District • Determine school funding structures

Source: Sept. 17, 2019 Board Presentation – Blueprint APS Phase 3 Implementation

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Phase III Implementation:
Key Steps and Status

01   **Staff**

- ~~Mapping out the district into geographic regions~~
- Timeline of regional implementation
- Identify locations and timelines to build new school buildings
- ~~Determine best use of 2016 bond funds to align with the Blueprint APS vision~~

02   **Community Stakeholder Input**

- ~~Determine Regional Specialization~~
- Designing each region's building usage and programming to align with regional specialization
- Determine new boundaries of boundary schools

03   **Staff with Board Direction**

- Personnel Strategy and Guidelines
- Enrollment Policies and Practices
- Meeting Transportation Needs Across the District
- Determine school funding structures

Determining Regional Prioritization

APS is already in process of implementing components of the Blueprint APS Framework in Regions 2, 3 and 6.

Which regions should next be prioritized?
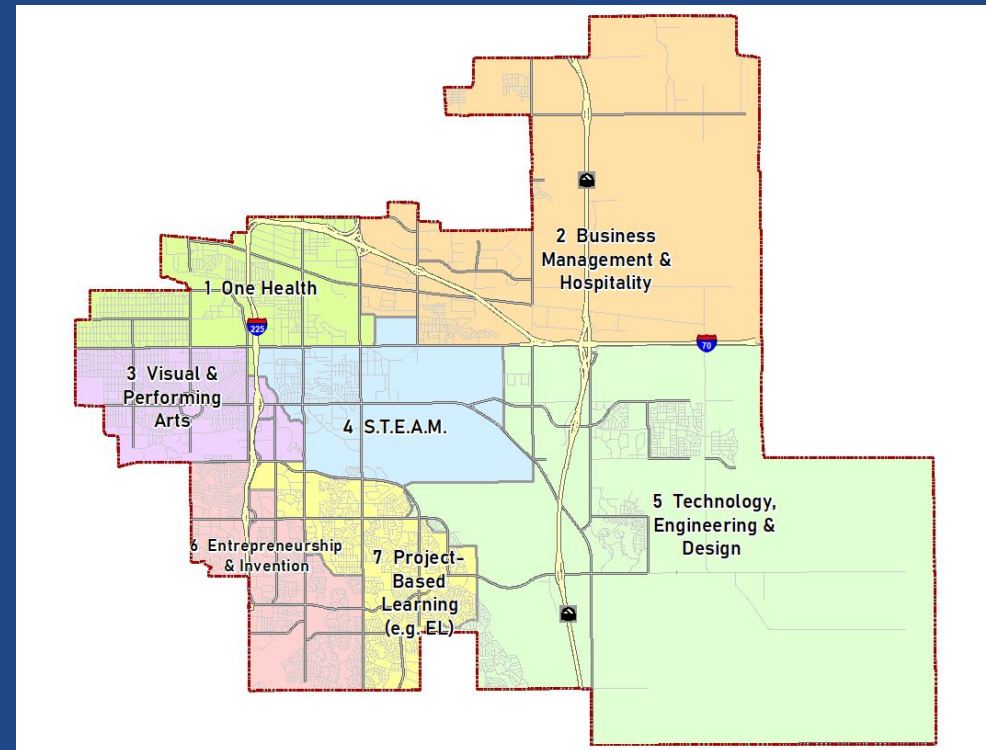
Determining Regional Prioritization

Regions have previously been prioritized by those most impacted by enrollment declines.

Factors to Consider in Future Regional Prioritization Decisions

Facilities & Operations

- Current Enrollment & Enrollment Capacity Ratios
- Enrollment Trends & Trajectory
- Buildings Operating Under Optimal Enrollment
- Planned & Active Residential Developments

Equity & Access

- Available Educational Opportunities
- School Choice/Capture Rate

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Factors → Essential Questions

Facilities & Operations

Current Enrollment & Enrollment Capacity Ratios	What is the enrollment to enrollment capacity ratio of buildings within the region?
Enrollment Trends & Trajectory	How has enrollment been changing in the region over time?
Buildings Operating Under Optimal Enrollment	Within the region, how many buildings are operating under optimal enrollment?
Planned & Active Residential Developments	What residential developments are active and planned within the region that impact enrollment?

Equity & Access

|	
Available Educational Opportunities	What types of educational options currently exist in the region?
School Choice/Capture Rate	How many families within the region are choosing to attend a school other than their boundary neighborhood school?

Current Enrollment & Enrollment Capacity Ratios

What is the enrollment to enrollment capacity ratio of buildings within the region?

Current Enrollment & Enrollment Capacity Ratios (cont.)

What is the enrollment to enrollment capacity ratio of buildings within the region?
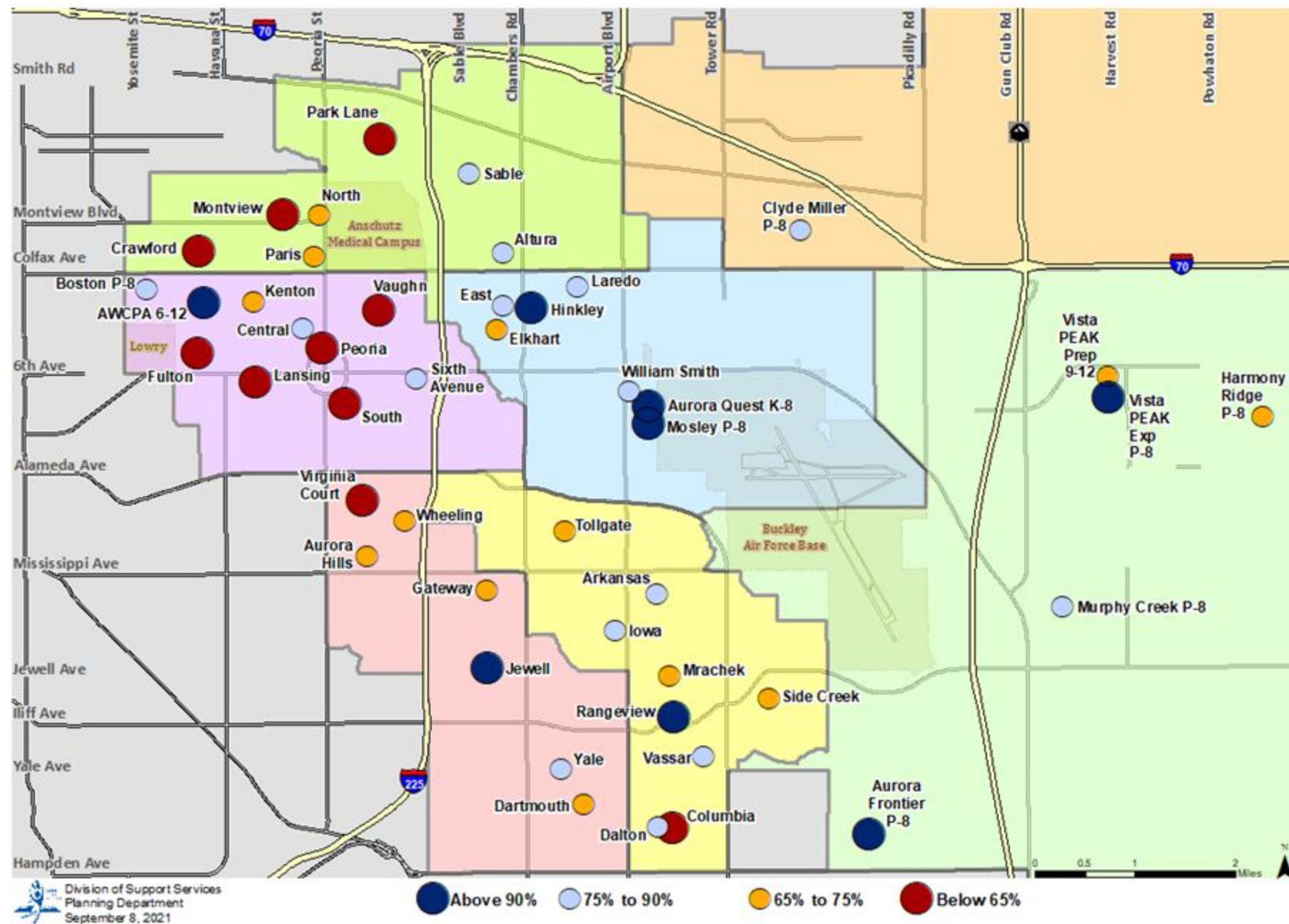
Traditional K-12 Enrollment Compared to Standard Capacity: 9/8/2021

Below 65%

School	Percent Standard Capacity	BP Design Area
Park Lane	49%	1
Crawford	52%	1
V. Court	57%	6
Montview	59%	1
Fulton	60%	3
Peoria	61%	3
Lansing	62%	3
Vaughn	62%	3
South	32%	3
Columbia	64%	7

65% to 75%

School	Percent Standard Capacity	BP Design Area
Dartmouth	67%	6
Paris	67%	1
Side Creek	70%	7
Tollgate	70%	7
Elkhart	71%	4
Wheeling	71%	6
Kenton	73%	3
Harmony	74%	5
North	68%	1
A. Hills	69%	6
Mrachek	74%	7
Gateway	69%	6
VPP	69%	5

75% to 90%

School	Percent Standard Capacity	BP Design Area
Dalton	75%	7
Sable	75%	1
Arkansas	77%	7
Altura	84%	1
Iowa	84%	7
Laredo	84%	4
Vassar	85%	7
Sixth Ave.	86%	3
Yale	87%	6
C. Miller	86%	2
M. Creek	87%	5
Boston	87%	3
East	78%	4
A. Central	86%	3
W. Smith	90%	4

Above 90%

School	Percent Standard Capacity	BP Design Area
Jewell	93%	6
Mosley	92%	4
VPE	95%	5
A. Quest	98%	4
A. Frontier	100%	5
AWCPA	97%	3
Hinkley	91%	4
Rangeview	100%	7

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Enrollment Trends & Trajectory

How has enrollment been changing in the region over time?

Region 1
8,000 — 6,000 — 4,000 — 2,000 — 0
6,447 | 7,285 | 6,196
2010-11 | 2015-16 | 2020-21
2010 to 2020: -251 | -4%
2015 to 2020: -1,089 | -15%

Region 2
1,050 — 900 — 750 — 600 — 450 — 300 — 150 — 0
788 | 1,007 | 887
2010-11 | 2015-16 | 2020-21
2010 to 2020: 99 | 13%
2015 to 2020: -120 | -12%

Region 3
9,000 — 6,000 — 3,000 — 0
7,555 | 8,395 | 7,123
2010-11 | 2015-16 | 2020-21
2010 to 2020: -432 | -6%
2015 to 2020: -1,272 | -15%

Region 4
4,000 — 3,000 — 2,000 — 1,000 — 0
3,227 | 3,736 | 3,442
2010-11 | 2015-16 | 2020-21
2010 to 2020: 215 | 7%
2015 to 2020: -294 | -8%

Region 6
8,000 — 6,000 — 4,000 — 2,000 — 0
6,261 | 6,652 | 5,641
2010-11 | 2015-16 | 2020-21
2010 to 2020: -620 | -10%
2015 to 2020: -1,011 | -15%

Region 7
8,000 — 6,000 — 4,000 — 2,000 — 0
7,721 | 7,833 | 6,963
2010-11 | 2015-16 | 2020-21
2010 to 2020: -758 | -10%
2015 to 2020: -870 | -11%

Enrollment Change by School: 2015-16 to 2020-21
- More than 30%
- 21% to 30%
- 11% to 20%
- -10% to 10%
- -11% to -20%
- -21% to -30%
- More than -30%
- Charter Schools Opened After 2015-16
- New P-8: Harmony Ridge

Division of Support Services Planning Department November 25, 2020

Buildings Operating Under Optimal Enrollment

Within the region, how many buildings are operating under optimal enrollment?

- Enrollment is below 350 in 9 elementary schools
- Four elementary schools have fewer than 300 students enrolled

Buildings Operating Under Optimal Enrollment (cont.)

Within the region, how many buildings are operating under optimal enrollment?

Elementary School K-5 Enrollment Groups: 9/8/2021

Below 250

School	Current Enrollment	BP Design Area
Park Lane	220	1

250 to 300

School	Current Enrollment	BP Design Area
Montview	264	1
Paris	268	1
Lansing	278	3

300 to 350

School	Current Enrollment	BP Design Area
Vaughn	312	3
Fulton	317	3
Peoria	321	3
Virginia Court	344	6
Crawford	348	1

350 to 400

School	Current Enrollment	BP Design Area
Sable	356	1
Laredo	357	4
Dartmouth	368	6
Dalton	373	7
Kenton	383	3
Arkansas	384	7

400 to 500

School	Current Enrollment	BP Design Area
Wheeling	411	6
Altura	418	1
Iowa	419	7
Side Creek	421	7
Vassar	424	7
Yale	436	6
Elkhart	461	4
Jewell	463	6
Tollgate	475	7
Sixth Avenue	495	3

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Buildings Operating Under Optimal Enrollment (cont.)

Within the region, how many buildings are operating under optimal enrollment?

Sample Per Pupil Costs Within Each Range:

A 500 student school costs about $6,200/student

A 400 student school costs about $6,750/student

A 300 student school costs about $7,300/student

A 225 student school costs about $8,300/student

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Planned & Active Residential Developments

What residential developments are active and planned within the region that impact enrollment?

2021-22 E-470 Residential Developments within APS

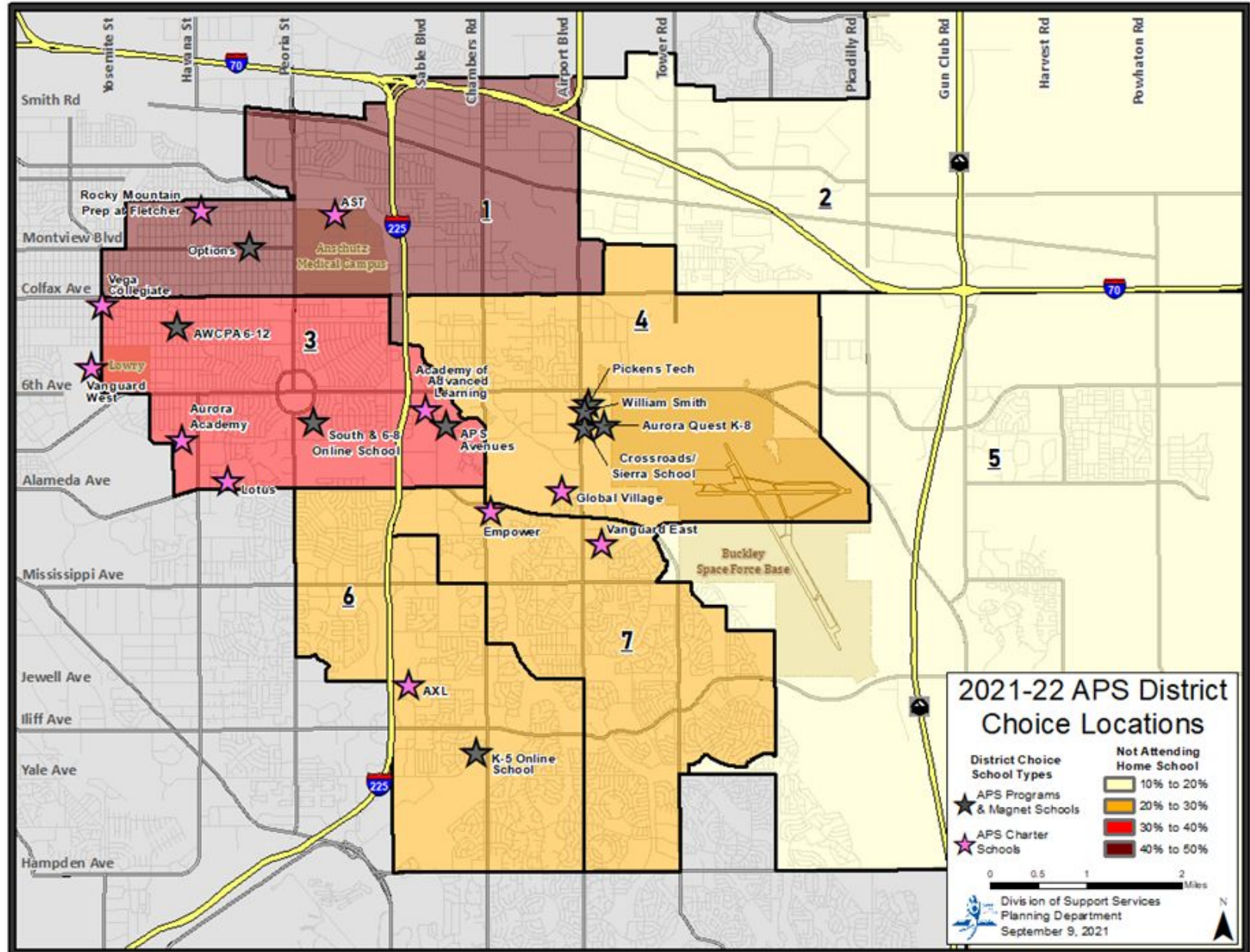APS 2026
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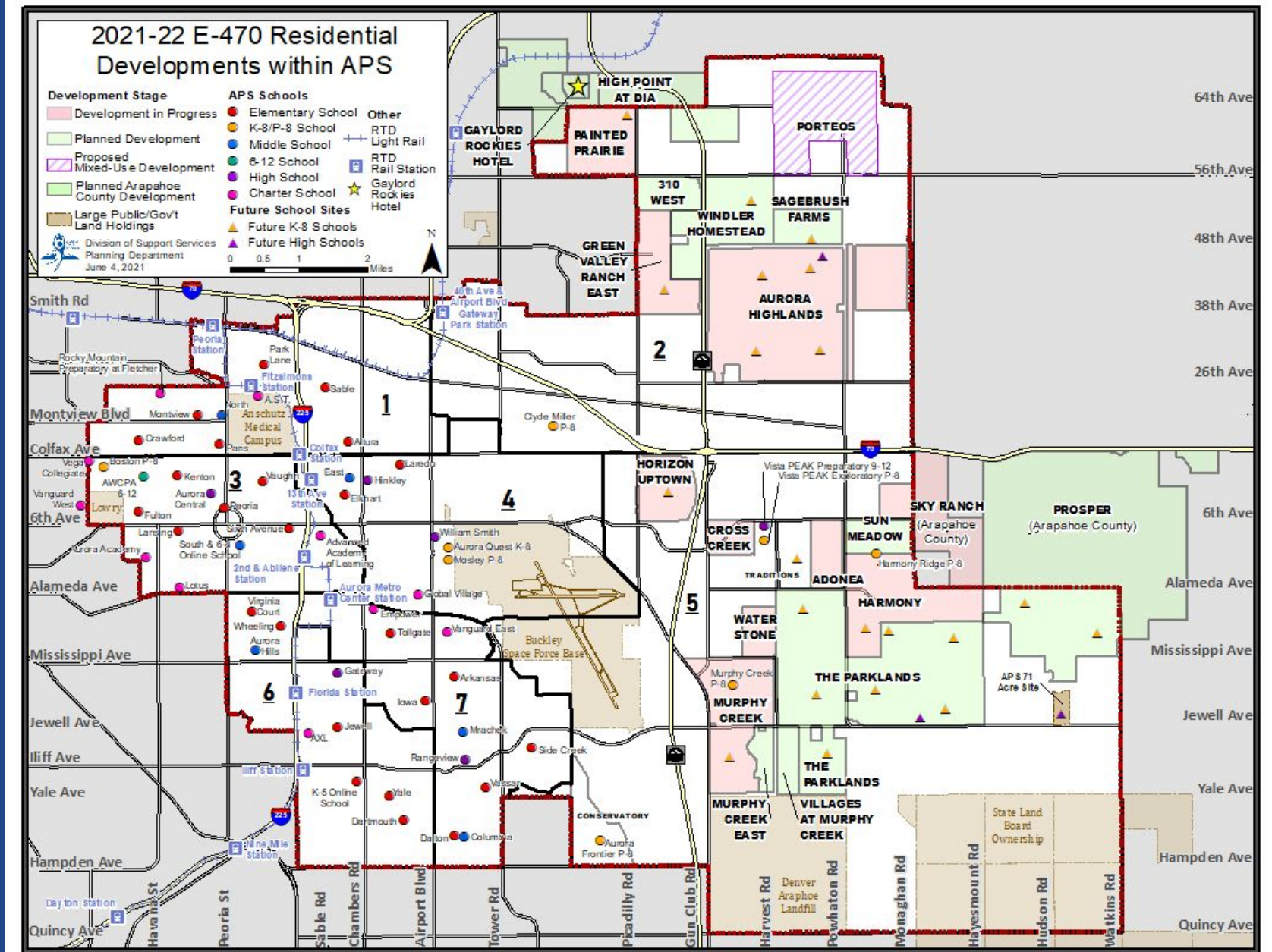
Available Educational Opportunities

What types of educational options currently exist in the region?

School Choice/ Capture Rate

How many families within the region are choosing to attend a school other than their neighborhood school?

Regional Summary:
High, Moderate, Low Need Levels

Factor	Region			
	1	**4**	**5**	**7**
Current Enrollment & Enrollment Capacity Ratios	High	Low	Mod.	Mod.
Enrollment Trends & Trajectory	High	Low	High	Mod.
Buildings Operating Under Optimal Enrollment	High	Low	Low	Low
Planned & Active Residential Developments	Low	Low	High	Low
Available Educational Opportunities	3	5	0	2
Boundary School Capture Rate	50-60%	70-80%	80-90%	70-80%

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APS will begin moving forward with Blueprint APS work in Regions 1 and 5.

In Region 1, work will begin on determining how to respond to declining enrollment, including potential facility repurpose opportunities within the region, and getting feedback on the highest priority facility usage needs from the community within that region.

In Region 5, work will be focused on determining how to address increasing enrollment, including potential new build opportunities, and what the community's highest priority needs are for facility usage within the region.

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Process for Regions with Declining Enrollment and Potential Opportunities to Repurpose Buildings

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Repurposing Buildings

A potential repurpose list does NOT mean a closure list.

Repurposing Buildings may include:

- Reconfiguration of grade levels that a school building serves to emphasize APS' P–8 model
- Using repurposed buildings for magnet schools, community centers, other choice offerings, or other district uses
- Consolidation of school buildings
- Closing of school buildings

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Engagement & Decision Making

APS Community Engagement

- **Regional Design Teams (RDT)**
  - Present recommendations to the LRFAC of facility usage needs within the region.
- **Broader APS Community**
  - Provide feedback on regional facility usage needs and priorities
- **Long Range Facilities Advisory Committee (LRFAC)**
  - Monitor and advise Regional Design Teams as they evaluate regional strengths and areas of focus and as they make recommendations for use or potential repurposing of facilities. Provides recommendations around repurposing/building in new region to BOE.
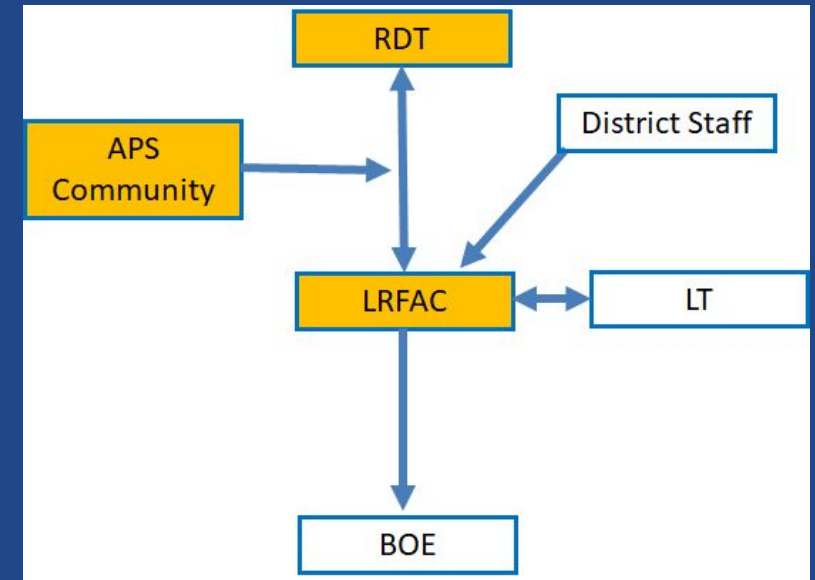
District Staff

- Provide facility analysis to the LRFAC based around identified facilities, operations, equity & access factors.
-

Leadership Team (LT)

- Receives recommendations from LRFAC and provides feedback.

Board of Education (BOE)

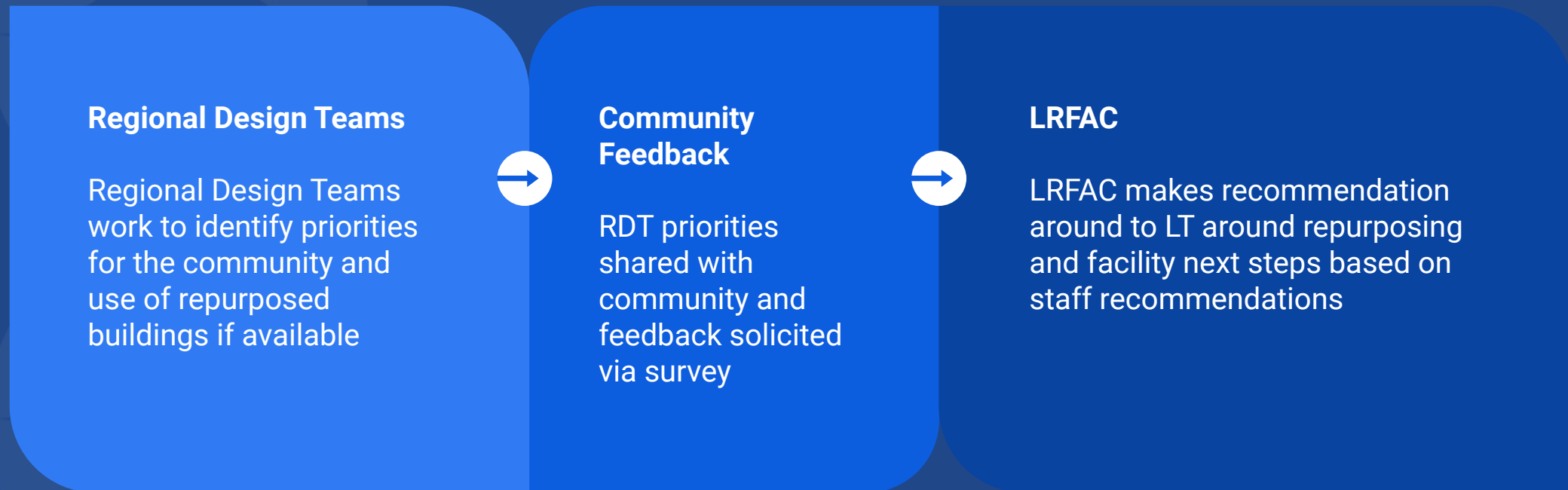- Informed of and/or voting on any recommendations as applicable in alignment with Board policy

Community Engagement Process for Regions with Declining Enrollment/Potential Repurposing Opportunities

District Staff:

- Complete a comprehensive analysis based on facility, operations, equity and access factors.
- Provide feedback and consideration to the recommendations put forth by LRFAC.

The community will have an opportunity to provide feedback on how, if available, buildings could be repurposed to serve the community's needs.

Regional Design Teams

Regional Design Teams work to identify priorities for the community and use of repurposed buildings if available

→

Community Feedback

RDT priorities shared with community and feedback solicited via survey

→

LRFAC

LRFAC makes recommendation around to LT around repurposing and facility next steps based on staff recommendations

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District Staff Facility Analysis Factors

The following factors will be used to frame facility analysis by District staff:

Facilities & Operations

- Facility Characteristics Respective to Specialization
- Critical Building Needs
- Educational Adequacy of Buildings

Equity & Access

- Location & Accessibility
- Choice and Capture Rates

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Initial Draft of Facilities to Consider for Repurposing

This initial list was shared with the BOE in June of 2019 based on preliminary staff analysis. Further analysis and community input will be implemented for future recommendations as described in the next slide.

Northwest Area:
– Crawford

– Paris

– Park Lane

– North

Central Area:
– Kenton

– Lansing

– Lyn Knoll

– Peoria

– Sixth Avenue

– South

Southwest Area:
– Century

– Jewell

– Wheeling

– Aurora Hills

Source: June 18, 2019 Board Presentation – Blueprint APS Phase 3 Implementation Framework

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Next Steps for Region 1

Identify Repurpose & Facility Opportunities → **Develop Repurpose & Facility Plan** → **Implement Repurpose & Facility Plan**

- Nov/Dec 2021: Community stakeholder input and district staff analysis for repurposing and facility opportunities

- January 2022: Develop a timeline and plan to implement repurpose for any affected buildings

- TBD

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Process for Regions with Growth/Planned Developments & Potential New Build Opportunities

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Community Engagement Process for Regions with Growth/Planned Developments & Potential New Build Opportunities

District Staff:

- Identify, determine location & funding to Board for new building to address new enrollment.

The community will have an opportunity to provide feedback on the community's needs and interests to inform that type of school built and opened in the region.

Regional Design Teams

Regional Design Teams work to identify priorities for the community and use of new buildings in the region

➡

Community Feedback

RDT priorities shared with community and feedback solicited via survey

➡

LRFAC

LRFAC makes recommendation around to LT around new facility next steps based on staff recommendations

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Next Steps for Region 5

Identify New Build Opportunities	Develop New Build Plan	Implement New Build Plan
• Fall 2021: Community stakeholder input on new build usage priorities according to the region	• Spring 2022: Develop a timeline and new build plan	• TBD

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Key Takeaways

1. APS will begin moving forward with Blueprint APS work in Regions 1 and 5.

2. APS is re-engaging Regional Design Teams and a community feedback process. APS Community will continue receiving ongoing communications regarding Blueprint work.

3. In January 2022, information will be shared with the Board on any recommendations within Region 1, which could include recommendations regarding repurposing of facilities. Updates will be provided on the continuing community engagement and staff analysis work being done in Region 5.

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Resources

Blueprint APS Website:

https://aurorak12.org/blueprint-aps/

History of Blueprint APS:

History of Blueprint (September 15, 2020 BOE Presentation)

- Blueprint APS Phase 1:

  - BOE Presentation (December 18, 2018)

  - Final Report (January 18, 2019)

- Blueprint APS Phase 2:
  - Blueprint APS: School Building Underutilization and Cost (March 5, 2019 BOE Presentation)
  - Blueprint APS Phase II Community Outreach (March 19,2019 BOE Presentation)
    - Overview
    - Survey Results
  - Draft Blueprint APS Framework (May 28, 2019 BOE Presentation)

- Blueprint APS Phase 3:
  - Blueprint APS Phase 3: Implementation Framework (June 18, 2019 BOE Presentation)

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