



Regional Seats Analysis

02.08.2019



2019 Charter Application Supplement

To supplement **Section 1.2 Enrollment Summary**, please elaborate on the need of the community in your selected region. The need for a charter school in a given region may be any or all of the following:

Academic – the other public schools in the region are underperforming and would benefit from your proposed charter option

Over Enrollment – the other public schools in the region are over-enrolled or over-crowded and would benefit from your proposed charter option

Programmatic – the other public schools in the region do not offer the program(s) the proposed charter would offer (e.g., language immersion; Montessori; agribusiness)

Please describe the need for the proposed charter school in your selected region, using the defined categories and the Regional Seats Analysis to guide your discussion.

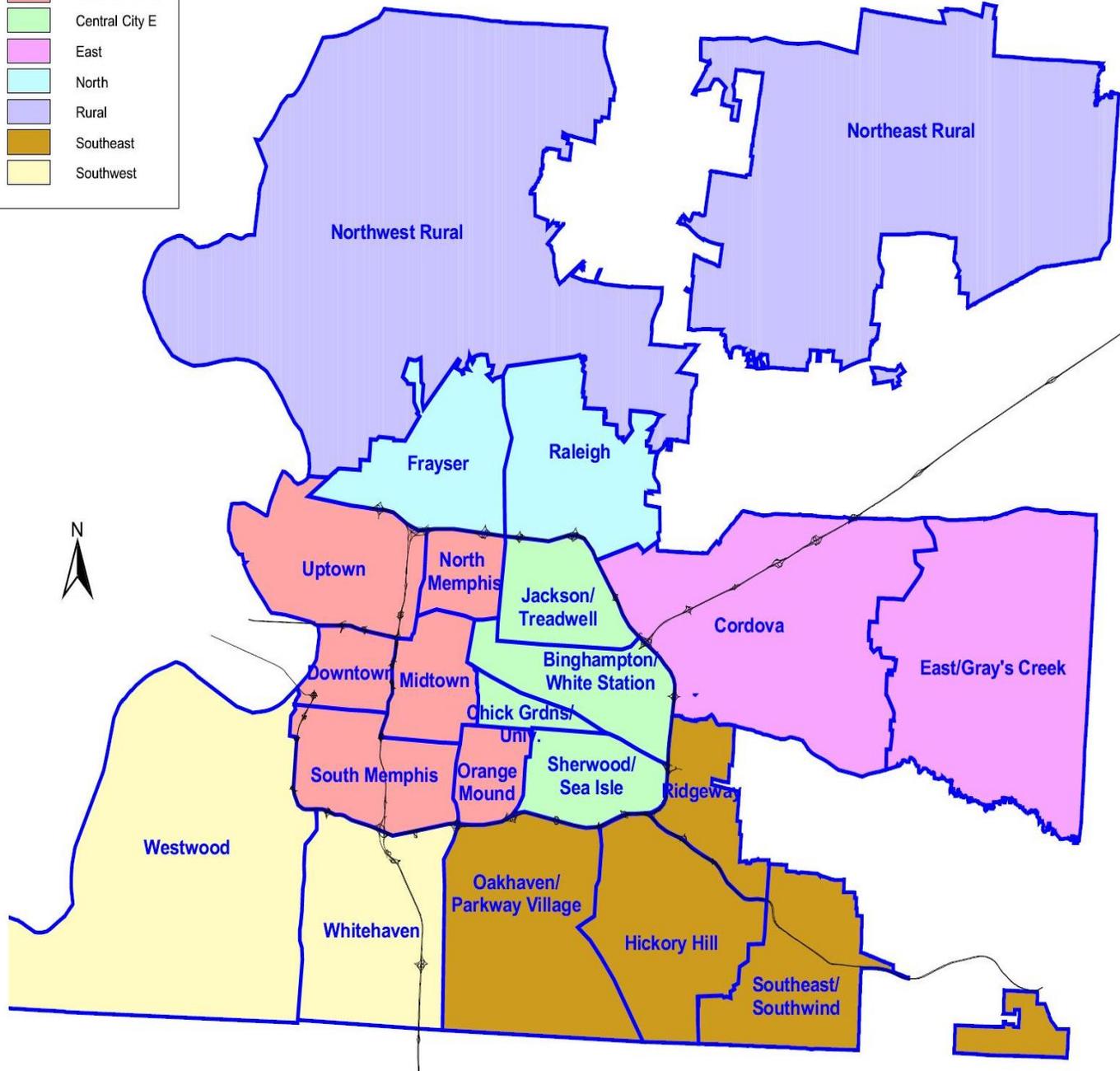
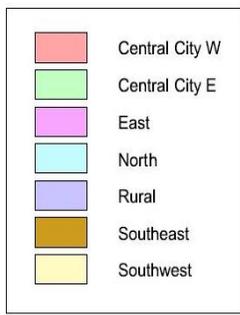


Executive Summary

The 2019 Regional Seats Analysis is a key planning document that supports Priority 4 of Destination 2025, to expand high-quality schools. The summary includes recommendations, gleaned mostly from enrollment and school performance, related to intervention and the need for quality seats by grade level and region.

The main purpose of this document is to give guidance to charter operators for expansion and growth and also highlight schools that are in need of additional academic supports.

A separate document, Shelby County School's Footprint Analysis, focuses more on building condition and utilization. In the future the data from both reports along with additional information, could be used to present recommendations that consider academic performance, enrollment, building condition, utilization, and the types of programs offered/available by region/neighborhood.



Shelby County Schools Regions & Neighborhoods

For the purpose of collaborating and data sharing with the City of Memphis in its ongoing city-wide planning efforts, Shelby County Schools (SCS) sought to align district sub-regions (neighborhoods) closely with the planning districts used by the City. City districts were altered for the purpose of SCS planning when locations of schools, school zones, or residents dictated an altered neighborhood boundary. Additionally, the City's districts only include the City of Memphis, so neighborhoods were added for the unincorporated portions of the county included in SCS boundaries.



GLOSSARY

TERM	DESCRIPTION/DEFINITION
Baseline enrollment	Includes all K-12 students in District-run schools who are not enrolled in a comprehensive development classroom (CDC), PreK section, or alternative school.
Program Capacity	Program capacity is calculated only for the traditional schools in which staffing formulas are used to determine how many students should be in each grade level Core and Non-Core (support such as music, PE, Art, computer lab) classroom.
Optimal seats	The Facilities Planning & Property Management Team did an analysis of each region to determine how many seats are needed in each region. This information along with the quality of seats by grade level are detailed below.
Marker of performance	A student enrollment at a school with a rating of 3.00 or better on the School Performance Scorecard
SPS	School Performance Scorecard
FCI	Facility Condition Index
Utilization %	Calculated using 9/05/2018 baseline enrollment and program capacity without portables provided by Facilities Planning & Property Management
ATSI	State of Tennessee Additional Targeted Support and Improvement School



RATING SCALES & NOTES

FCI Ratings	5: Excellent 0 - 5%	4: Very Good 6 - 10%	3: Good 11 - 15%	2: Fair 16 - 20%	1: Poor 21% +
SPS Ratings	4 - 5: Excellent	3 - 3.99: Good	2 - 2.99: Fair	1 - 1.99: Needs Improvement	
Utilization	95 - 100.99%	94.9 - 75%	74.9 - 51%	50.9% and below	101% +

2018-19 40-day enrollment includes only non-alternative schools that had a School Performance Scorecard rating on the most recent 2016-18 scorecard. The enrollment numbers include both District-managed and SCS-authorized charter schools.

Alternative schools, Avon, and Shrine School are not included in the school counts, school performance, or other analyses.

Neither the seats analysis or optimization included alternative schools, the virtual school, Shrine School, Avon School, Ridgeway Early Learning Center, or the Early Childhood Programs. The report includes District-managed and SCS authorized charter schools; the enrollment counts DO NOT include the Achievement School District. Enrollment counts: 9/05/2018 baseline enrollment for district-managed schools and 10/01/2018 enrollment for charter schools.



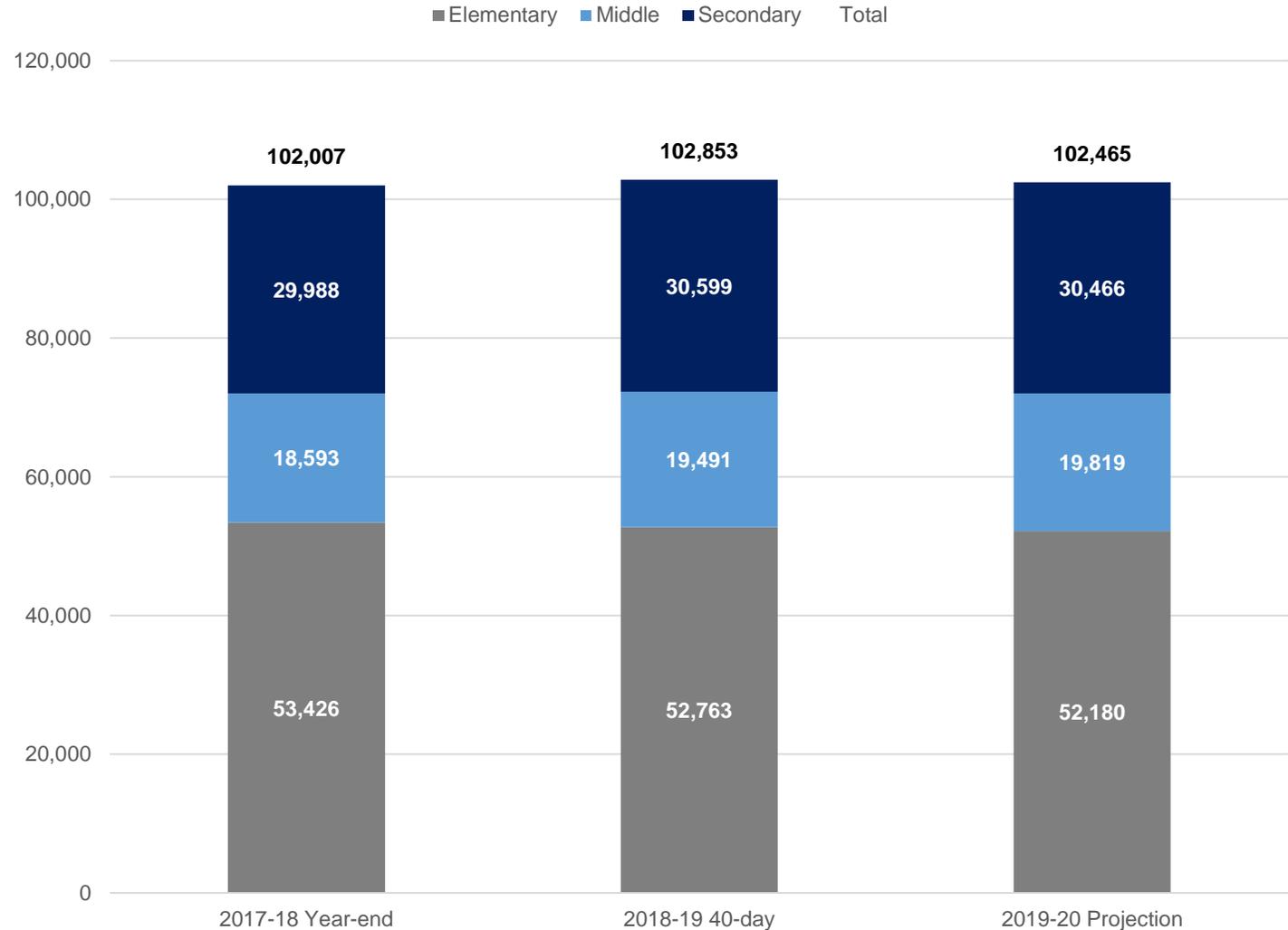
DISTRICT-WIDE PROJECTIONS BY GRADE LEVEL

Overall District enrollment is expected to decline with the middle school grade level projecting a slight increase for 2019-20.

Nine charter schools were approved in August 2018 to open for the 2019-20 school year. Anticipated enrollment for the new charter schools is not included in the 2019-20 enrollment projections.

Nine parochial schools in Memphis will be closing at the end of the 2018-19 school year. Students who chose to enroll in a Shelby County District-managed school or one of our District-authorized charter schools could positively affect our enrollment.

K-12 Enrollment Projections (includes charter schools)





CHARTER SCHOOLS EXPECTED TO OPEN IN 2019-20

The Shelby County Schools Board of Education approved nine charter school applications in August of 2018. All nine schools are expected to open in time for the 2019-20 academic year. The projected enrollment of these nine schools was not included in the enrollment projections for 2019-20. If all schools open in their proposed target areas, four (4) of the six regions will be impacted – Central City East, Central City West, North, and Southeast.

Charter School	Proposed Grade Structure	Proposed Neighborhood	Region	Projected Enrollment, Yr 1	Full Student Capacity
CCS* Binghampton	K-8	Binghampton/Whitestation	Central City East	180	230
CCS* Midtown	7-12	Downtown/Midtown	Central City West	250	375
CCS* Frayser	K-8	Frayser	North	180	230
CCS* Hickory Hill	K-8	Hickory Hill	Southeast	233	267
CCS* Berclair	K-8	Jackson/Treadwell	Central City East	180	230
Memphis Merit Academy	K-8	Oakhaven/Parkway Village	Southeast	120	540
CCS* Orange Mound	K-8	Orange Mound	Central City West	160	230
Freedom Prep - Sherwood Forest	K-8	Sherwood/Sea Isle and Orange Mound	Central City East/Central City West	288	864
Aster College Prep	5-8	Sherwood/Sea Isle	Central City East	120	480
		Total		1,711	3,446

*Compass Community Schools (CCS) all have their facilities agreements in place for the proposed neighborhood and regions listed above.



CHARTER SCHOOLS PENDING CLOSURE RECOMMENDATIONS

The outcome of the recommendations below could impact school performance and enrollment for a number of regions in the District. **Charter schools listed below in bold were on the 2018 State Priority List** and, by current law, will have their charters revoked at the end of the 2018-19 school year. Gateway University has been recommended for closure after an investigation found evidence of grading and other operational misconduct. City University Boys Preparatory School has been recommended for non-renewal, which means it would close after the 2018-19 school year if the State Board of Education upholds the Shelby County Schools Board of Education recommendation. The Excel Center, which educates adult students, will become a non-charter contract adult school with Shelby County Schools through an agreement with Goodwill Industries beginning with the 2019-20 school year.

Region	Neighborhood	Closing as a charter school – to become a contract school	2016-18 (2-yr) Overall SPS
Central City W	South Memphis	The Excel Center (411 enrolled 2018-19)	1.89

Region	Neighborhood	2018 State Priority List Charter School	2016-18 (2-yr) Overall SPS	'18-19 Enrollment
Central City W	South Memphis	Memphis Delta Preparatory Charter School	2.28	336
North	Raleigh	Granville T. Woods Academy of Innovation	2.45	416
Southeast	Southeast/Southwind	DuBois Middle/Leadership & Public Policy	2.54	127
Southwest	Whitehaven	DuBois ES/Arts & Technology	2.36	202
Southwest	Whitehaven	City University School Girls Preparatory	2.64	100
Southwest	Whitehaven	DuBois Middle School of Arts & Technology	2.09	128

Closure Recommended Related to Grading and Other Operational Misconduct

North	Raleigh	Gateway University	1.64	161
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Non-Renewal Recommended – Close after the 2018-19 school year

Southwest	Whitehaven	City University Boys Preparatory	2.44	88
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SPS Ratings

4 - 5: Excellent

3 - 3.99: Good

2 - 2.99: Fair

1 - 1.99: Needs Improvement



DISTRICT-MANAGED SCHOOLS ON THE STATE PRIORITY LIST

The Shelby County Schools Footprint Analysis proposed a number of school consolidations, closures, and new school buildings based on building condition and building utilization. Some of the schools listed below are part of the proposed plan. Recommendations related to consolidations, closures, and new schools will come from the Facilities Planning & Property Management team.

Region	Neighborhood	School Name	Intervention	FCI Category	2016-18 (2-yr) Overall SPS	Utilization Percentage
Southwest	Westwood	Geeter School	eZone	4	1.32	103.00%
Southwest	Whitehaven	Robert R. Church Elementary	eZone	3	2.32	99.90%
North	Frayser	Trezevant High	iZone	1	1.30	36.50%
Southeast	Oakhaven/Parkway Village	American Way Middle	iZone	5	1.73	81.90%
Southwest	Westwood	Westwood High	iZone	2	1.77	36.00%
Central City W	South Memphis	Magnolia Elementary	iZone	4	1.78	60.10%
Southeast	Oakhaven/Parkway Village	Sheffield Elementary	iZone	3	1.88	124.70%
Central City W	South Memphis	Hamilton High	iZone	3	1.92	51.00%
Southeast	Oakhaven/Parkway Village	Sheffield High		3	1.50	66.90%
North	Frayser	Georgian Hills Middle		4	1.55	84.70%
Rural	Northwest Rural	Woodstock Middle School		2	1.73	37.90%
Southeast	Hickory Hill	Wooddale High		4	1.91	52.00%
North	Frayser	Hawkins Mill Elementary		3	1.98	60.70%
North	Raleigh	Craigmont Middle		5	2.20	66.00%
Southwest	Whitehaven	Winchester Elementary		5	2.41	117.40%
Central City W	Orange Mound	Dunbar Elementary		1	2.44	63.60%
Southeast	Oakhaven/Parkway Village	Getwell Elementary		5	2.46	55.60%



DISTRICT-MANAGED SCHOOLS WITH SPS < 2.00 AND NOT ON THE STATE PRIORITY LIST

The schools listed below are the only District-managed schools that earned below a 2.00 on the 2016-18 School Performance Scorecard and were not on the 2018 State Priority List. The schools on the 2018 State Priority List should be at the forefront to get additional funds and support for improving student outcomes; however, these schools should be on a watch list and be provided with additional coaching and observations to improve performance.

Region	Neighborhood	School Name	Intervention/State Designation	FCI Category	2016-18 (2-yr) Overall SPS	Utilization Percentage
Central City W	South Memphis	Cummings School	2018 ATSI State List	2	1.58	79.6%
Southeast	Hickory Hill	Kirby High		3	1.92	63.4%
Southwest	Whitehaven	Levi Elementary		3	1.99	90.1%
Central City W	North Memphis/Uptown	Manassas High		5	1.96	66.3%

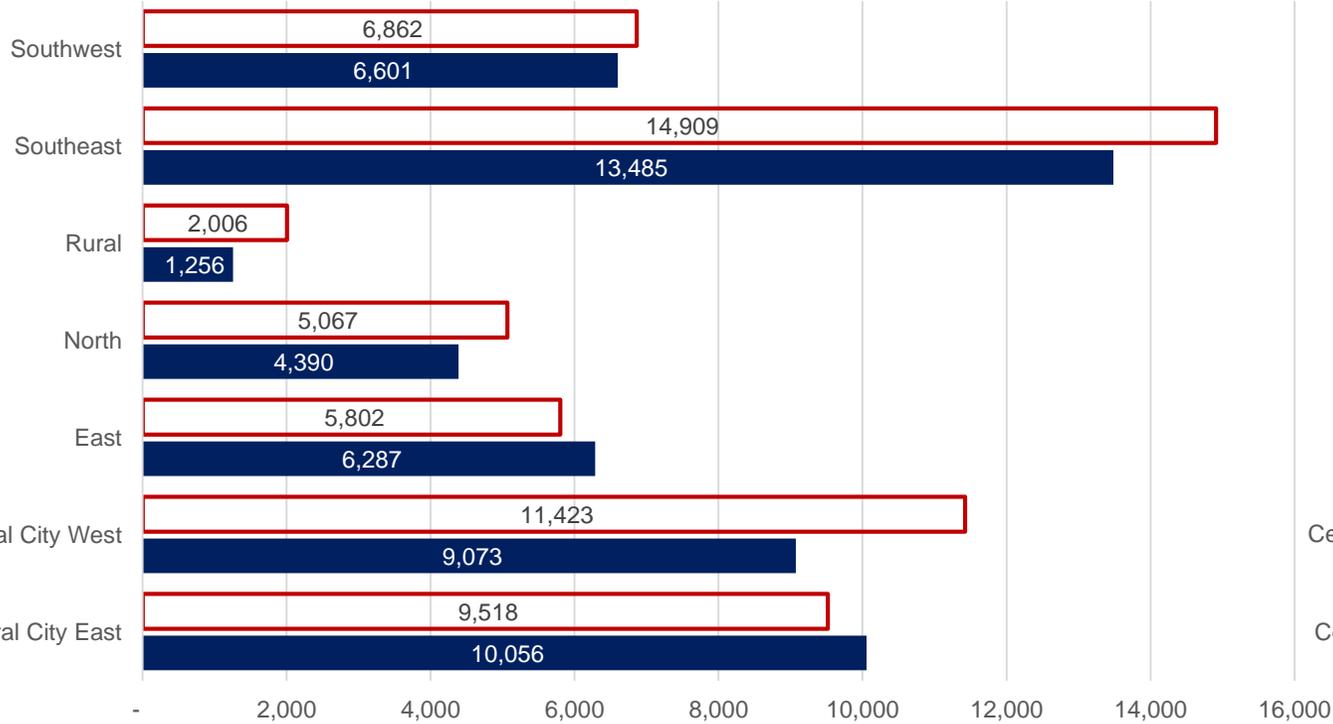


K-5 SEAT CAPACITY & QUALITY BY REGION AND GRADE LEVEL

Central City East and **East** regions are the only two regions at the K-5 grade level that have, in total, more students enrolled than there are seats available. The same two regions – Central City East and East – have the **highest percent of seats at a school with a 3.00+ on the School Performance Scorecard**, at **82.6%** and **86.9%** respectively. All other regions at the K-5 level have more available seats than students enrolled to fill them, leaving many schools under enrolled.

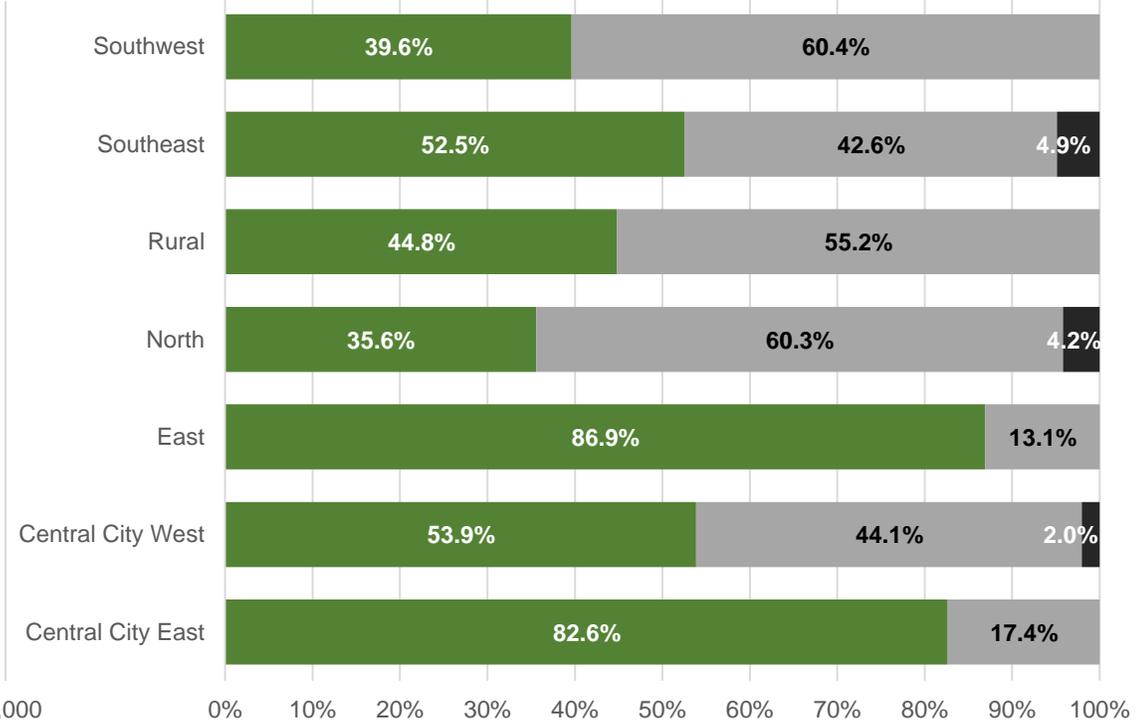
K-5 Enrollment (Seats Needed) vs. Capacity (Available Seats)

Capacity Enrollment



K-5 Seat Quality by Region

Quality + Less than Quality No Score

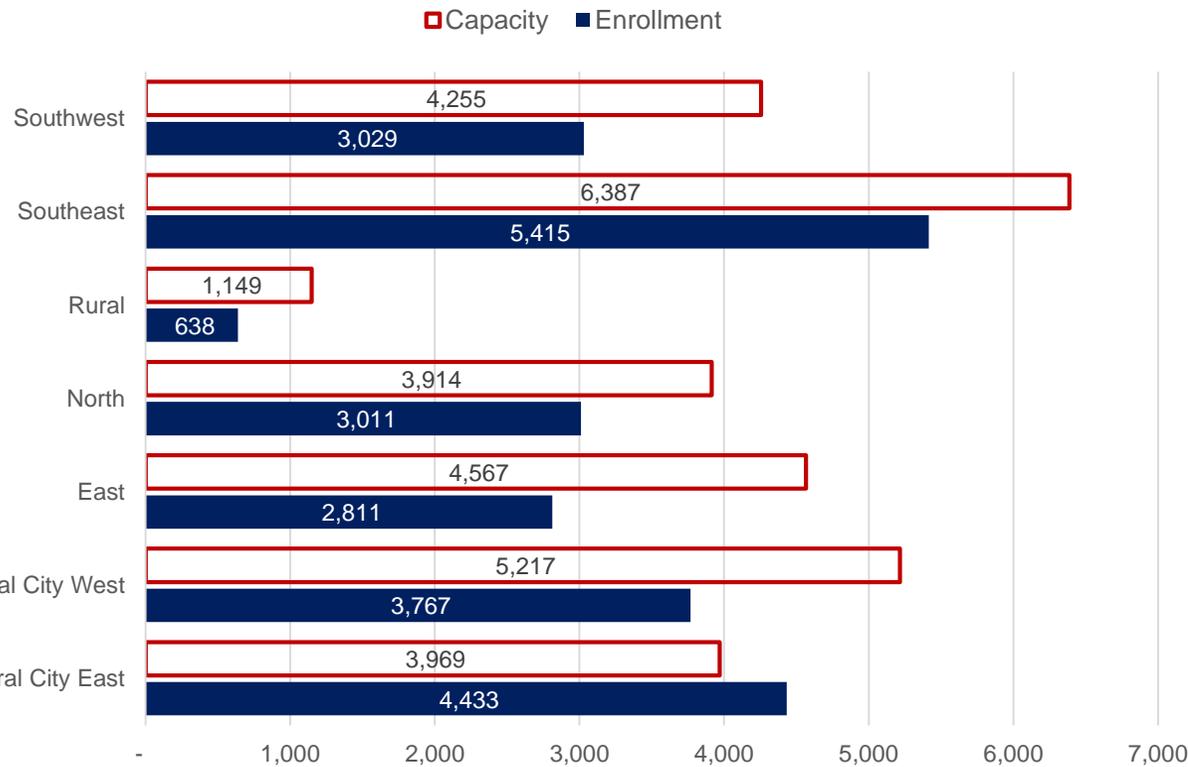




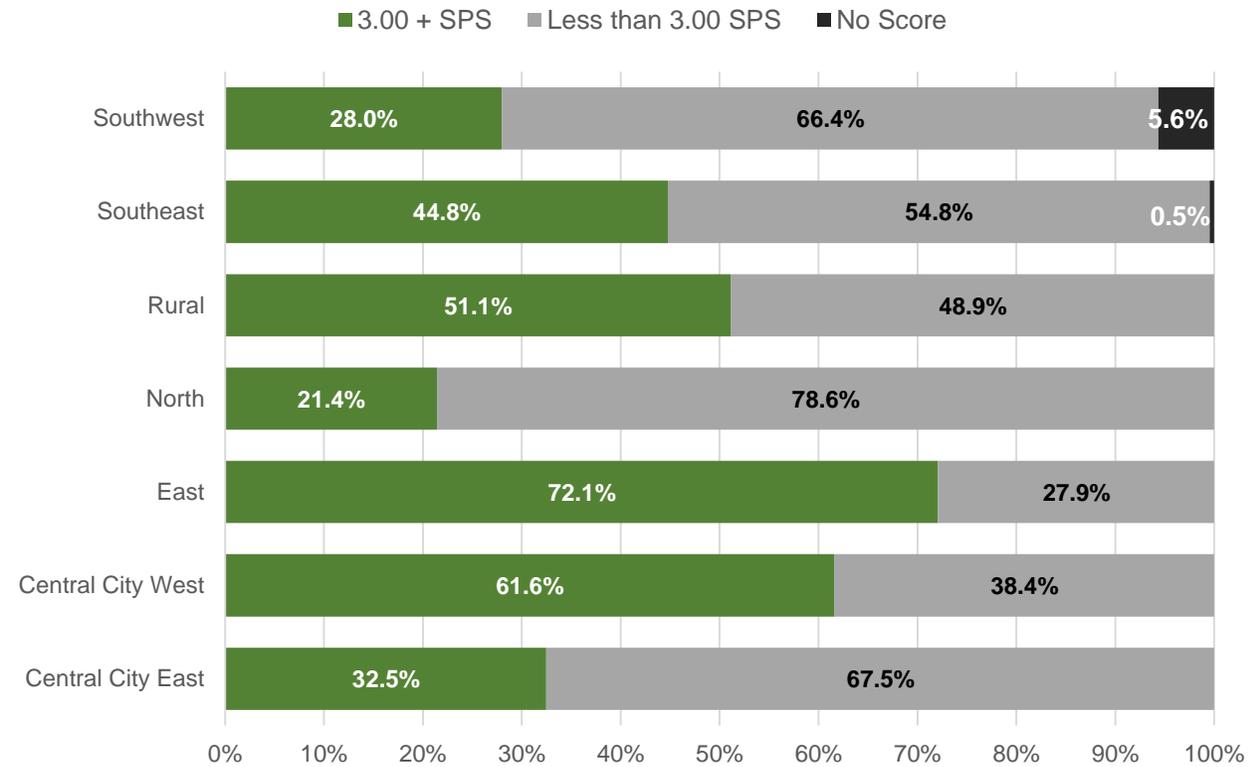
6-8 SEAT CAPACITY & QUALITY BY REGION AND GRADE LEVEL

Central City East is the only region at the 6-8 grade level that has, in total, more students enrolled than there are seats available. However, **East** and **Central City West** regions have the highest percentage of seats at schools with a 3.00+ on the School Performance Scorecard at **72.1%** and **61.6%** respectively. With the exception of Central City East, all other regions at the 6-8 level have more available seats than students enrolled to fill them, leaving many and/or a few larger schools under enrolled.

6-8 Enrollment (Seats Needed) vs. Capacity (Available Seats)



6-8 Seat Quality by Region

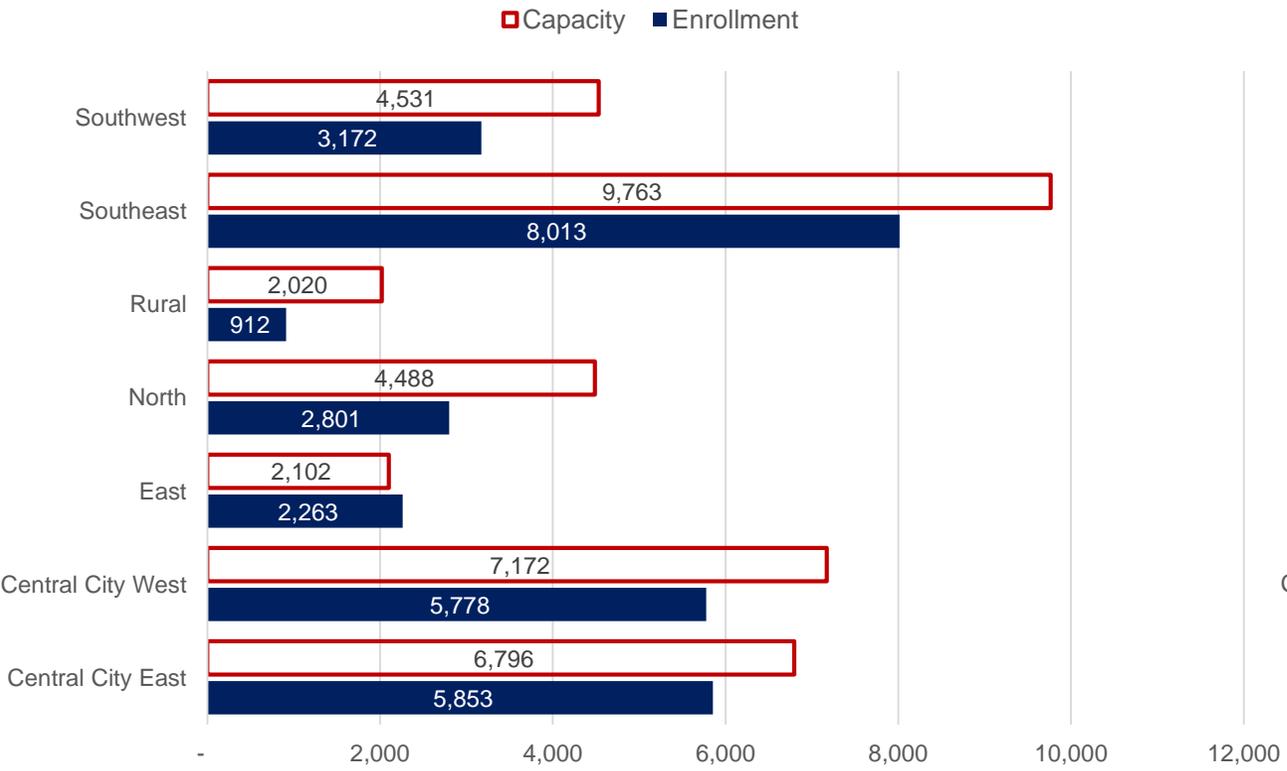




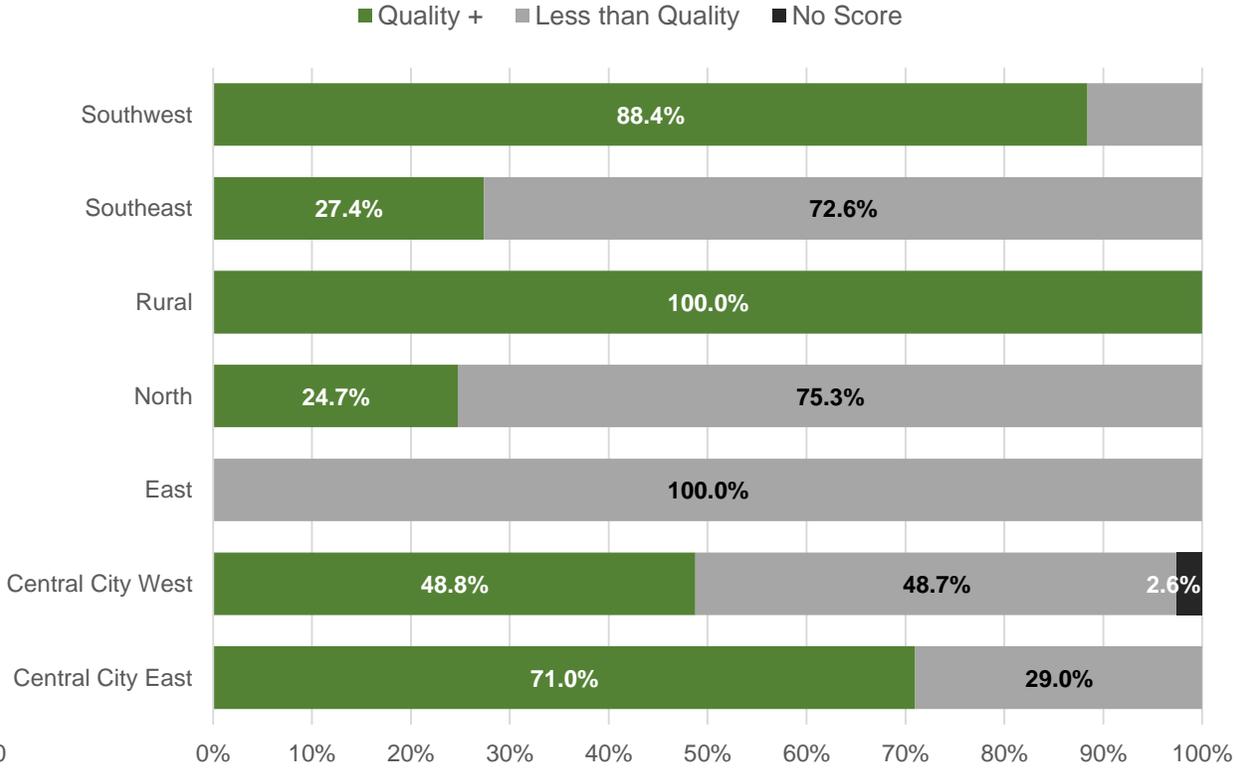
9-12 SEAT CAPACITY & QUALITY BY REGION AND GRADE LEVEL

East is the only region at the 9-12 grade level that has, in total, more students enrolled than there are seats available. The East and Rural regions have only one high school each to serve students in grades 9-12. **Rural** (100%), **Southwest** (88.4%), and **Central City East** (71.0%) regions have the highest percentage of seats at schools with a 3.00+ on the School Performance Scorecard. With the exception of East, all other regions at the 9-12 grade level have more available seats than students enrolled to fill them, leaving many and/or a few larger schools under enrolled.

9-12 Enrollment (Seats Needed) vs. Capacity (Available Seats)



9-12 Seat Quality by Region





Recommendations by Region based on Seat Quality





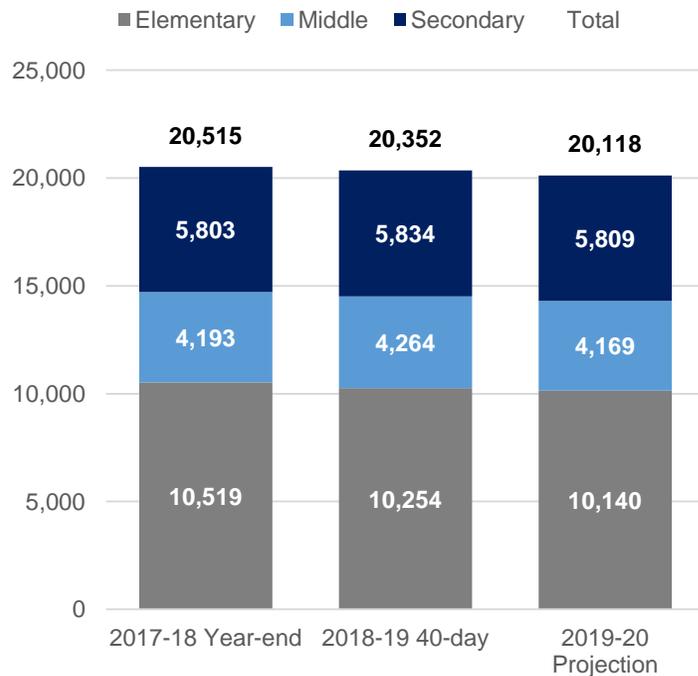
CENTRAL CITY EAST QUALITY SEATS ANALYSIS

Binghampton/White Station, Chickasaw Gardens/University of Memphis, Jackson/Treadwell, Sherwood/Sea Isle

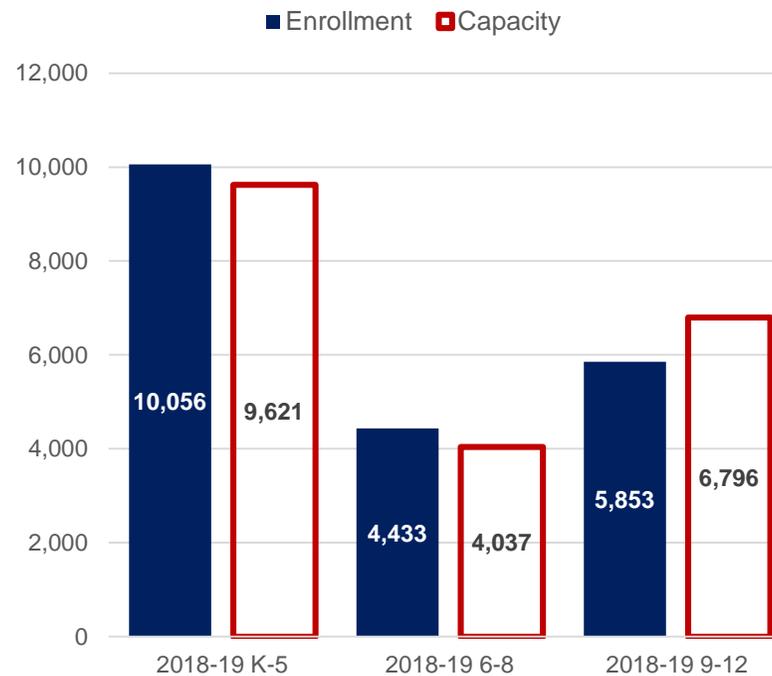
Based on the optimization analysis by Facilities Planning & Property Management, [more seats are needed at both the K-5 \(435\) and 6-8 \(396\) grade levels for the Central City East Region](#). Over **65%** of the seats serving students in **grades 6-8 are in schools that scored less than a 3.00 on the 2016-18 (2-yr) School Performance Scorecard**.

Though enrollment projections for each grade level show an expected decline, charter schools that were approved to open in 2019-20 were not included in the projections. If the schools open in the area, they could possibly bring more students to the region and/or pull students from schools already in the region. Four charter schools were approved that noted neighborhoods in the Central City East region as their target location and/or recruitment area, and all four plan to serve middle school grades (some serving elementary as well): **Compass Community Schools Berclair, Compass Community Schools Binghamton, Aster College Prep, Freedom Prep – Sherwood Forest**.

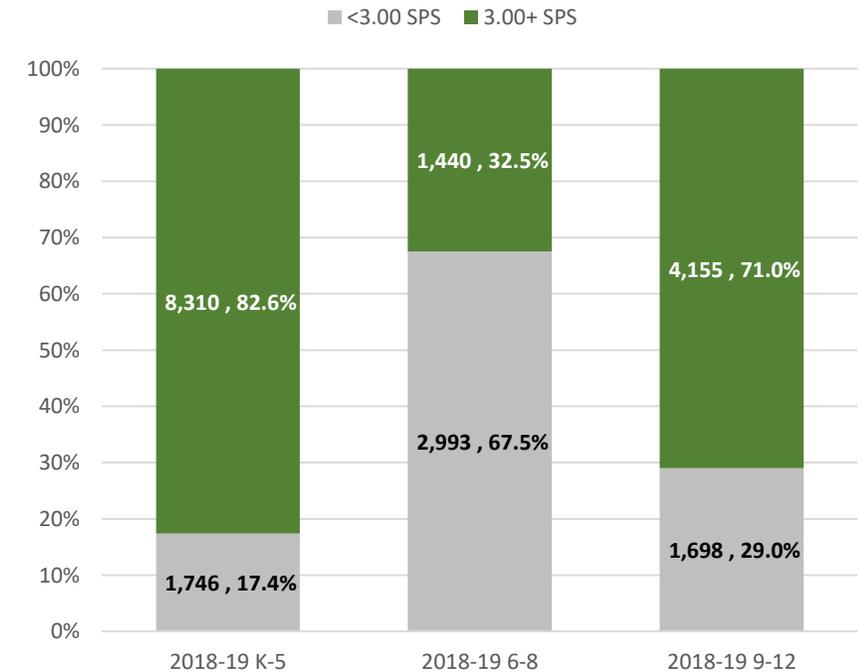
Central City East K-12 Enrollment Projections



Central City East 2018-19 Enrollment vs. Capacity



Central City East Seat Quality by Grade Level





CENTRAL CITY EAST CAPACITY BY NEIGHBORHOOD

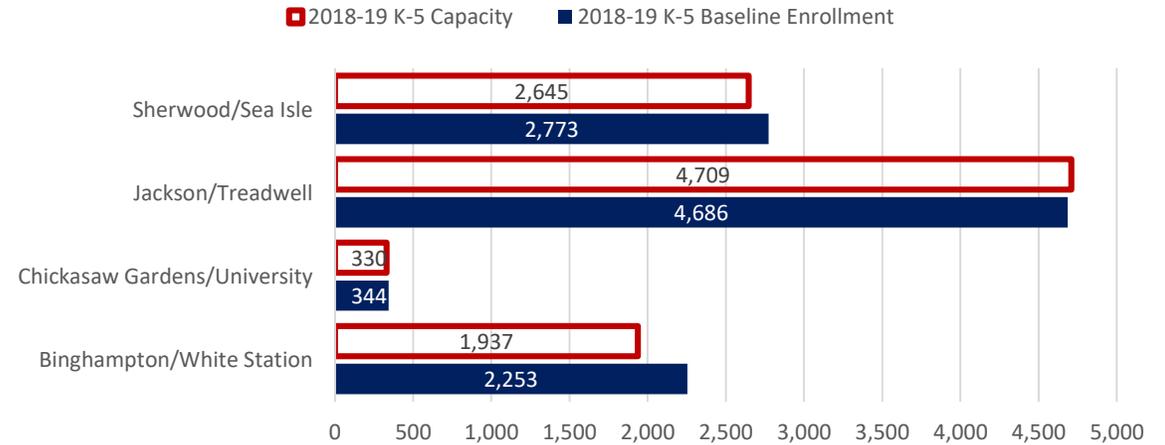
Binghampton/White Station, Chickasaw Gardens/University of Memphis, Jackson/Treadwell, Sherwood/Sea Isle

For the K-5 grade level, Jackson/Treadwell is the only neighborhood that has more seats than enrolled students; while the **other neighborhoods need more seats.**

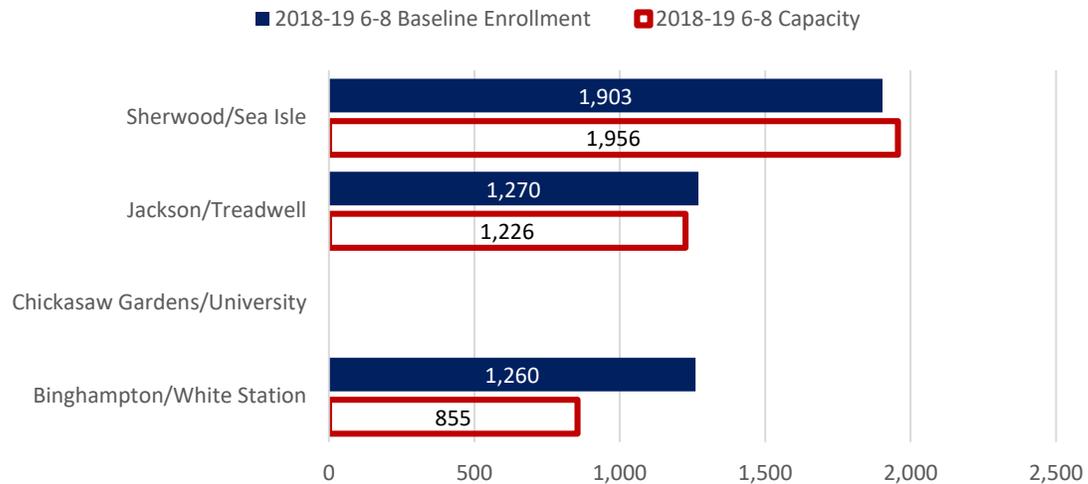
For the 6-8 grade level, both the **Binghampton/White Station** and **Jackson/Treadwell** neighborhoods are in need of more seats.

At the 9-12 grade level, each neighborhood has more seats available than students to fill them.

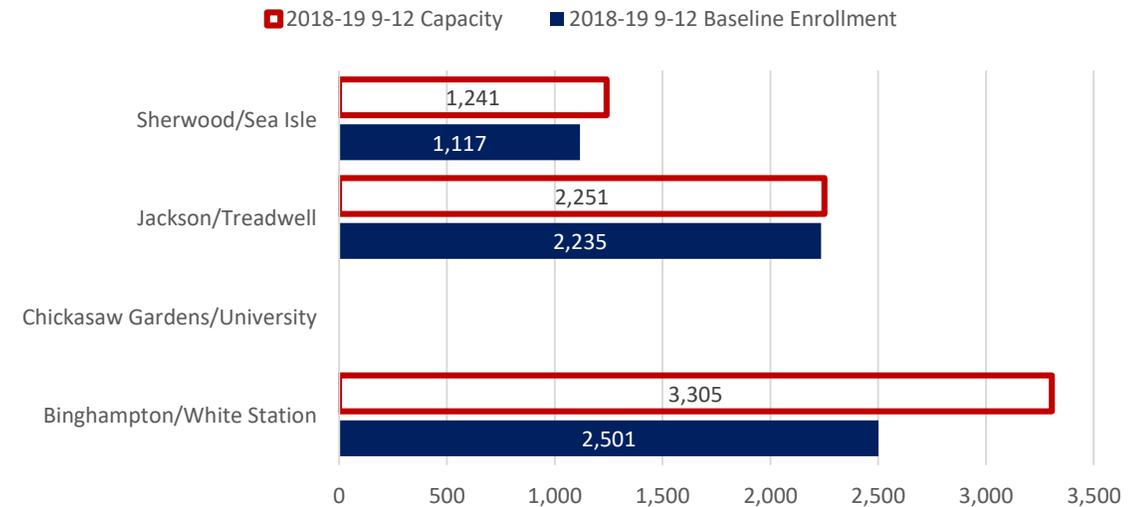
K-5 Enrollment vs. Capacity by Neighborhood



6-8 Enrollment vs. Capacity by Neighborhood



9-12 Enrollment vs. Capacity by Neighborhood





CENTRAL CITY EAST PERFORMANCE BY NEIGHBORHOOD

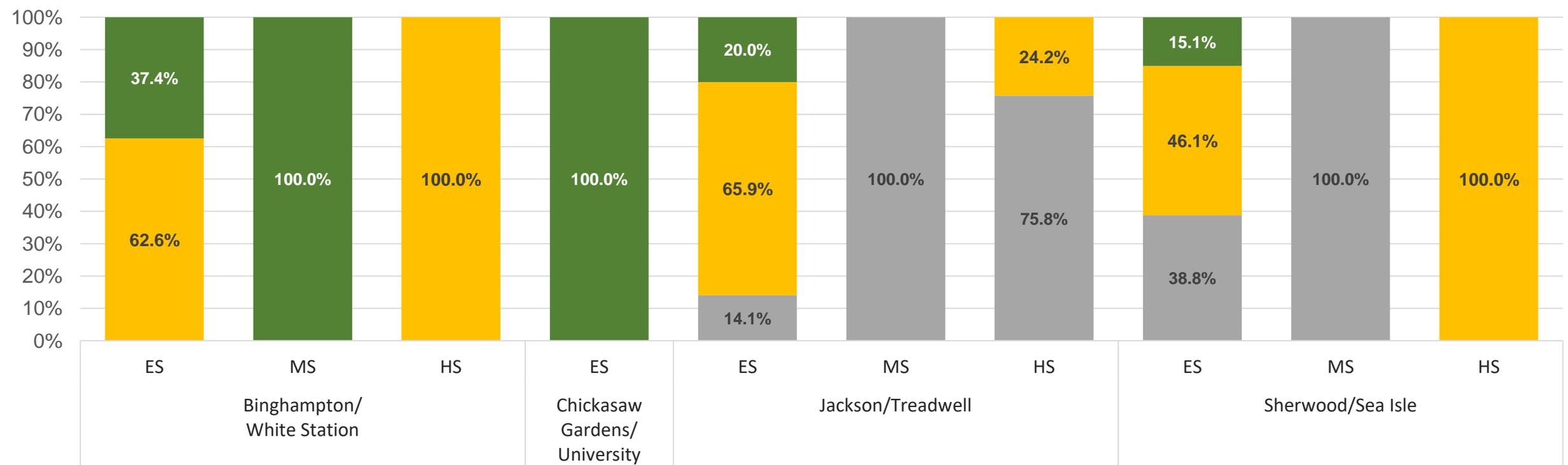
Binghamton/White Station, Chickasaw Gardens/University of Memphis, Jackson/Treadwell, Sherwood/Sea Isle

The Binghamton/White Station and Chickasaw Gardens/Univeristy of Memphis neighborhoods did not have any schools score below a 3.00 on the School Performance Scorecard (2016-18 version). The **Jackson/Treadwell** and **Sherwood/Sea Isle** neighborhoods are the areas that have the most seats at schools that earned below a 3.00 on the School Performance Scorecard.

As a whole, the Central City East region is one of two regions that did not have any schools on the 2018 State Priority List or any schools that scored below a 2.00 on the 2016-18 School Performance Scorecard.

Central City East Grade Level 2018-19 40-day Enrollment by SPS Rating

■ 1 - 1.99: Needs Improvement ■ 2 - 2.99: Fair ■ 3 - 3.99: Good ■ 4 - 5: Excellent



2018-19 40-day enrollment includes only non-alternative schools that had a School Performance Scorecard rating on the most recent 2016-18 scorecard. The enrollment numbers include both District-managed and SCS-authorized charter schools.



CENTRAL CITY EAST LOWEST PERFORMING SCHOOLS

Binghamton/White Station, Chickasaw Gardens/University of Memphis, Jackson/Treadwell, Sherwood/Sea Isle

Schools that earned below a 2 on the School Performance Scorecard and/or appeared on the State’s Priority or ATSI Lists

The Central City East region did not have any schools with a School Performance Scorecard rating below a 2, no schools were on the State Priority List from this region; however, four (4) schools were on the Additional Targeted Support and Improvement (ATSI) State List.

Neighborhood	School Name	2016-18 SPS Rating	Intervention	State Designation	FCI Category	Utilization Percentage
Sherwood/Sea Isle	Colonial Middle	2.84		2018 ATSI State List	5	108.0%
Jackson/Treadwell	Kingsbury High	2.60		2018 ATSI State List	4	122.0%
Jackson/Treadwell	Memphis Academy of Health Sciences High*	2.79		2018 ATSI State List		
Jackson/Treadwell	Douglass High	3.03	iZone	2018 ATSI State List	2	70.9%

* charter school



CENTRAL CITY EAST RECOMMENDATIONS

Binghamton/White Station, Chickasaw Gardens/University of Memphis, Jackson/Treadwell, Sherwood/Sea Isle

Need/Availability of Seats

The Central City East region, needs more seats based on 2018-19 baseline and charter enrollment and school capacity and anticipated charter school enrollment for schools already open. The highest number of seats are needed in the Binghamton/White Station neighborhood.

- K-5: **435** seats needed
- 6-8: **396** seats needed
- 9-12: **943 unused** seats (under enrolled)

Charter School Authorization Note:

Four schools that plan to serve students in grades K-8 were approved during the 2018 Charter Application cycle to open in 2019 for neighborhoods in this region. **Note:** Two of the four cited “Sherwood/Orange Mound” which crosses over to the Central City West region. **The anticipated first year enrollment for all four approved schools is 768.**

School Performance

Based on the most recent School Performance Scorecard (2016-18), the Jackson/Treadwell and Sherwood/Sea Isle have the highest percentage of students in schools with a School Performance Scorecard rating below a 3.00 in the Central City East region.

Using a 3.00 on the School Performance Scorecard as the marker of performance, the Central City East region needs over 5,000 seats at schools with a 3.00+ SPS. The list below shows the number needed by grade band.

- K-5: **1,746 more** seats at schools with a 3.00+ SPS
- 6-8: **2,993 more** seats at schools with a 3.00+ SPS
- 9-12: **1,698 more** seats at schools with a 3.00+ SPS



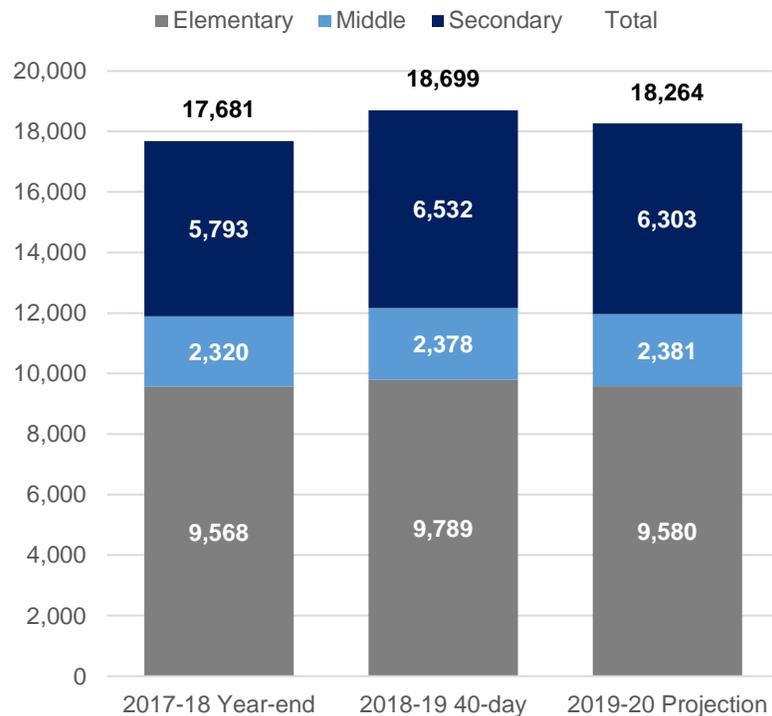
CENTRAL CITY WEST QUALITY SEATS ANALYSIS

Downtown/Midtown, North Memphis/Uptown, Orange Mound, South Memphis

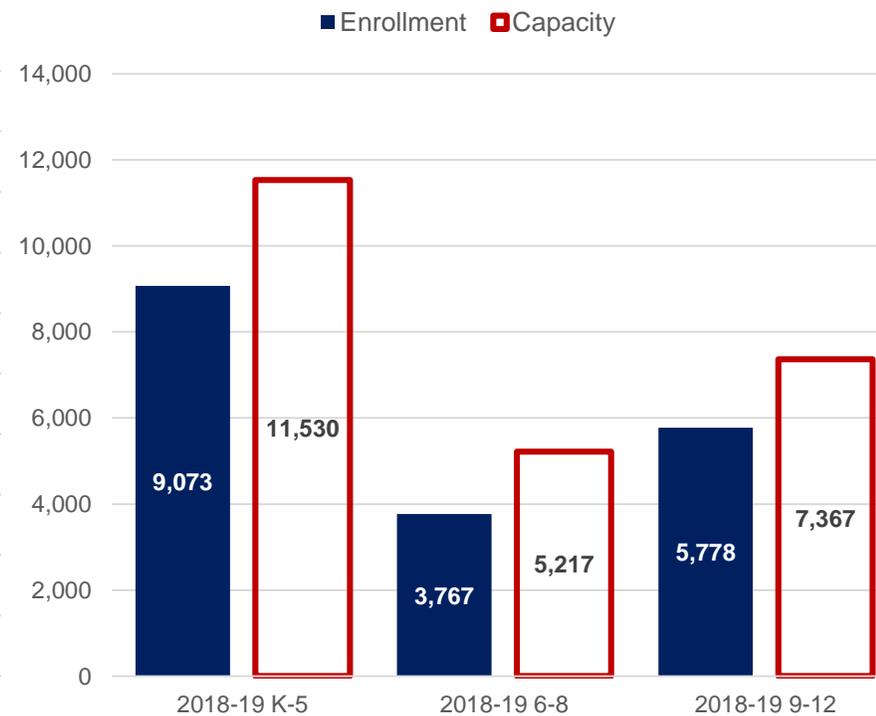
Based on the optimization report from Facilities Planning & Property Management, the **Central City West Region** is oversaturated with schools - [more seats are available than students to fill them](#). Though all grade levels need more seats in high performing schools, **grades 9-12 have the highest percentage of seats in schools that earned less than a 3.00 on the School Performance Scorecard** in the Central City West region.

Enrollment for this region is projected to decline slightly for 2019-20 with expected declines at all grade levels. However, three charter schools were approved in the Central City West region in August 2018 to open for the 2019-20 school year. One school is targeting grades 7-12 (**Compass Community Schools Midtown**), while the other two schools will serve grades K-8 (**Compass Community Schools Orange Mound, Freedom Preparatory – Sherwood Forest** (also listed Sherwood Forest as the target location/recruitment area)).

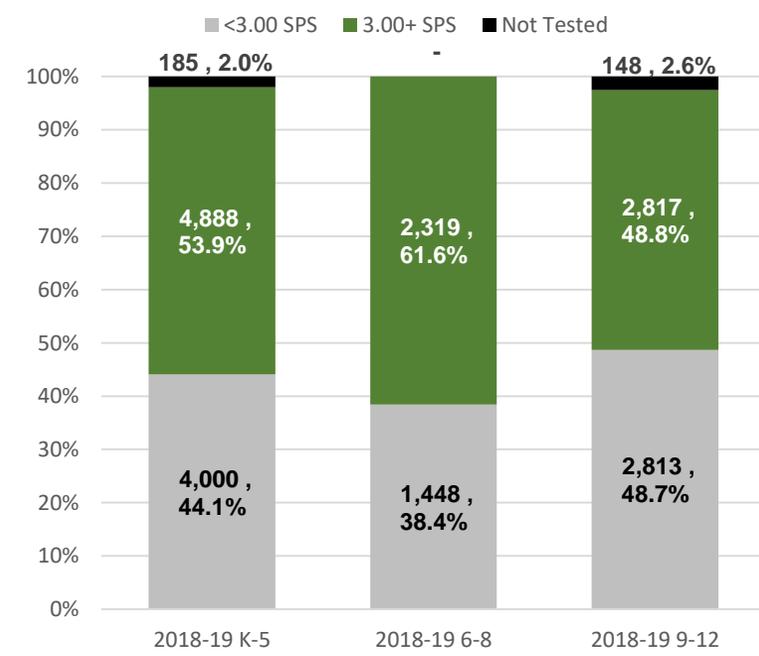
Central City West K-12 Enrollment Projections



Central City West 2018-19 Enrollment vs. Capacity



Central City West Seat Quality by Grade Level



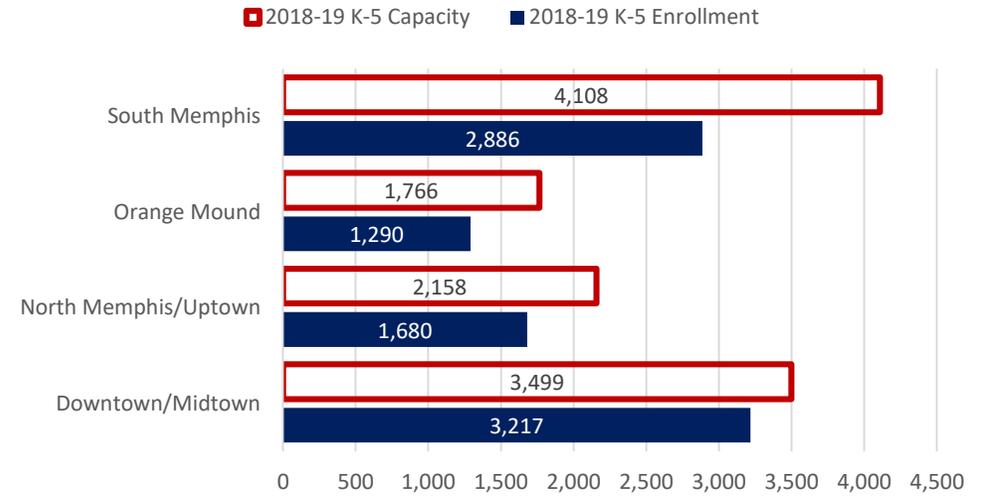


CENTRAL CITY WEST CAPACITY BY NEIGHBORHOOD

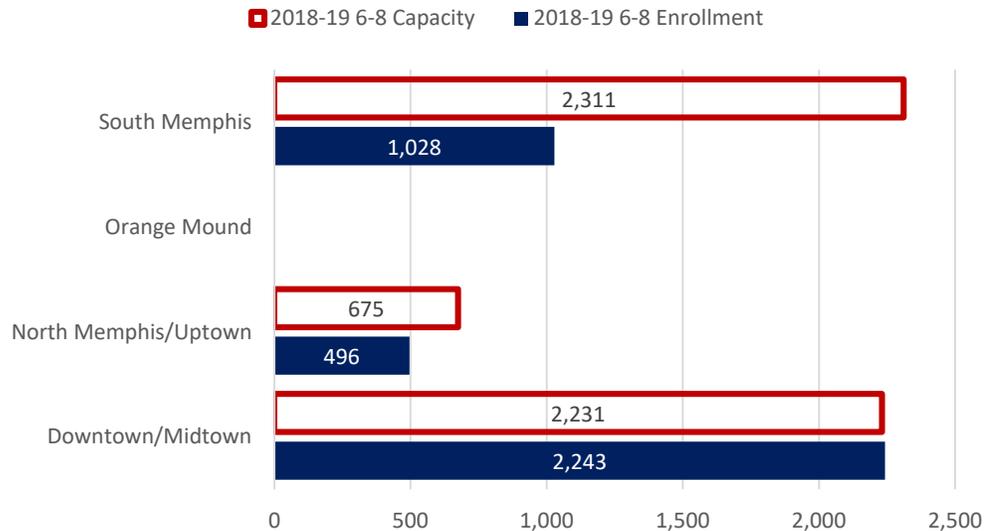
Downtown/Midtown, North Memphis/Uptown, Orange Mound, South Memphis

In the Central City West region, overall and for each grade band in each neighborhood, there are more seats available than students to fill them. The K-5 grade band has about 2,500 unused seats; 6-8 has about 1,500 unused seats; and 9-12 has just over 1,500 unused seats.

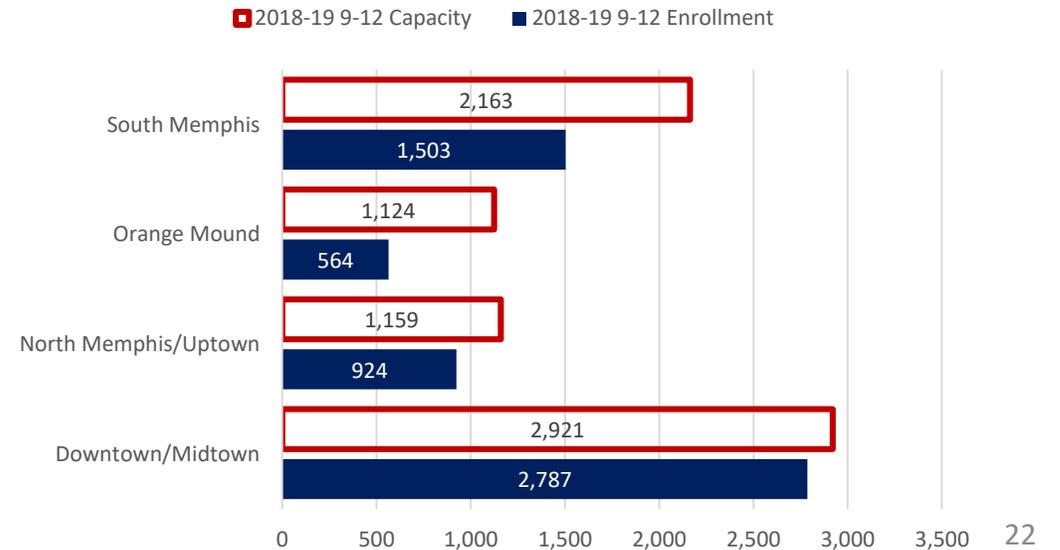
K-5 Enrollment vs. Capacity



6-8 Enrollment vs. Capacity



9-12 Enrollment vs. Capacity





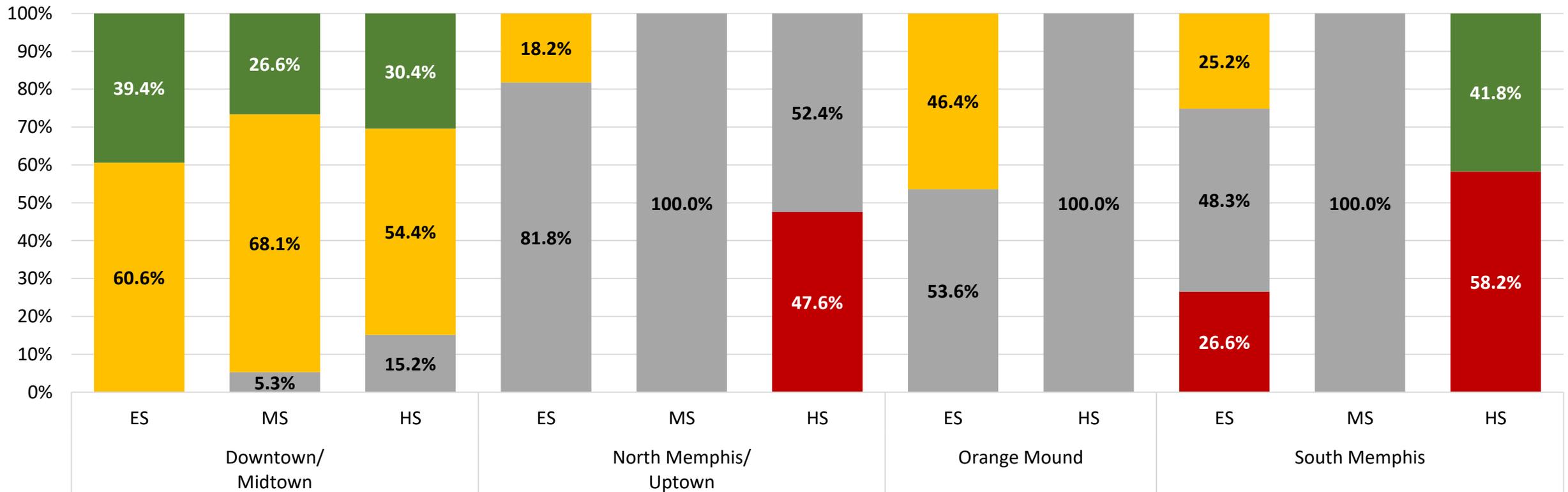
CENTRAL CITY WEST PERFORMANCE BY NEIGHBORHOOD

Downtown/Midtown, North Memphis/Uptown, Orange Mound, South Memphis

More seats in schools with a 3.00+ on the School Performance Scorecard are needed in the North Memphis/Uptown, Orange Mound, and South Memphis neighborhoods of the Central City West region, especially at the high school level. The majority of elementary and middle school seats in the Downtown/Midtown neighborhoods earned a 3.00+ on the School Performance Scorecard.

Central City West Grade Level 2018-19 40-day Enrollment by SPS Rating

■ 1 - 1.99: Needs Improvement ■ 2 - 2.99: Fair ■ 3 - 3.99: Good ■ 4 - 5: Excellent



2018-19 40-day enrollment includes only non-alternative schools that had a School Performance Scorecard rating on the most recent 2016-18 scorecard. The enrollment numbers include both District-managed and SCS-authorized charter schools.



CENTRAL CITY WEST LOWEST PERFORMING SCHOOLS

Downtown/Midtown, North Memphis/Uptown, Orange Mound, South Memphis

Schools that earned below a 2 on the School Performance Scorecard and/or appeared on the State's Priority or ATSI Lists

The Central City West region had five (5) schools on the 2018 State Priority List and four (4) schools on the Additional Targeted Support and Intervention (ATSI) State List. Four of the nine also scored below a 2.00 on the School Performance Scorecard.

Neighborhood	School Name	2016-18 SPS Rating	Intervention	State Designation	FCI Category	Utilization Percentage
South Memphis	Cummings School	1.58		2018 ATSI State List	2	79.6%
South Memphis	Magnolia Elementary	1.78	iZone	2018 State Priority List	4	60.1%
South Memphis	Memphis Delta Preparatory Charter*	2.28		2018 State Priority List		
South Memphis	Hamilton Elementary	2.41		2018 ATSI State List	5	50.4%
South Memphis	Alton Elementary	2.43		2018 ATSI State List	1	67.2%
Orange Mound	Dunbar Elementary	2.44		2018 State Priority List	1	63.6%
South Memphis	The Excel Center*	1.89		2018 State Priority List		
South Memphis	Hamilton High	1.92	iZone	2018 State Priority List	3	51.0%
North Memphis/Uptown	Manassas High	1.96			5	66.3%
Orange Mound	Melrose High	2.34	iZone	2018 ATSI State List	3	50.2%

* charter school



CENTRAL CITY WEST RECOMMENDATIONS

Downtown/Midtown, North Memphis/Uptown, Orange Mound, South Memphis

Need/Availability of Seats

The Central City West region has more seats available than students to fill them at every grade level. The largest gaps between enrollment and capacity (available space) is in the South Memphis neighborhood at the K-5 and 6-8 grade bands.

- K-5: **2,457** unused seats (under enrolled)
- 6-8: **1,450** unused seats (under enrolled)
- 9-12: **1,589** unused seats (under enrolled)

Charter School Authorization Note:

Three charter schools that plan to serve students in grades K-8 and one charter school that plans to serve students in grades 7-12 cited neighborhoods in this region as their target location/recruitment area. Two of the three cited “Orange Mound/Sherwood Forest” (part of Central City East region also). The **anticipated first year enrollment** for the schools serving grades **K-8** (minus the enrollment already counted in Central City East) is **160** and the **anticipated first year enrollment for the 7-12 school is 250**.

One elementary charter school in this region that is on the State’s Priority list has been recommended for closure. The 2018-19 40-day enrollment count for that school was 336.

School Performance

Based on the most recent School Performance Scorecard (2016-18), the North Memphis/Uptown, Orange Mound, and South Memphis neighborhoods have the highest percentage of students in schools with a School Performance Scorecard rating below a 3.00 in the Central City West region.

Using 3.00 on the School Performance Scorecard as the marker for performance, the Central City West region needs over 8,000 seats at schools with a 3.00+ SPS. The list below shows the number of seats needed by grade band.

- K-5: **4,000 more** seats at schools with a 3.00+ SPS
- 6-8: **1,448 more** seats at schools with a 3.00+ SPS
- 9-12: **2,813 more** seats at schools with a 3.00+ SPS



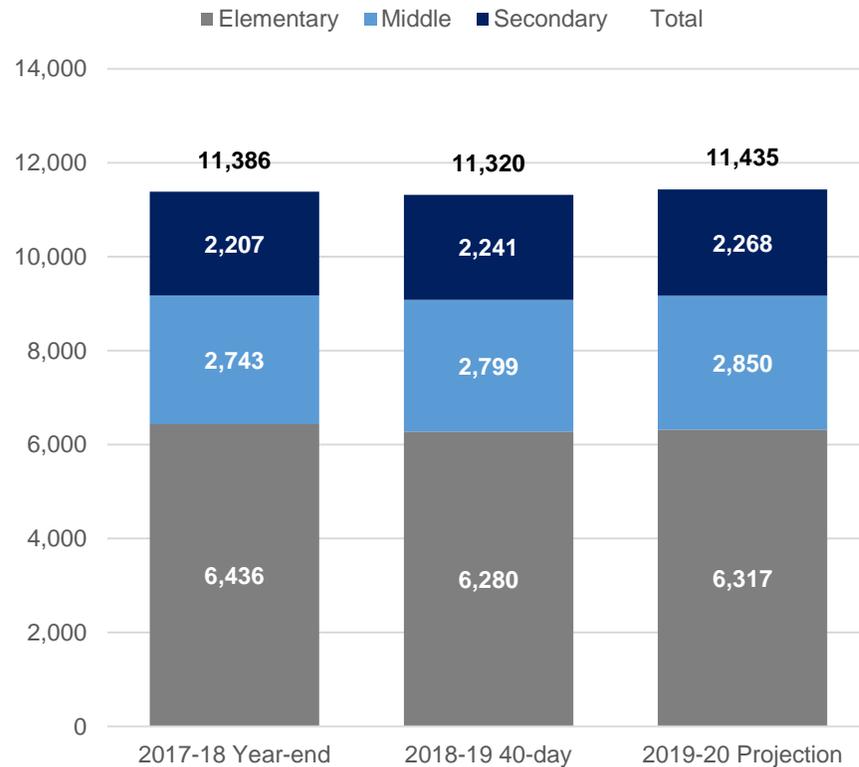
EAST QUALITY SEATS ANALYSIS

Cordova, East/Gray's Creek

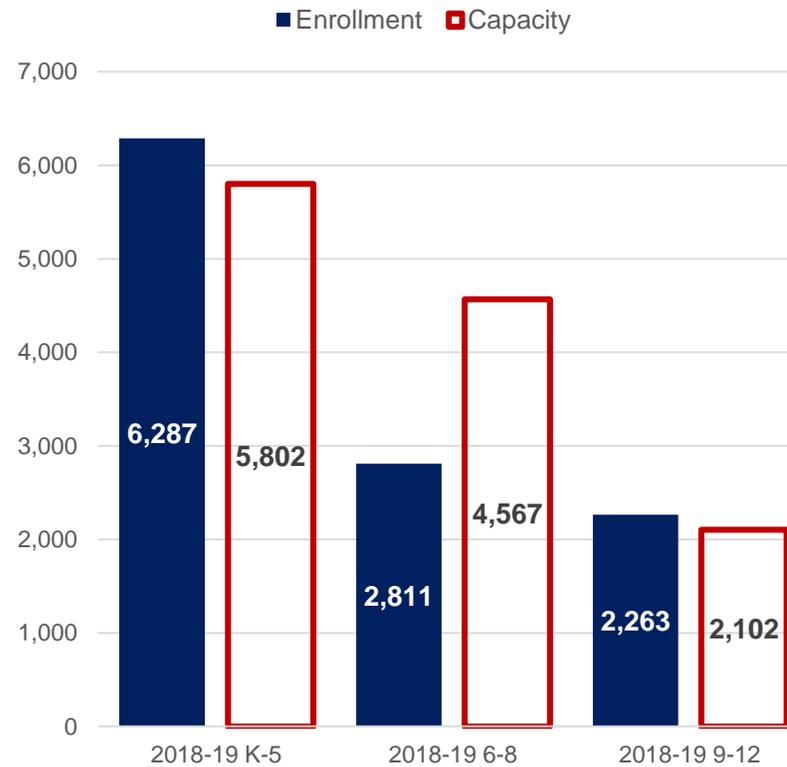
Based on the optimization report from Facilities Planning & Property Management, **the East Region [needs more seats at the K-5 \(485\) and 9-12 \(161\) grade levels.](#)** The East region has only one high school serving students in grades 9-12; with a School Performance Scorecard rating below 3.00, all seats at the school do not meet the criteria for “good” performance. Enrollment is projected to increase slightly overall and at all grade levels for the 2019-20 school year.

There are currently no charter schools in the East region and none of the newly approved charter schools listed the neighborhoods in the East region as their target location or recruitment area.

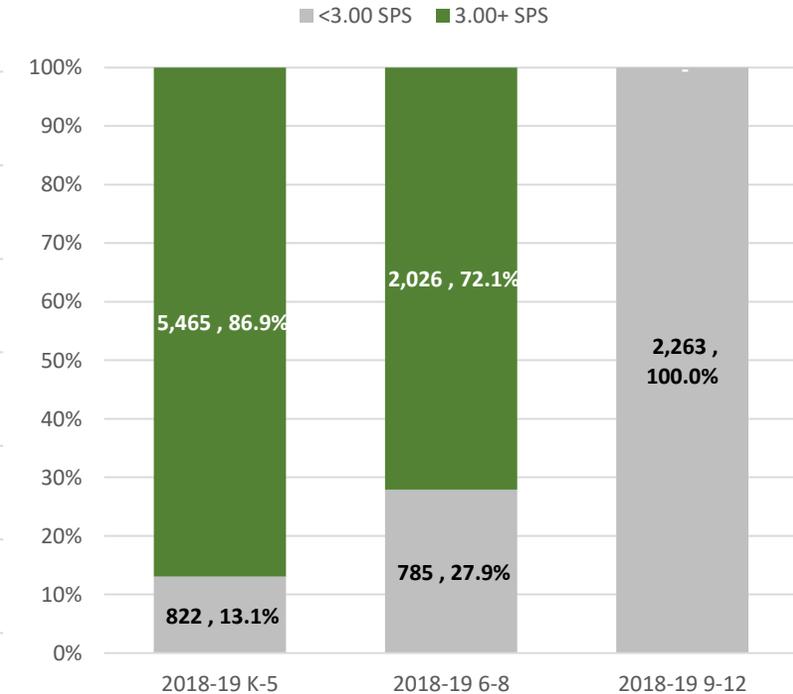
East K-12 Enrollment Projections



East Enrollment vs. Capacity



East Seat Quality by Grade Level





EAST CAPACITY BY NEIGHBORHOOD

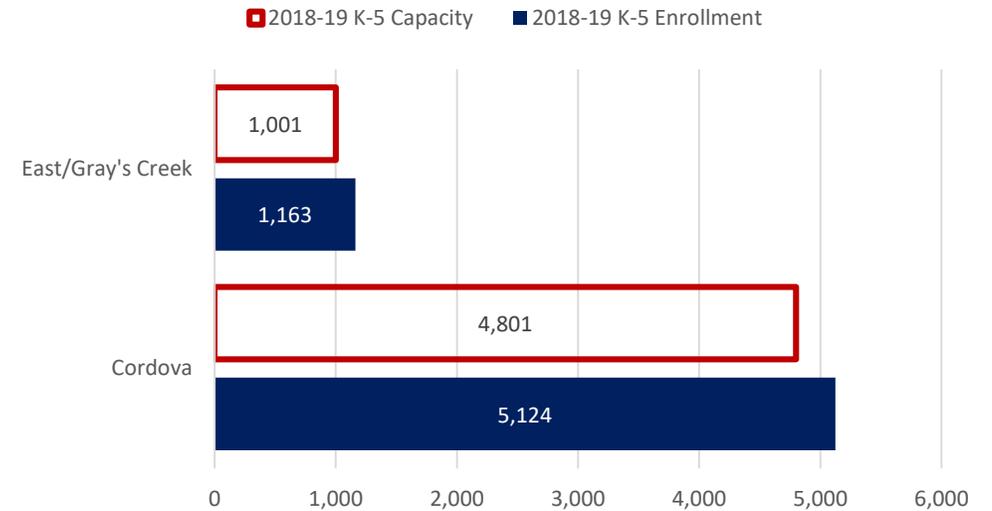
Cordova, East/Gray's Creek

For the K-5 grade level, both neighborhoods in the East region (Cordova and East/Gray's Creek) need approximately 500 more seats total to serve the number of students enrolled without exceeding available capacity.

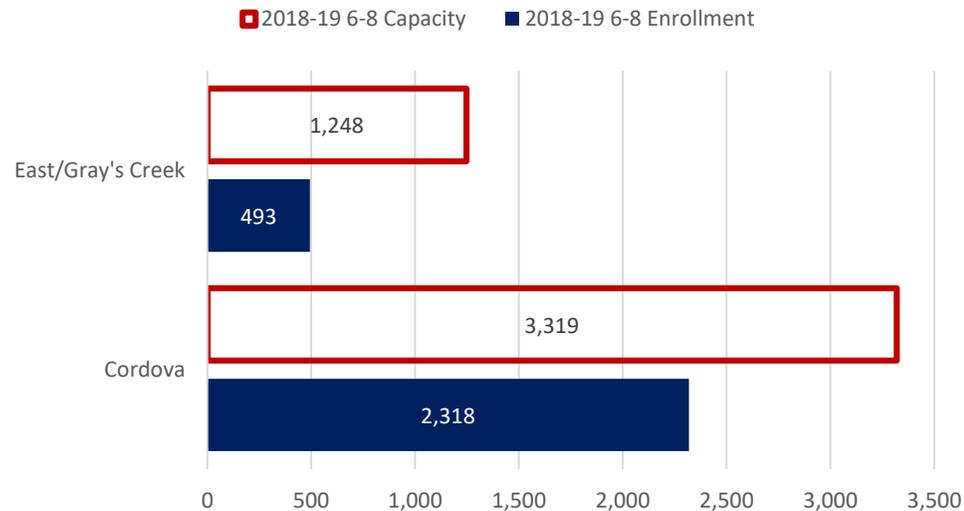
For the 6-8 grade level, the East region has almost 2,000 unused seats, leaving the schools in the region under enrolled.

There is only one high school in the East region serving students in grades 9-12. Just over 150 seats are needed to serve these students.

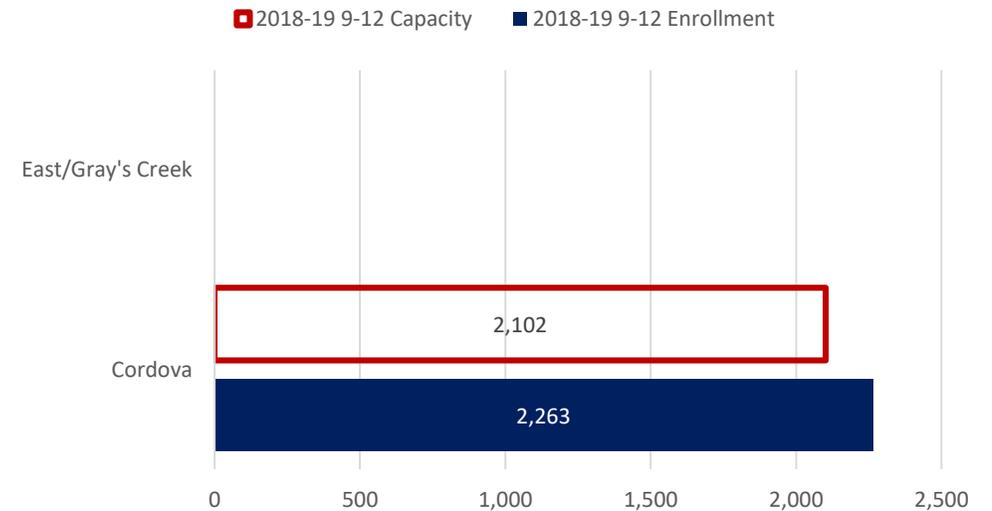
K-5 Enrollment vs. Capacity



6-8 Enrollment vs. Capacity



9-12 Enrollment vs. Capacity





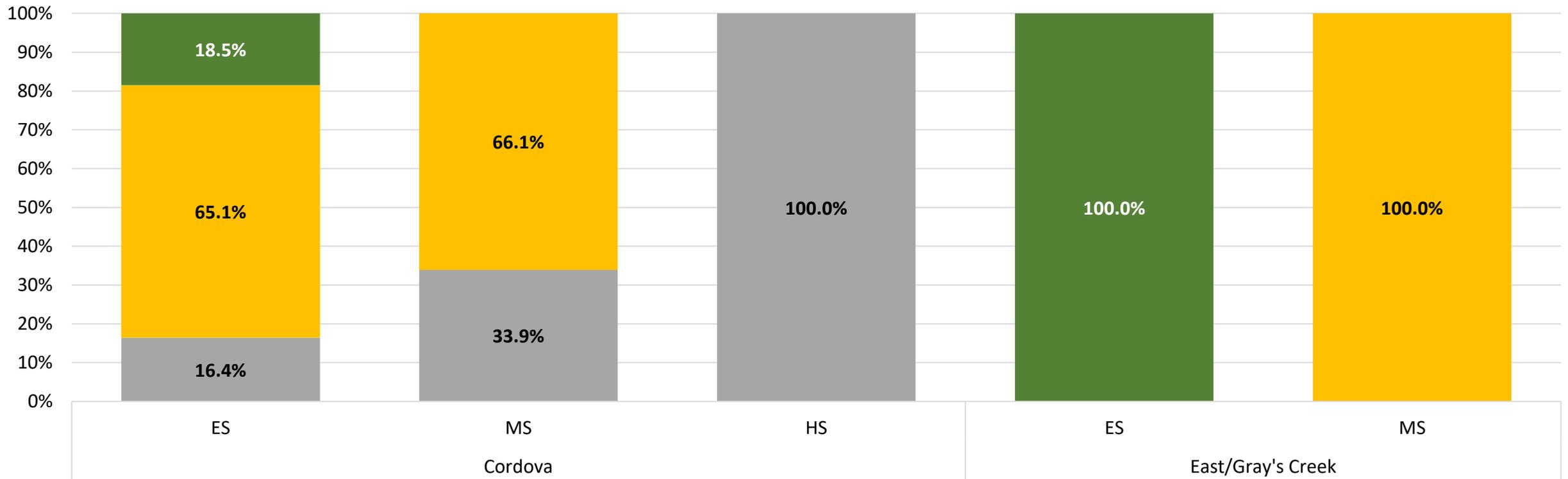
EAST PERFORMANCE BY NEIGHBORHOOD

Cordova, East/Gray's Creek

Quality seats are needed in the Cordova neighborhood, especially at the high school grade level. Consolidation and new high schools have been proposed for the East Region to better serve the families in the two neighborhoods and beyond. The proposals may help with boosting student performance.

East Grade Level 2018-19 40-day Enrollment by SPS Rating

■ 1 - 1.99: Needs Improvement ■ 2 - 2.99: Fair ■ 3 - 3.99: Good ■ 4 - 5: Excellent



2018-19 40-day enrollment includes only non-alternative schools that had a School Performance Scorecard rating on the most recent 2016-18 scorecard. The enrollment numbers include both District-managed and SCS-authorized charter schools.



EAST LOWEST PERFORMING SCHOOLS

Cordova, East/Gray's Creek

Schools that earned below a 2 on the School Performance Scorecard and/or appeared on the State's Priority or ATSI Lists

The East Region had only one school on the State's ATSI List. No schools in the East Region earned below a 2 on the School Performance Scorecard. The school's below are the lowest performing schools in the East Region.

Neighborhood	School Name	2016-18 SPS Rating	Intervention	State Designation	FCI Category	Utilization Percentage
Cordova	Cordova High School	2.76		2018 ATSI State List	5	106.4%
Cordova	Shelby Oaks Elementary	2.78			3	125.1%
Cordova	Cordova Middle	2.86			1	72.1%



EAST KEY GAPS & RECOMMENDATIONS

Cordova, East/Gray's Creek

Need/Availability of Seats

The East region, needs more seats based on 2018-19 baseline and charter enrollment and school capacity and anticipated charter school enrollment for schools already open. Though the K-8 and 9-12 grade bands need more seats, the 6-8 grade band has almost 2,000 unused seats. A rezoning/reconfiguration of students in this area could address the need and availability of seats.

- K-5: **485** seats needed
- 6-8: **1,756** unused seats
- 9-12: **161** seats needed

School Performance

Based on the most recent School Performance Scorecard (2016-18), the Cordova neighborhood has the highest percentage of students in 6-8 and 9-12 schools with a School Performance Scorecard rating below a 3.00 in the East region.

Using 3.00 on the School Performance Scorecard as the marker for performance, the East region needs almost 4,000 seats at schools with a 3.00+ SPS. The list below shows the number of seats needed by grade band.

- K-5: **822 more** seats at schools with a 3.00+ SPS
- 6-8: **785 more** seats at schools with a 3.00+ SPS
- 9-12: **2,263 more** seats at schools with a 3.00+ SPS



NORTH QUALITY SEATS ANALYSIS

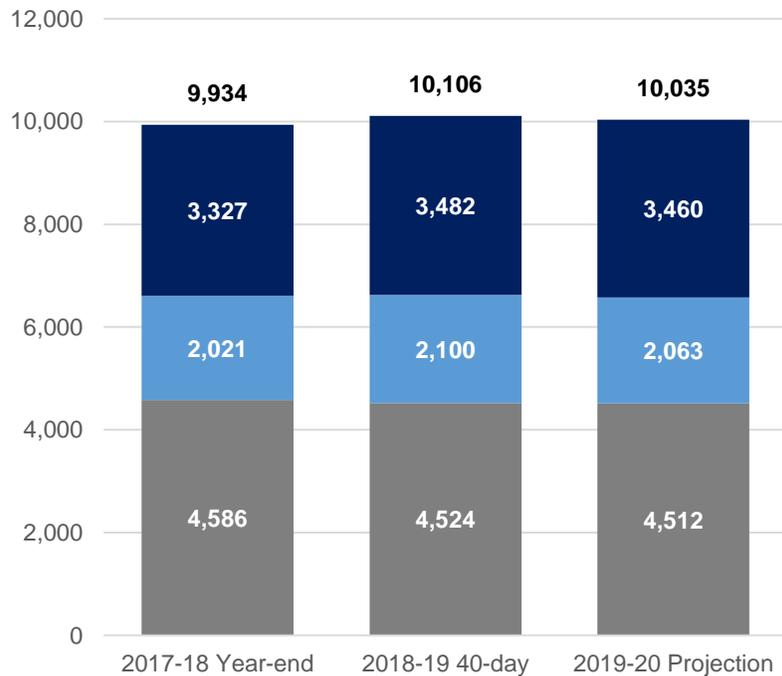
Frayser, Raleigh

Based on the optimization report from Facilities Planning & Property Management, **the North Region is oversaturated with schools, meaning many of the schools in the region are under utilized.** Though the North Region is oversaturated with schools, **over 60% of seats at each grade level are in schools with an SPS below a 3.00 on the 2016-18 School Performance Scorecard.**

Enrollment is projected to decrease for the 2019-20 school year, though the estimate does not take into account the anticipated enrollment for the charter school approved to open at the start of the 2019-20 school year in the Frayser neighborhood to serve students in grades K-8, **Compass Community Schools, Frayser.**

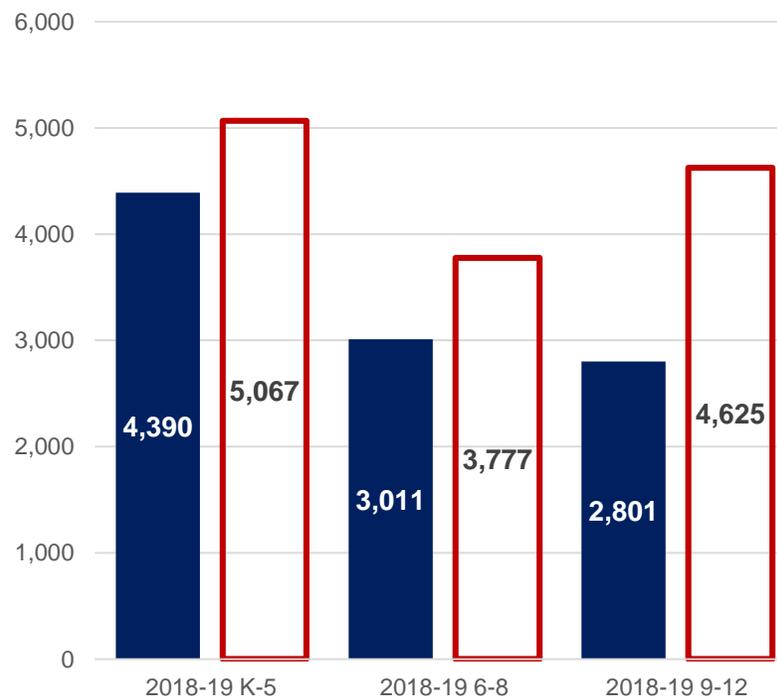
North K-12 Enrollment Projections

■ Elementary ■ Middle ■ Secondary Total



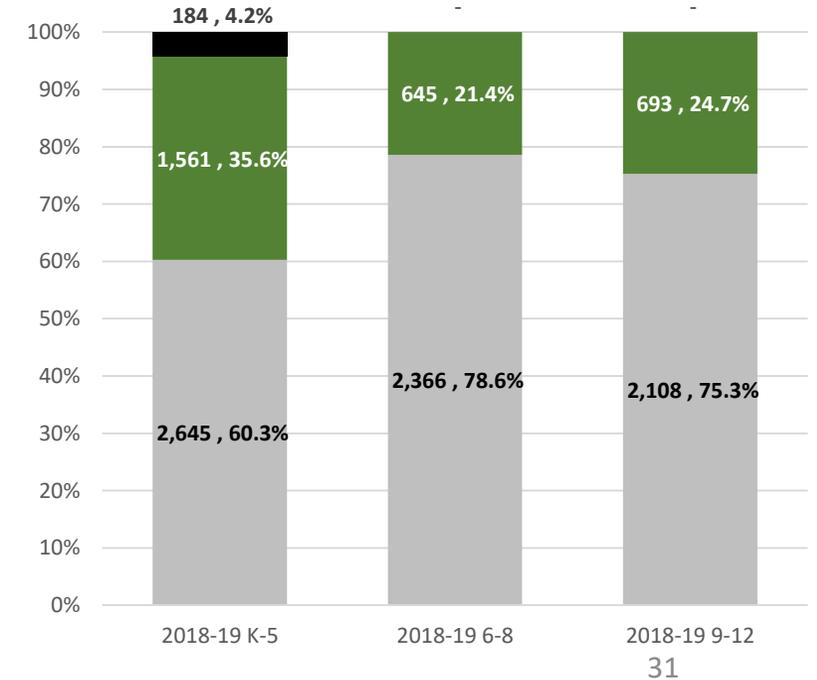
North Enrollment vs. Capacity

■ Enrollment □ Capacity



North Seat Quality by Grade Level

■ <3.00 SPS ■ 3.00+ SPS ■ Not Tested



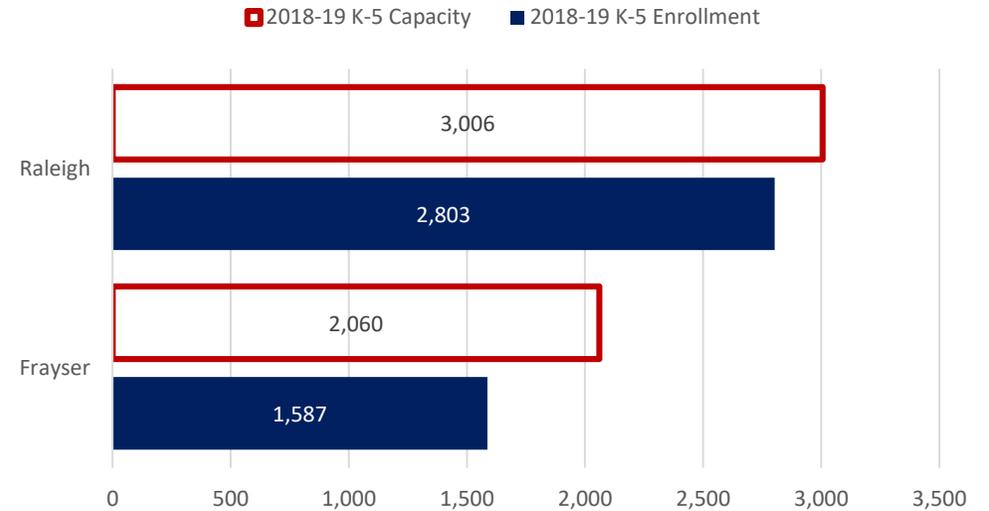


NORTH CAPACITY BY NEIGHBORHOOD

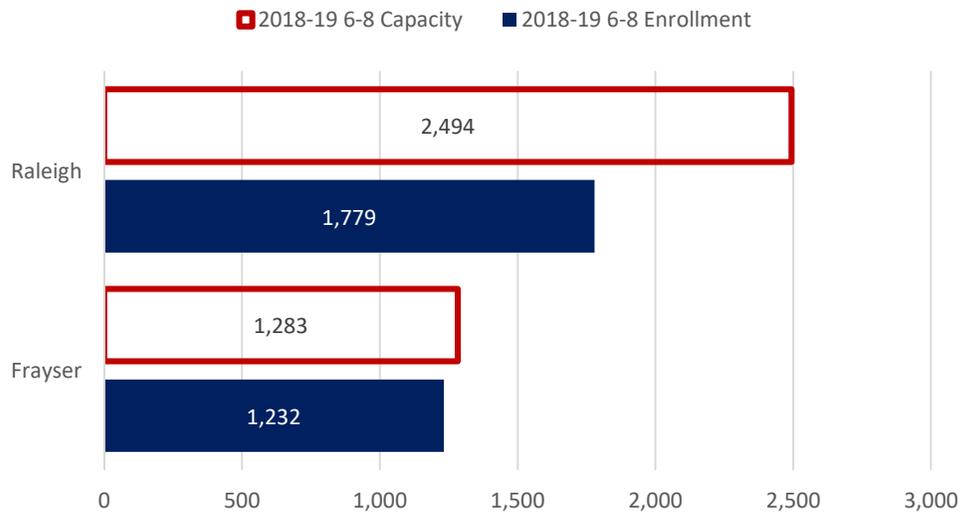
Frayser, Raleigh

In the North region, overall and for each grade band in the two neighborhoods, there are more seats available than students to fill them. The K-5 grade band has almost 700 unused seats; 6-8 has about 800 unused seats; and 9-12 has almost 2,000 unused seats.

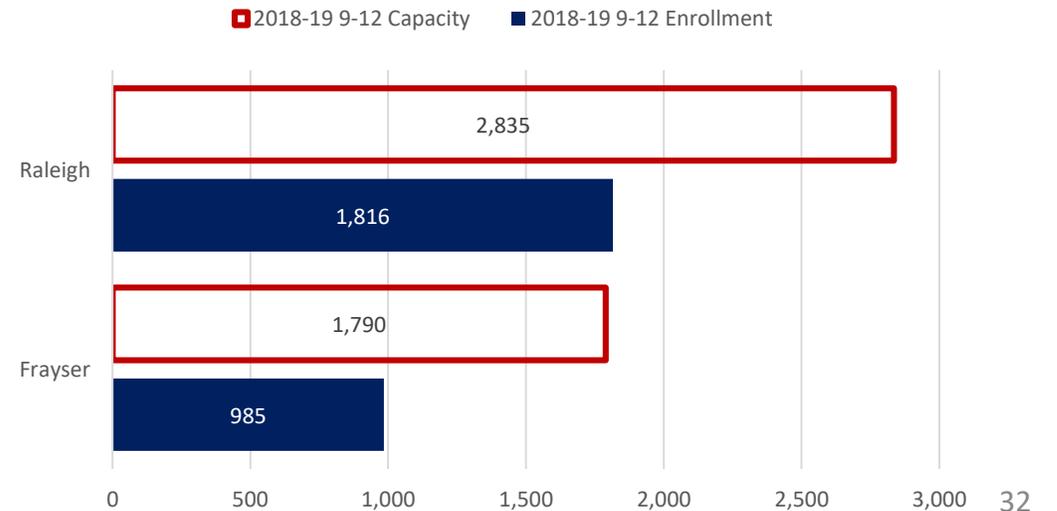
K-5 Enrollment vs. Capacity



6-8 Enrollment vs. Capacity



9-12 Enrollment vs. Capacity





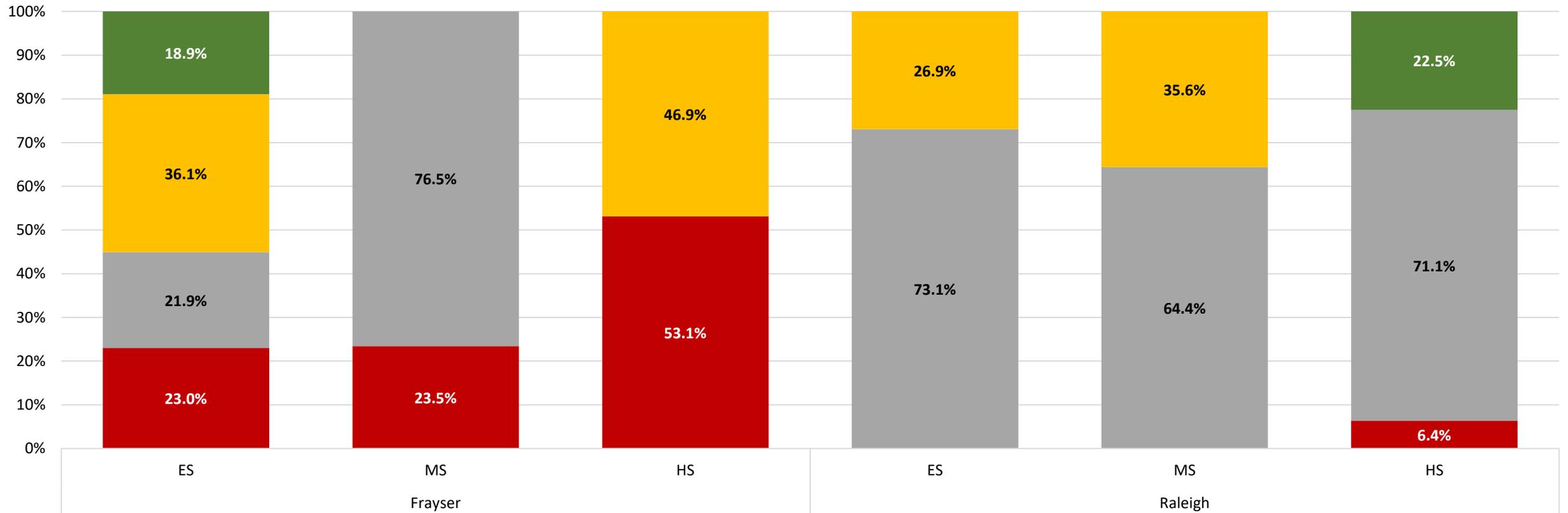
NORTH PERFORMANCE BY NEIGHBORHOOD

Frayser, Raleigh

Quality seats neighborhoods are needed in both neighborhoods of the North region. The Frayser neighborhood has the highest percentage of students enrolled in schools rated below 2 at all grade levels on the School Performance Scorecard.

North Grade Level 2018-19 40-day Enrollment by SPS Rating

■ 1 - 1.99: Needs Improvement ■ 2 - 2.99: Fair ■ 3 - 3.99: Good ■ 4 - 5: Excellent



2018-19 40-day enrollment includes only non-alternative schools that had a School Performance Scorecard rating on the most recent 2016-18 scorecard. The enrollment numbers include both District-managed and SCS-authorized charter schools.



NORTH LOWEST PERFORMING SCHOOLS

Frayser, Raleigh

Schools that earned below a 2 on the School Performance Scorecard and/or appeared on the State's Priority or ATSI Lists

Five (5) schools in the North region were on the 2018 State Priority List, with three of the five also earning below a 2.00 on the School Performance Scorecard.

Neighborhood	School Name	2016-18 SPS Rating	Intervention	State Designation	FCI Category	Utilization Percentage
Frayser	Trezevant High	1.30	iZone	2018 State Priority List	1	36.5%
Frayser	Georgian Hills Middle	1.55		2018 State Priority List	4	84.7%
Raleigh	Gateway University*	1.64				
Frayser	Hawkins Mill Elementary	1.98		2018 State Priority List	3	60.7%
Raleigh	Craigmont Middle	2.20		2018 State Priority List	5	66.0%
Raleigh	Granville T. Woods Academy of Innovation*	2.45		2018 State Priority List		
Frayser	Memphis Business Academy*	2.48		2018 ATSI State List		

* charter school



NORTH KEY GAPS & RECOMMENDATIONS

Frayser, Raleigh

Need/Availability of Seats

The North region has more available seats than students enrolled to fill them in every grade band.

- K-5: **677** unused seats
- 6-8: **766** unused seats
- 9-12: **1,824** unused seats

Charter School Authorization Note:

One charter school was approved that noted “Frayser” as it’s target location. The school, which plans to serve students in grades K-8, already has a building secured in the region and its **anticipated first year enrollment is 180.**

One elementary and one secondary charter school in this region are recommended for closure. The 2018-19 40-day enrollment count for the elementary school was 416 and the high school’s was 161.

School Performance

Based on the most recent School Performance Scorecard (2016-18), the Frayser neighborhood has the highest percentage of students in 6-8 schools with a School Performance Scorecard rating below a 3.00 in the North region.

Using 3.00 on the School Performance Scorecard as the marker of performance, the North region needs over 7,000 seats at schools with a 3.00+ SPS. The list below shows the number of seats needed by grade band.

- K-5: **2,645 more** seats at schools with a 3.00+ SPS
- 6-8: **2,366 more** seats at schools with a 3.00+ SPS
- 9-12: **2,108 more** seats at schools with a 3.00+ SPS



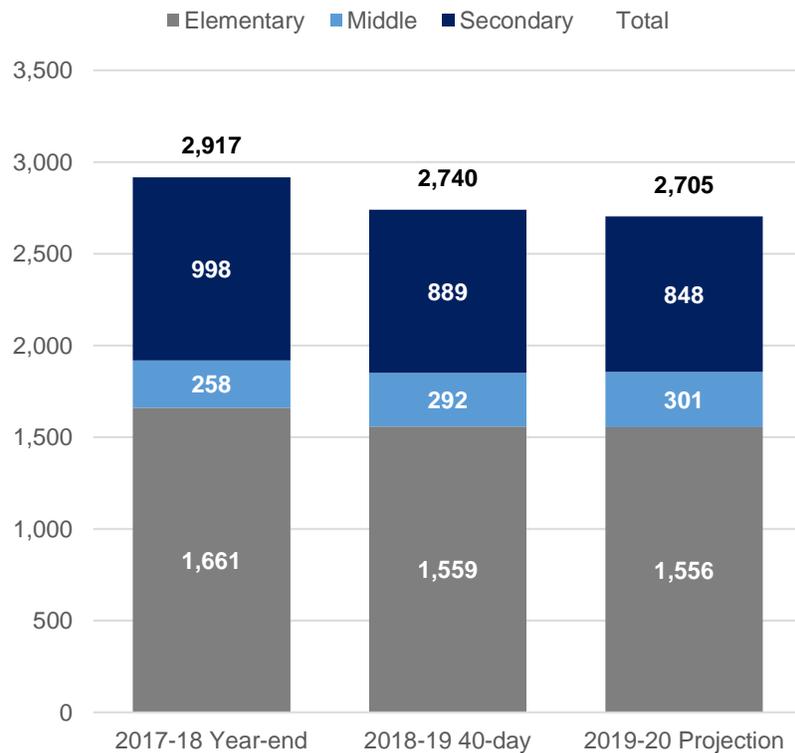
RURAL QUALITY SEATS ANALYSIS

Northwest Rural, Northeast Rural

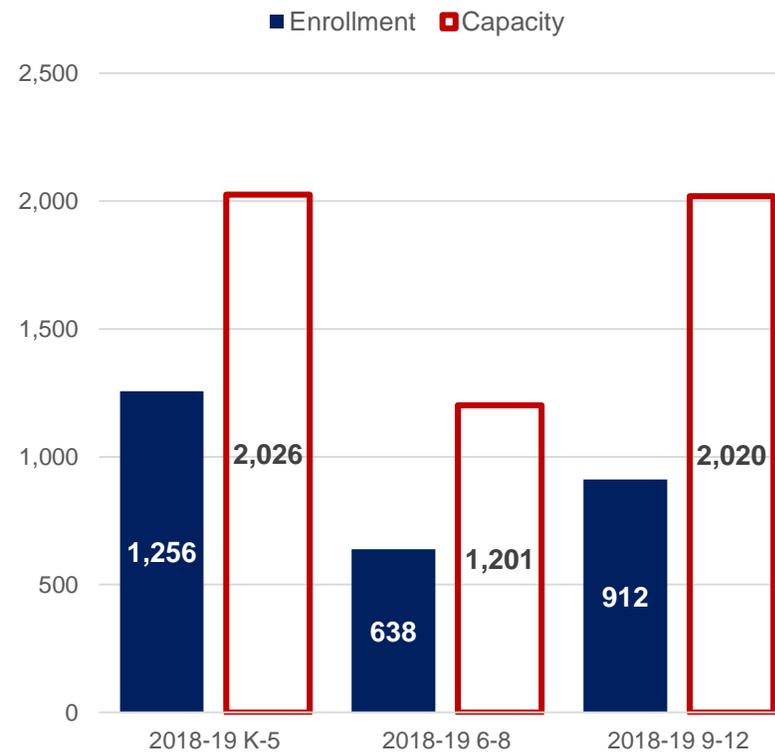
Based on the optimization report from Facilities Planning & Property Management, **the Rural Region is oversaturated with schools and/or seats**, meaning many of the schools in the region are under utilized. Though the Rural Region has more seats than students to fill them, **approximately 50% of K-5 and 6-8 seats are** in schools with less than a 3.00 on the 2016-18 School Performance Scorecard.

Enrollment is projected to decline. There are no charter schools in the Rural region and none are expected to open in the region for the 2019-20 school year.

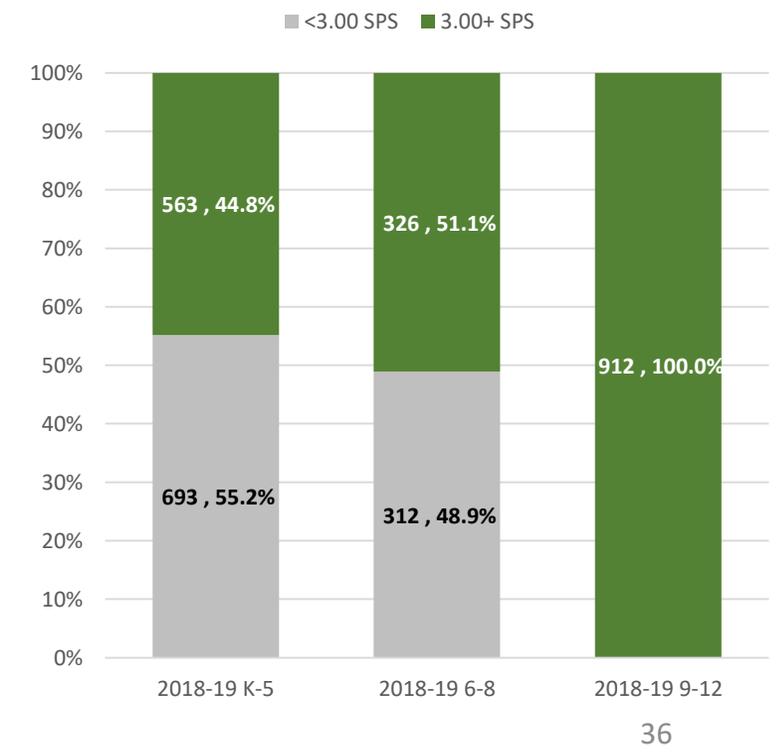
Rural K-12 Enrollment Projections



Rural Enrollment vs. Capacity



Rural Seat Quality by Grade Level



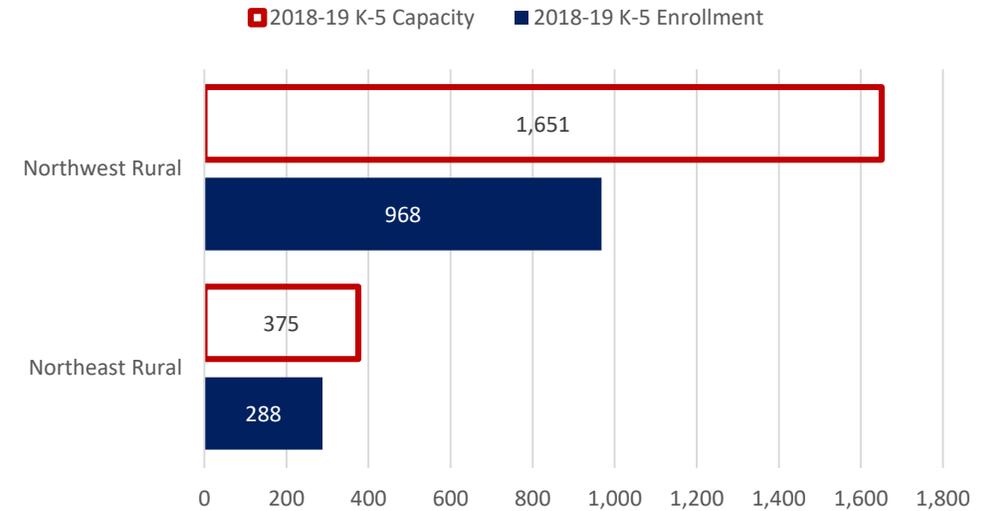


RURAL CAPACITY BY NEIGHBORHOOD

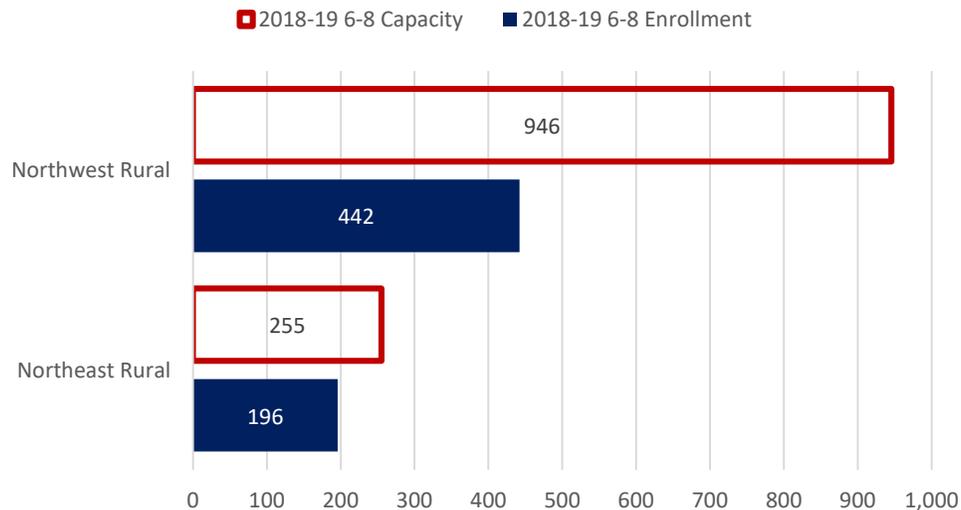
Northwest Rural, Northeast Rural

In the Rural region, overall and for each grade band, there are more seats available than students to fill them. The K-5 grade band has almost 800 unused seats; 6-8 has about 600 unused seats; and 9-12 has just over 1,000 unused seats.

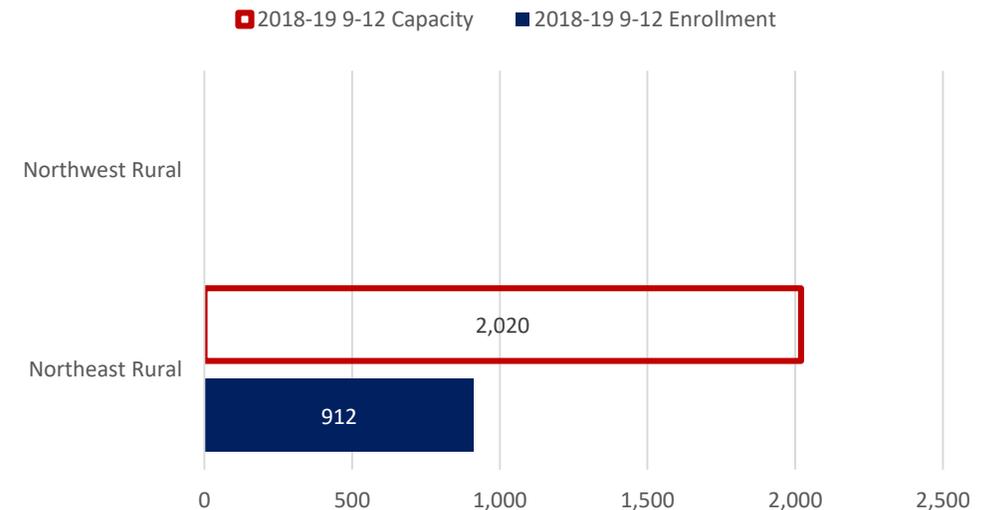
K-5 Enrollment vs. Capacity



6-8 Enrollment vs. Capacity



9-12 Enrollment vs. Capacity





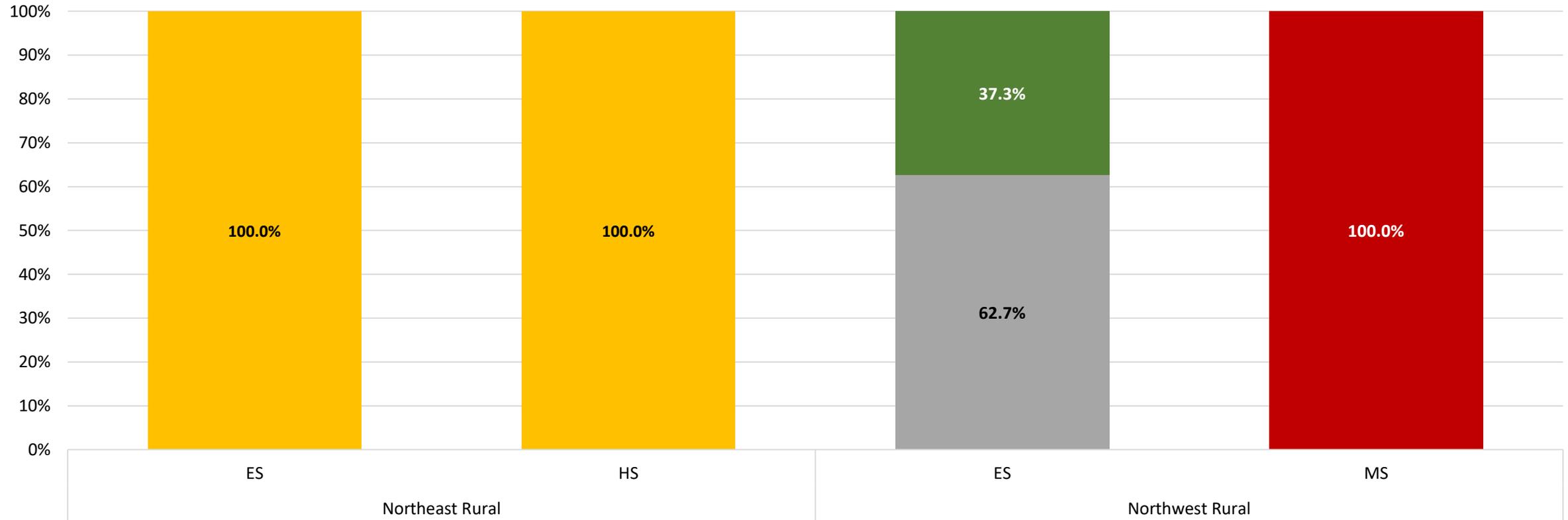
RURAL PERFORMANCE BY NEIGHBORHOOD

Northwest Rural, Northeast Rural

With 100% of students enrolled in a school rated below a 2 on the School Performance Scorecard in the Northwest Rural “neighborhood,” performance through academic intervention and/or consolidation/closure is needed.

Rural Grade Level 2018-19 40-day Enrollment by SPS Rating

■ 1 - 1.99: Needs Improvement ■ 2 - 2.99: Fair ■ 3 - 3.99: Good ■ 4 - 5: Excellent



2018-19 40-day enrollment includes only non-alternative schools that had a School Performance Scorecard rating on the most recent 2016-18 scorecard. The enrollment numbers include both District-managed and SCS-authorized charter schools.



RURAL LOWEST PERFORMING SCHOOLS

Northwest Rural, Northeast Rural

Schools that earned below a 2 on the School Performance Scorecard and/or appeared on the State's Priority or ATSI Lists

The Rural Region had only one school on the States Priority List; that same school earned below a 2 on the SPS. The school's below are the lowest performing schools in the Rural Region.

Neighborhood	School Name	2016-18 SPS Rating	Intervention	State Designation	FCI Category	Utilization Percentage
Northwest Rural	Northaven Elementary	2.78			4	51.7%
Northwest Rural	Woodstock Middle School	1.73		2018 State Priority List	2	37.9%



RURAL KEY GAPS & RECOMMENDATIONS

Northwest Rural, Northeast Rural

Need/Availability of Seats

The Rural region has more available seats than students enrolled to fill them in every grade band.

- K-5: **770** unused seats
- 6-8: **563** unused seats
- 9-12: **1,108** unused seats

School Performance

Based on the most recent School Performance Scorecard (2016-18), the Northwest Rural “neighborhood” has the highest percentage of students in 6-8 schools with a School Performance Scorecard rating below a 3.00 in the Rural region.

Using 3.00 on the School Performance Scorecard as the marker of performance, the Rural region needs just over 1,000 seats at schools with a 3.00+ SPS. The list below shows the number of seats needed by grade band.

- K-5: **693 more** seats at schools with a 3.00+ SPS
- 6-8: **312 more** seats at schools with a 3.00+ SPS
- 9-12: **0** – all schools serving students in grades 9-12 have a 3.00+ SPS in this region



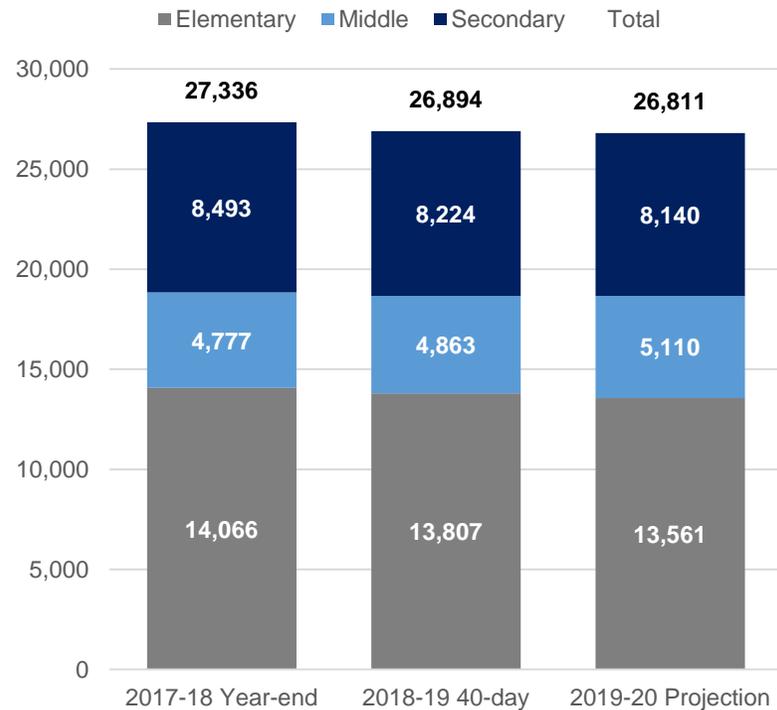
SOUTHEAST QUALITY SEATS ANALYSIS

Hickory Hill, Oakhaven/Parkway Village, Ridgeway, Southeast/Southwind

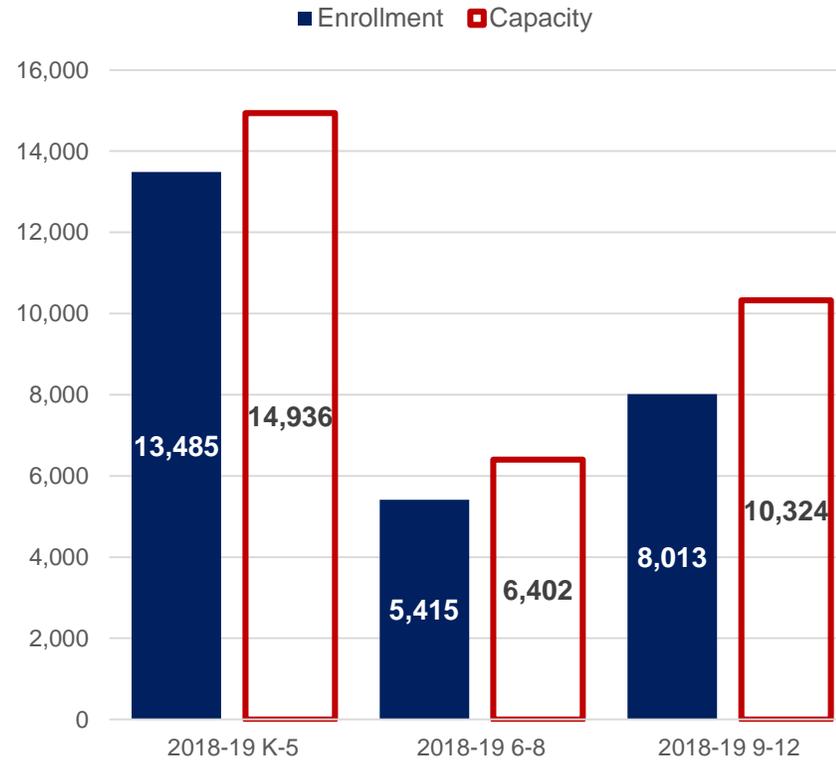
Based on the optimization report from Facilities Planning & Property Management, **the Southeast Region is oversaturated with schools, meaning many of the schools in the region are under utilized**; however, **about 40% of students in grades K-5** in the Southeast region are in schools that earned less a 3.00 on the most recent School Performance Scorecard; and **over half of the middle and high school seats are in schools that scored less than a 3.00 on the School Performance Scorecard.**

Enrollment is projected to decrease overall with a slight increase expected at the middle school grade level for 2019-20. The projections do not include anticipated enrollment for the two charter schools expected to open in the Hickory Hill and Parkway Village neighborhoods in 2019-20. The two schools, **Memphis Merit Academy** and **Compass Community Schools, Hickory Hill** both plan to serve students in grades K-8.

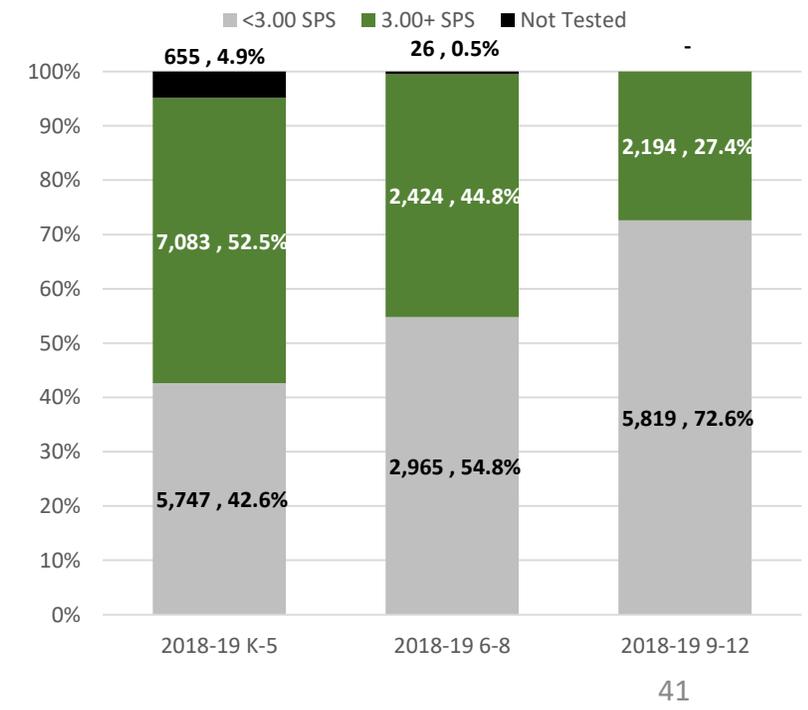
Southeast K-12 Enrollment Projections



Southeast Enrollment vs. Capacity



Southeast Seat Quality by Grade Level



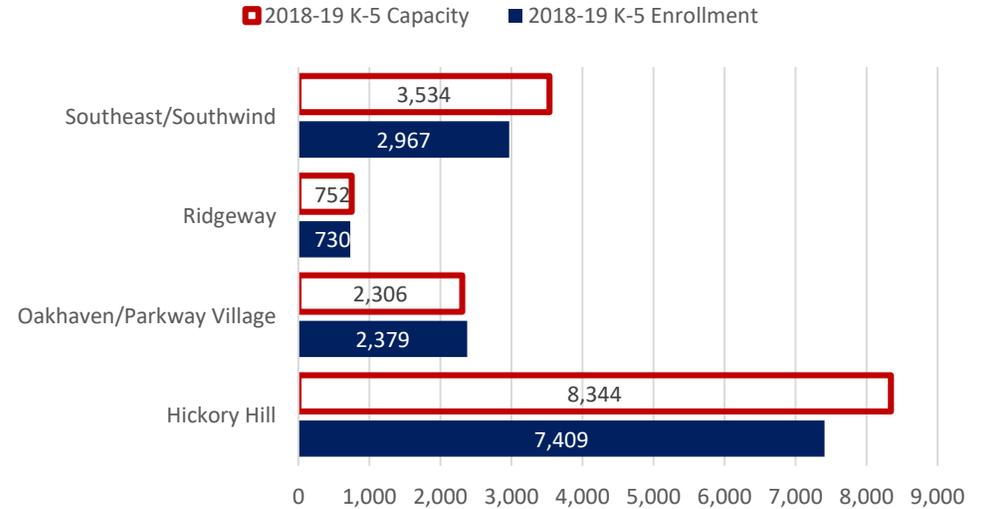


SOUTHEAST CAPACITY BY NEIGHBORHOOD

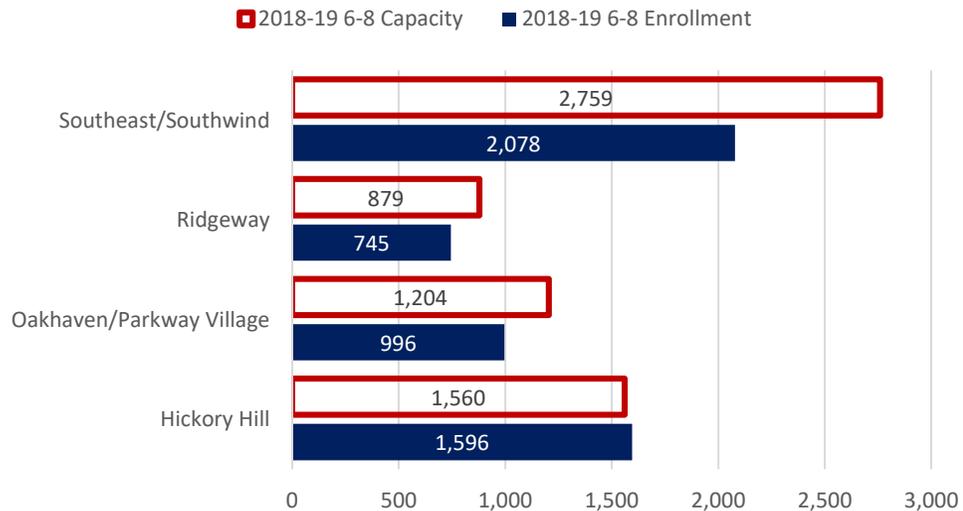
Hickory Hill, Oakhaven/Parkway Village, Ridgeway, Southeast/Southwind

In the Southeast region, overall and for each grade band, there are more seats available than students to fill them. The K-5 grade band has almost 1,500 unused seats; 6-8 has about 1,000 unused seats; and 9-12 has over 2,000 unused seats.

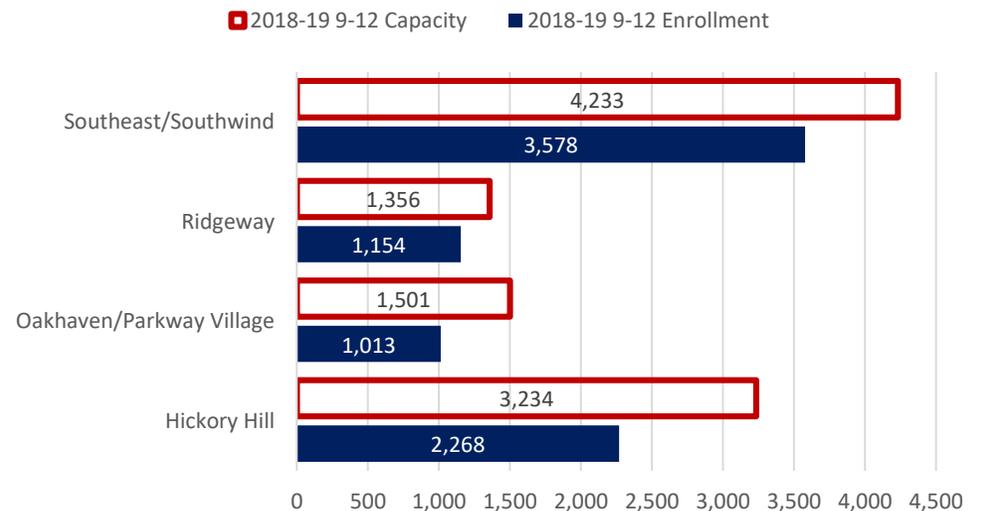
K-5 Enrollment vs. Capacity



6-8 Enrollment vs. Capacity



9-12 Enrollment vs. Capacity





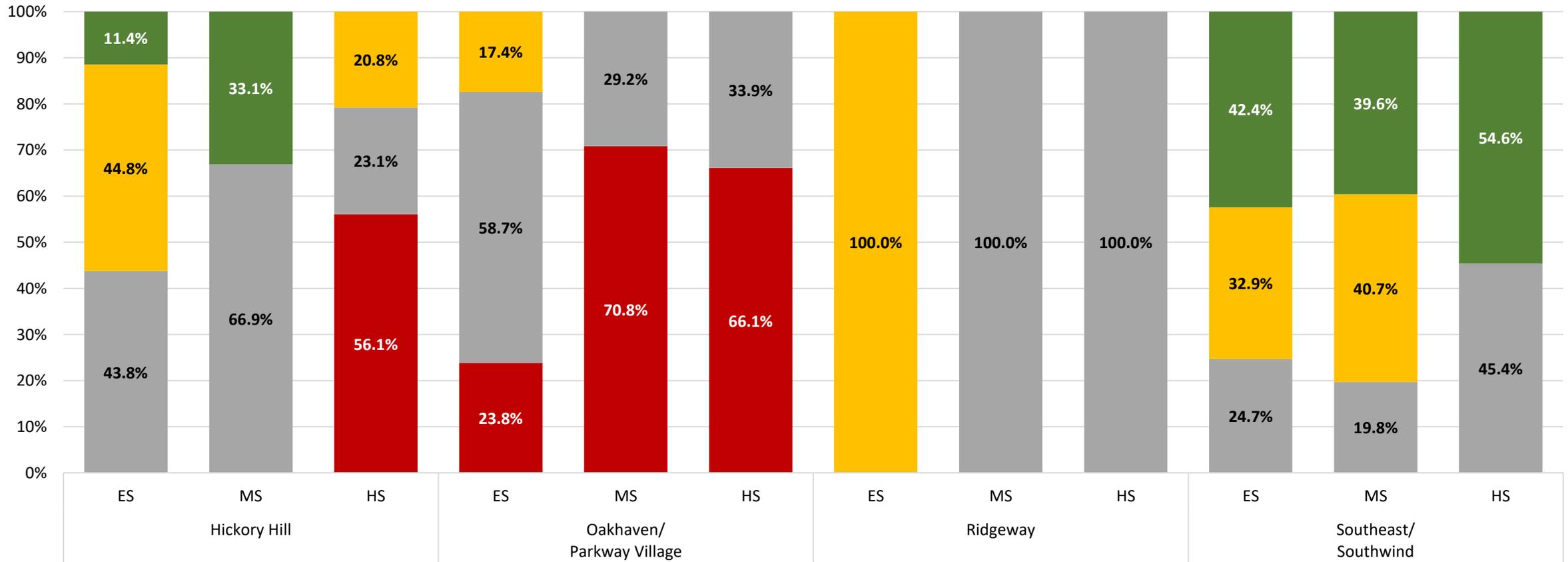
SOUTHEAST PERFORMANCE BY NEIGHBORHOOD

Hickory Hill, Oakhaven/Parkway Village, Ridgeway, Southeast/Southwind

School performance in the Southeast region could use a boost, especially in the Hickory Hill and Oakhaven/Parkway Village neighborhoods.

Southeast Grade Level 2018-19 40-day Enrollment by SPS Rating

1 - 1.99: Needs Improvement 2 - 2.99: Fair 3 - 3.99: Good 4 - 5: Excellent



2018-19 40-day enrollment includes only non-alternative schools that had a School Performance Scorecard rating on the most recent 2016-18 scorecard. The enrollment numbers include both District-managed and SCS-authorized charter schools.



SOUTHEAST LOWEST PERFORMING SCHOOLS

Hickory Hill, Oakhaven/Parkway Village, Ridgeway, Southeast/Southwind

Schools that earned below a 2 on the School Performance Scorecard and/or appeared on the State's Priority or ATSI Lists

Six (6) schools in the Southeast region earned their way onto the 2018 State Priority List, with four (4) of the six (6) also earning below a 2.00 on the 2016-18 School Performance Scorecard. Three (3) schools were placed on the 2018 Additional Targeted Support and Intervention (ATSI) list.

Neighborhood	School Name	2016-18 SPS Rating	Intervention	State Designation	FCI Category	Utilization Percentage
Oakhaven/Parkway Village	Sheffield High	1.50		2018 State Priority List	3	66.9%
Oakhaven/Parkway Village	American Way Middle	1.73	iZone	2018 State Priority List	5	81.9%
Oakhaven/Parkway Village	Sheffield Elementary	1.88	iZone	2018 State Priority List	3	124.7%
Hickory Hill	Wooddale High	1.91		2018 State Priority List	4	52.0%
Hickory Hill	Kirby High	1.92			3	63.4%
Oakhaven/Parkway Village	Oakhaven Middle	2.00		2018 ATSI State List	4	84.7%
Southeast/Southwind	Power Center Academy Middle School Southeast*	2.23		2018 ATSI State List		
Oakhaven/Parkway Village	Getwell Elementary	2.46		2018 State Priority List	5	55.6%
Southeast/Southwind	DuBois Middle/Leadership & Public Policy*	2.54		2018 State Priority List		
Ridgeway	Ridgeway High	2.81		2018 ATSI State List	4	85.1%

* charter school



SOUTHEAST KEY GAPS & RECOMMENDATIONS

Hickory Hill, Oakhaven/Parkway Village, Ridgeway, Southeast/Southwind

Need/Availability of Seats

The Southeast region has more available seats than students enrolled to fill them in every grade band.

- K-5: **1,451** unused seats
- 6-8: **987** unused seats
- 9-12: **2,311** unused seats

Charter School Authorization Note:

Two charter schools that plan to serve students in grades K-8 cited Parkway Village and/or Hickory Hill as their target location/recruitment area were approved to open in the Fall of 2019. The **total anticipated first year enrollment for the two schools is 353.**

One charter school serving students in grades 6-8 has been recommended for closure in this region. Its 2018-19 40-day enrollment was 127.

School Performance

Based on the most recent School Performance Scorecard (2016-18), the Oakhaven/Parkway Village and Hickory Hill neighborhoods have the highest percentage of students in schools with a School Performance Scorecard rating below a 3.00 in the Southeast region.

Using 3.00 on the School Performance Scorecard as the marker of performance, the Southeast region needs almost 15,000 seats at schools with a 3.00+ SPS. The list below shows the number of seats needed by grade band.

- K-5: **5,747 more** seats at schools with a 3.00+ SPS
- 6-8: **2,965 more** seats at schools with a 3.00+ SPS
- 9-12: **5,819 more** seats at schools with a 3.00+ SPS



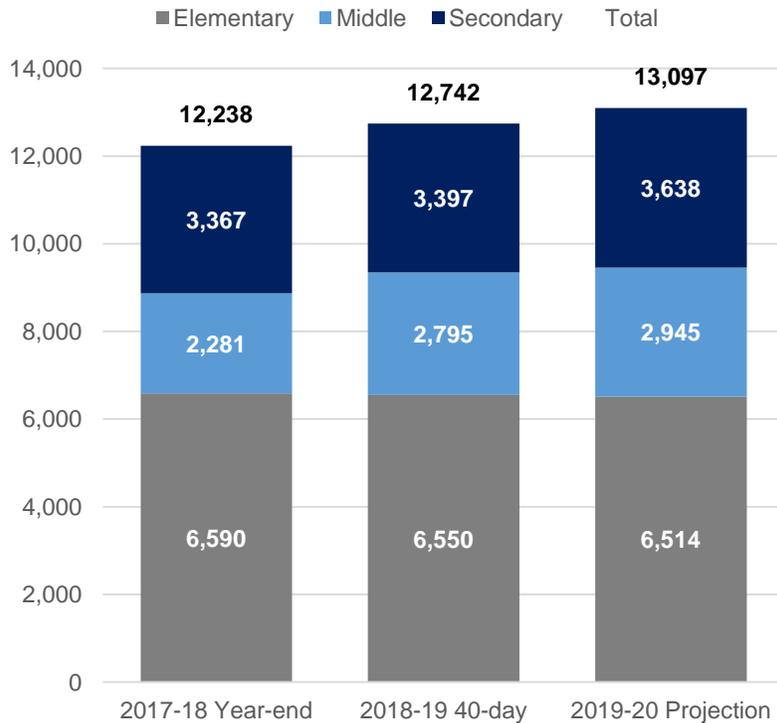
SOUTHWEST QUALITY SEATS ANALYSIS

Westwood, Whitehaven

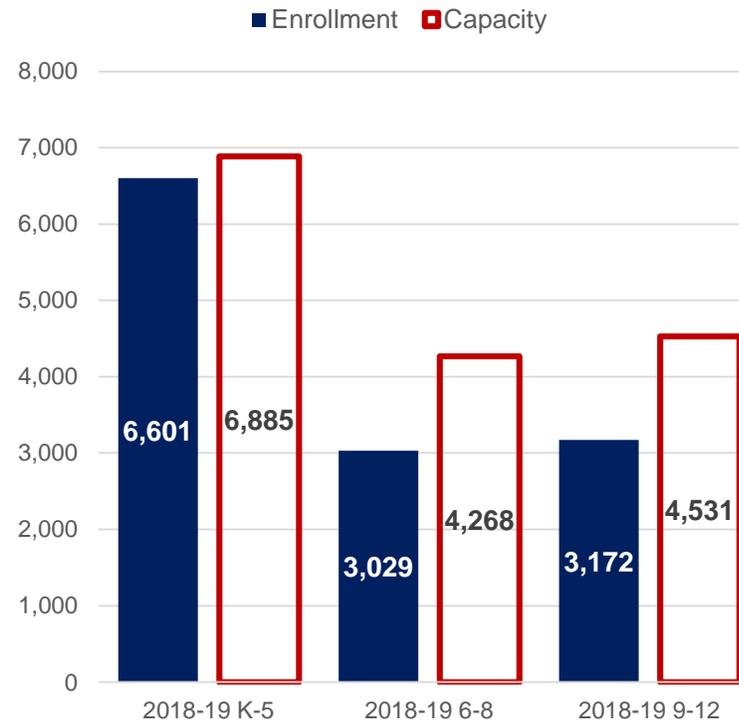
Based on the optimization report from Facilities Planning & Property Management, **the Southwest Region** is oversaturated with schools, meaning many of the schools in the region are under utilized, with more seats than there are students to fill them. **Over 60% of seats at both the K-5 and 6-8 grade levels are** in schools with less than a 3.00 on the School Performance Scorecard.

Enrollment in the Southwest region is expected to increase slightly for the 2019-20 school year, with increases at the elementary and middle school grade levels and a slight decrease anticipated for secondary schools.

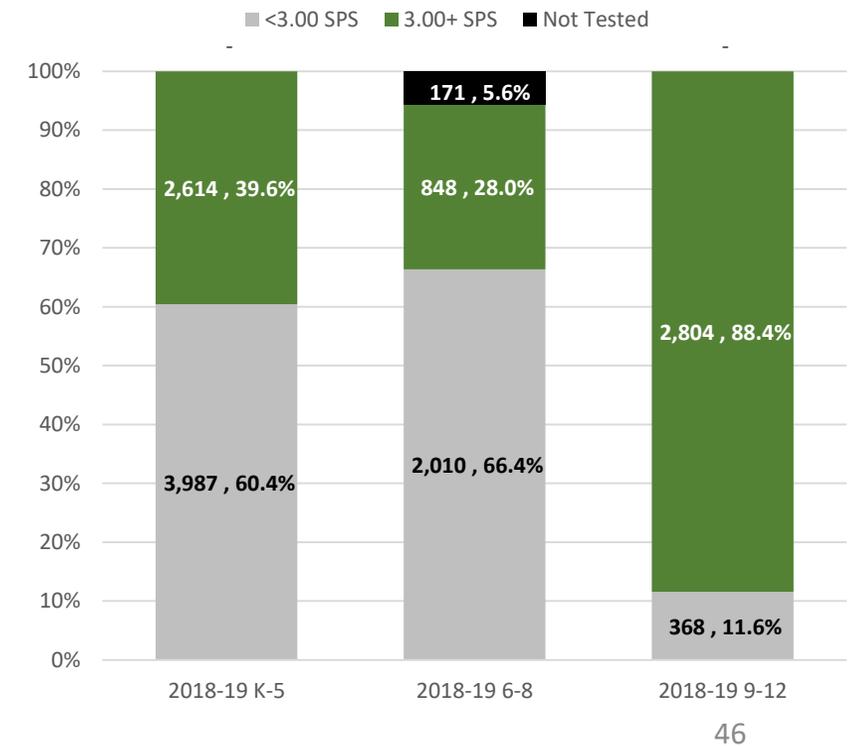
Southwest K-12 Enrollment Projections



Southwest 2018-19 Enrollment vs. Capacity



Southwest Seat Quality by Grade Level



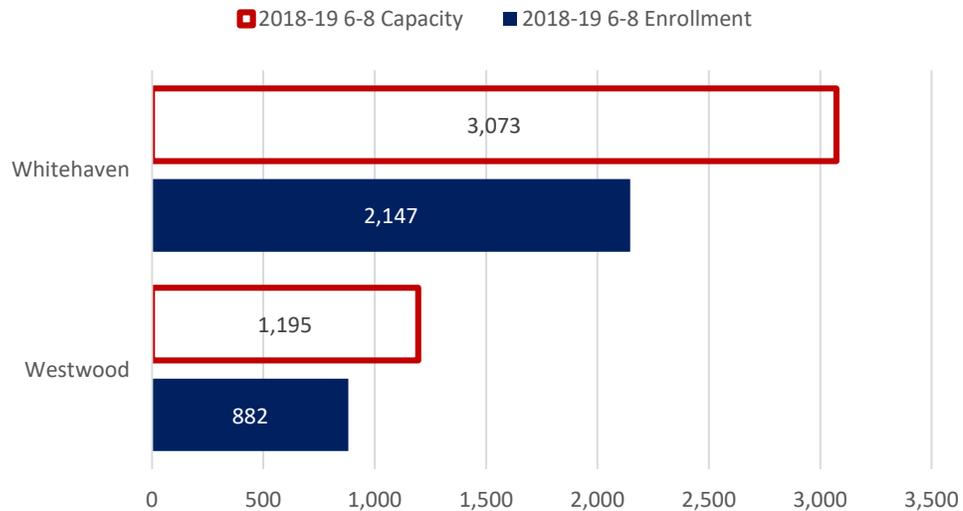


SOUTHWEST CAPACITY BY NEIGHBORHOOD

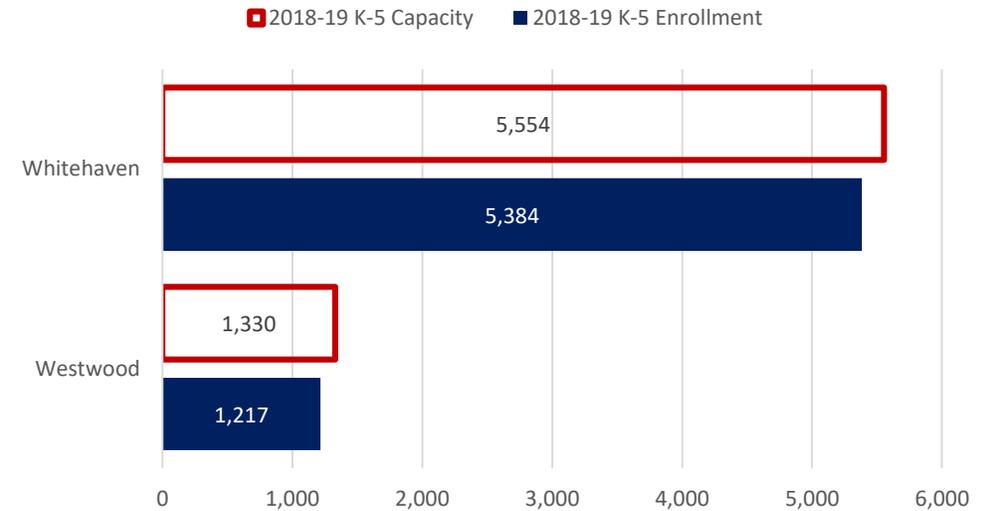
Westwood, Whitehaven

In the Southwest region, overall and for each grade band, there are more seats available than students to fill them. The K-5 grade band has just under 300 unused seats; 6-8 has about 1,200 unused seats; and 9-12 has over 1,300 unused seats.

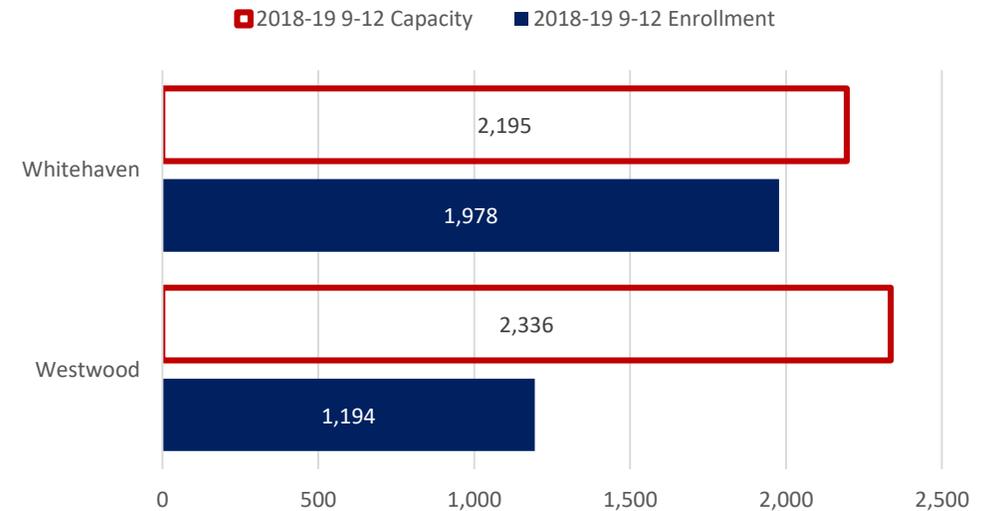
6-8 Enrollment vs. Capacity



K-5 Enrollment vs. Capacity



9-12 Enrollment vs. Capacity



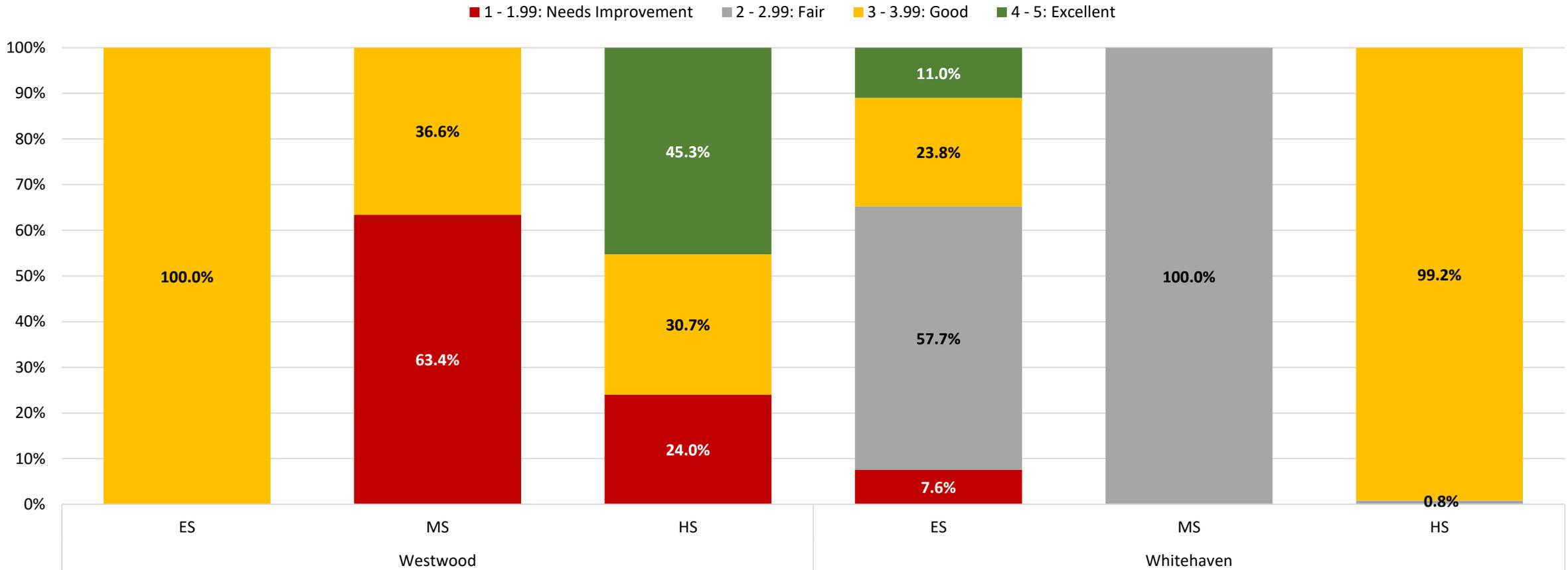


SOUTHWEST PERFORMANCE BY NEIGHBORHOOD

Westwood, Whitehaven

More seats are needed in the middle and high school grade levels of the Westwood neighborhood and in the elementary and middle school grade levels in the Whitehaven neighborhood in schools with a 3.00 or higher. Over 60% of students in the Westwood neighborhood attend a school that earned below a 2.00 on the 2016-18 School Performance Scorecard.

Southwest Grade Level 2018-19 40-day Enrollment by SPS Rating



2018-19 40-day enrollment includes only non-alternative schools that had a School Performance Scorecard rating on the most recent 2016-18 scorecard. The enrollment numbers include both District-managed and SCS-authorized charter schools.



SOUTHWEST LOWEST PERFORMING SCHOOLS

Westwood, Whitehaven

Schools that earned below a 2 on the School Performance Scorecard and/or appeared on the State's Priority or ATSI Lists

Seven (7) schools in the Southwest region earned their way onto the 2018 State Priority List. Of the seven, two (2) also earned below a 2.00 on the School Performance Scorecard. Three of the schools on the State Priority List are charter schools, and by current state law, should have their charters revoked at the end of the 2018-19 school year.

Neighborhood	School Name	2016-18 SPS Rating	Intervention	State Designation	FCI Category	Utilization Percentage
Westwood	Geeter School	1.32	eZone	2018 State Priority List	4	103.0%
Westwood	Westwood High	1.77	iZone	2018 State Priority List	2	36.0%
Whitehaven	Levi Elementary	1.99			3	90.1%
Whitehaven	DuBois Middle School of Arts & Technology*	2.09		2018 State Priority List		
Whitehaven	Robert R. Church Elementary	2.32	eZone	2018 State Priority List	3	99.9%
Whitehaven	DuBois Elementary/Arts & Technology*	2.36		2018 State Priority List		
Whitehaven	Winchester Elementary	2.41		2018 State Priority List	5	117.4%
Whitehaven	City University School Girls Prep*	2.64		2018 State Priority List		

* charter school



SOUTHWEST KEY GAPS & RECOMMENDATIONS

Westwood, Whitehaven

Need/Availability of Seats

The Southwest region has more available seats than students enrolled to fill them in every grade band.

- K-5: **284** unused seats
- 6-8: **1,239** unused seats
- 9-12: **1,359** unused seats

Charter School Authorization Note:

Four charter schools (3 middle school and 1 elementary) in this region are recommended for closure at the end of the 2018-19 school year. The total 40-day enrollment for the three serving students in grades 6-8 was 316 and the enrollment for the elementary school was 202.

School Performance

Based on the most recent School Performance Scorecard (2016-18), the middle schools in both neighborhoods (Westwood and Whitehaven) have the highest percentage of students in schools with a School Performance Scorecard rating below a 3.00 compared to other grade bands in the Southwest region.

Using 3.00 on the School Performance Scorecard as the marker of performance, the Southwest region needs more than 5,000 seats at schools with a 3.00+ SPS. The list below shows the number of seats needed by grade band.

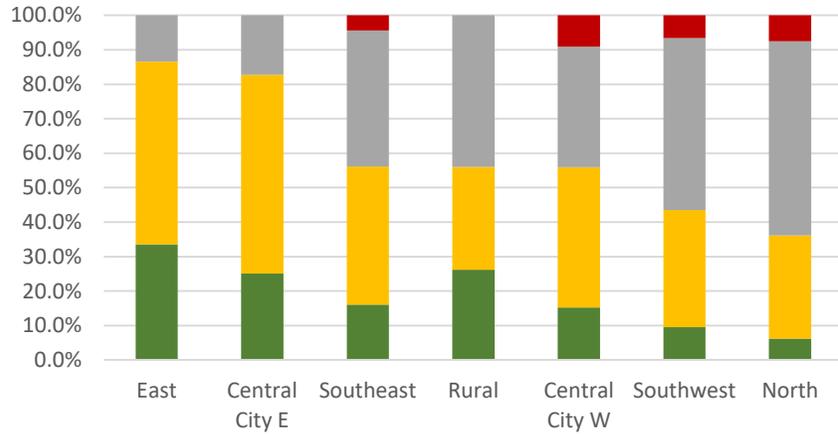
- K-5: **3,987 more** seats at schools with a 3.00+ SPS
- 6-8: **2,010 more** seats at schools with a 3.00+ SPS
- 9-12: **368 more** seats at schools with a 3.00+ SPS

APPENDIX



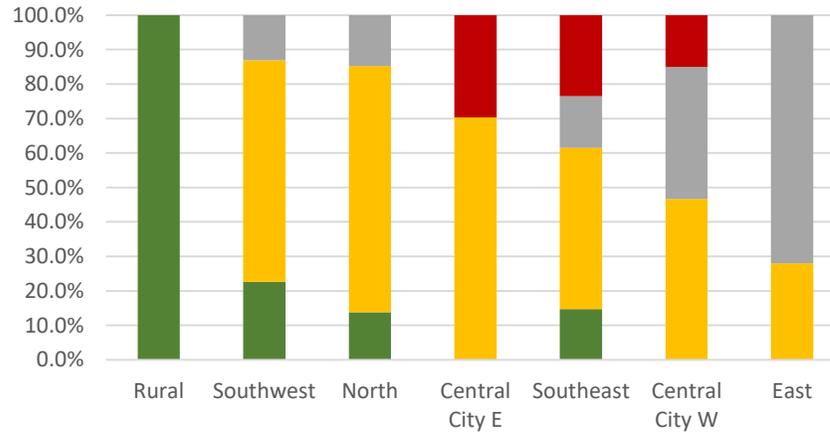
DISTRICT-WIDE PERFORMANCE SUMMARY BY GRADE LEVEL

Elementary Enrollment % by Region and SPS



The East and Central City East regions have the highest percentage of schools that scored a 3+ on the School Performance Framework at the Elementary grade level, which includes K-8 schools.

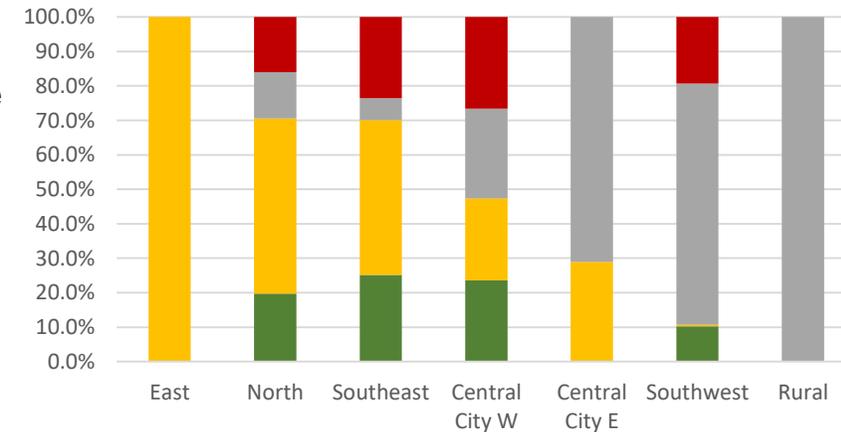
Middle Enrollment % by Region & SPS



The Rural, Southwest, and North regions have the highest percentage of schools with a 3.00 + on the School Performance Scorecard.

The East region is the only region at the high school level that does not have schools that scored below a 2.00 on the School Performance Scorecard.

Secondary Enrollment % by SPS & Region



SPS Ratings **4 - 5: Excellent** **3 - 3.99: Good** **2 - 2.99: Fair** **1 - 1.99: Needs Improvement**

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