



EDUCATION MASTER PLAN
STRIVING FOR EXCELLENCE IN
SCHOOLS

FINAL EXPLORATORY PHASE
RESEARCH REPORT

AUGUST 17, 2018

PREPARED BY



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I. Background

The City of Delray Beach is embarking on the creation of an Education Master Plan that will help guide the City Commission on educational policies, budgets, and decision making over the next 10 years. The Plan will help to define programming and partnerships between the City of Delray Beach, School District of Palm Beach, and community.

Following initial exploratory conversations by the Education Board, Greenway Strategy Group, LLC was engaged to develop updated profiles of each school, review the information and ideas generated during the exploratory phase, and recommend future options to best serve students through public schools in Delray Beach.

II. Methodology

Information on each non-charter, public school in Delray Beach was collected from the Florida Department of Education EdStats interactive reporting tool, including school grades, state test results, student population and graduation rates. Data for the 2017-18 school year was collected for all information except for the graduation rate. The most recent graduation rate available, as of the date of this report, was for the 2016-17 school year.

Additional data was obtained from the School District of Palm Beach (SDPB), including current student enrollment numbers, future enrollment projections, school capacity, and applications and enrollment in choice schools. Students who live in Delray Beach were considered, as well as students from outside of Delray Beach who choose to attend schools in Delray Beach.

An initial presentation was made to the Education Board on August 6th. The Education Board held a follow-up discussion regarding potential school options on August 13th.

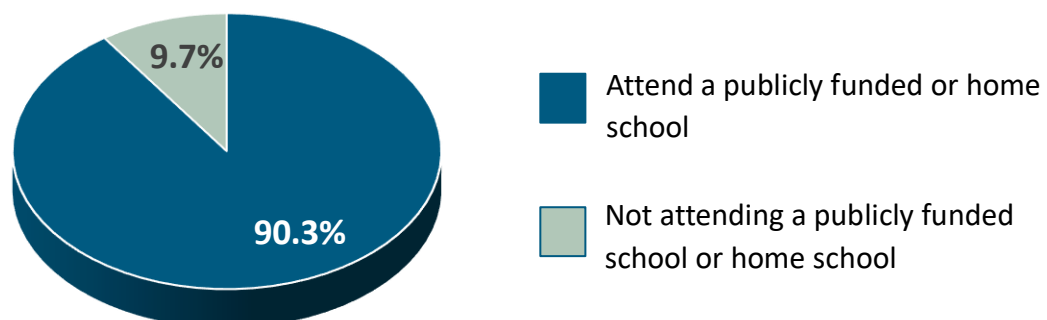
III. School Profiles

Updated school profiles were developed for all Delray Beach public schools, following the previous format for school profiles created by the Delray Beach Education Board. These can be found in Appendix A.

IV. Student Enrollment Patterns and Projections

The school district records students who live in Delray Beach who attend a traditional, charter or virtual public school, whose parent registers them as home schooled (as required by Florida law), or who attend a private school through a publicly funded source (generally students with special needs.) As shown in Chart 1, based upon the most recent U.S. Census estimates, these students make up about 90% of the estimated Delray Beach school-aged population. This leaves just under 10% of school-aged children in Delray Beach who may either attend a private school or who are out of school.

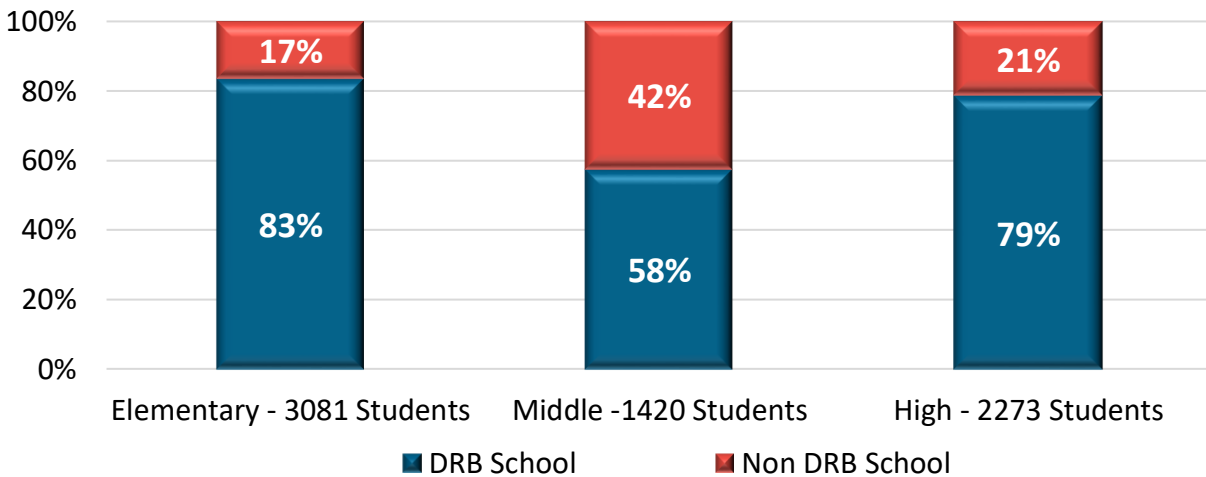
Chart 1



Of the 90% of Delray Beach school-aged children attending a publicly-funded or home school, the majority choose a Delray Beach school. About 80% at the elementary and high school levels attend a public, non-charter school in Delray Beach. At the middle school level, about 60% attend a public, non-charter school in Delray Beach.

Chart 2

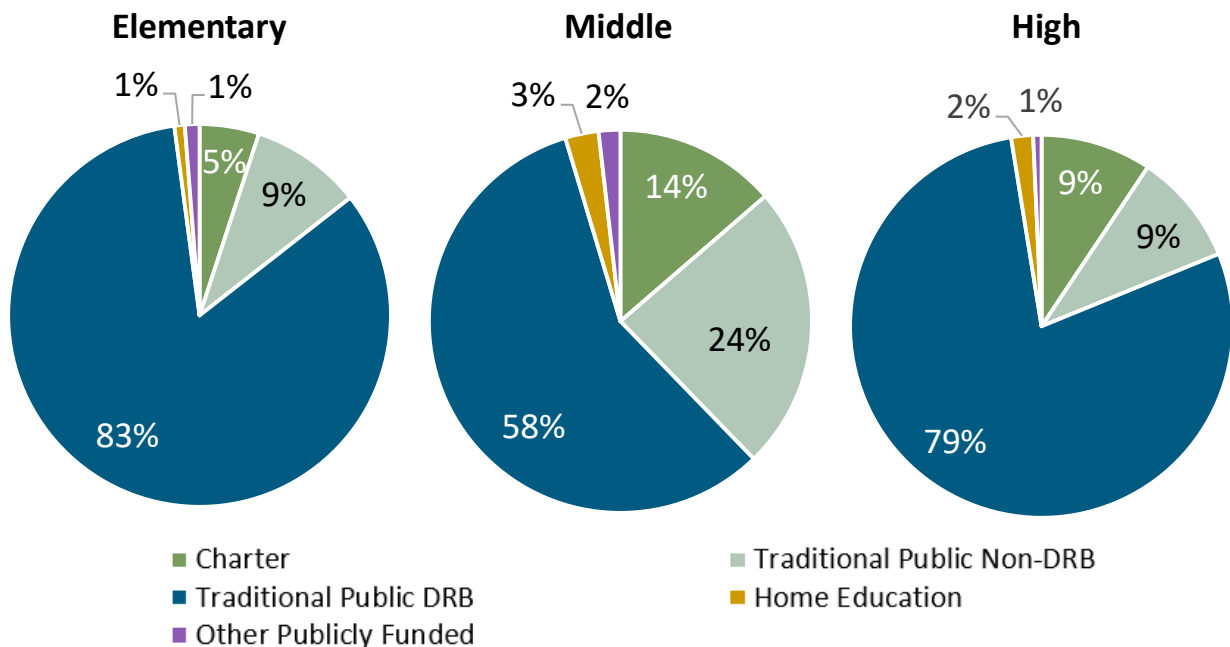
Delray Beach Students Attending Public, Charter, Publicly-funded Private or Home Schools, 2017-18 *



**Does not include private schools unless student receives public funds to attend.*

As seen in Chart 3, among those choosing an option other than a Delray Beach public school, a small portion choose home education, virtual school, or a publicly-funded private school. Significantly more middle school students choose both charter schools and public schools outside of Delray Beach.

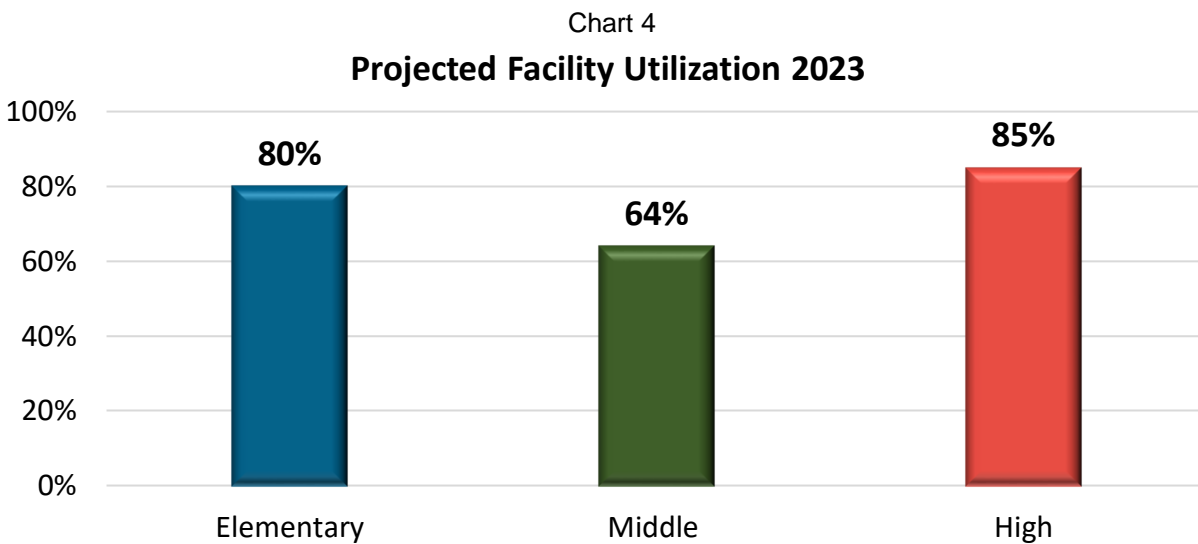
Chart 3



Other publicly funded includes private schools attended through public funding for special needs, virtual school, and detention centers

This following chart indicates the amount of capacity at each school level that is projected to be utilized in 2023, according to the school district demographers as of May 2018. Projected enrollment through 2023 is essentially flat according to SDPB projections with the following exceptions:

- Elementary projected enrollment includes 104 additional students at Banyan Creek
- Middle school utilization assumes 450 additional seats at Plumosa School of the Arts, bringing 250 additional students to Delray Beach in grades 6-8 (with the remainder being students who would otherwise have attended Carver or Village Academy)
- Middle school projected enrollment includes 258 additional students at Carver Middle School due to redistricting students from another middle school outside of Delray Beach that closed.



Elementary capacity includes 15 removable classrooms at Pine Grove

Chart 5 illustrates those schools outside of Delray Beach receiving 40 or more Delray Beach students.

If the primary factor in these choices is school programming, the International Baccalaureate is most sought after at the elementary school level, arts is sought at the middle school level, and technology and career preparation are frequent choices at the middle and high school levels.

Chart 5

| Public and Charter Schools Outside of Delray Beach attended by at least 40 Delray Beach Students in 2017-18 | | | | | |
|---|------|--|------|--|----|
| # of Delray Beach Elementary Students | | # of Delray Beach Middle School Students | | # of Delray Beach High School Students | |
| Morikami Park Elementary School | 160* | Don Estridge High Tech Middle School | 129* | South Tech Academy | 73 |
| Bridge Prep Charter Academy | 48 | Somerset Academy Canyons Middle School | 57 | Boca Raton Community High School | 58 |
| | | South Tech Preparatory Academy | 57 | *Additional students were on the wait list | |
| | | Bak Middle School of the Arts | 56 | | |
| | | Congress Community Middle School | 41 | | |
| | | Omni Middle School | 41 | | |

An additional factor in school choice may be perceived school quality. The schools of choice outside of Delray Beach have higher grades in general, although two of the frequent choices are C schools.

Chart 6

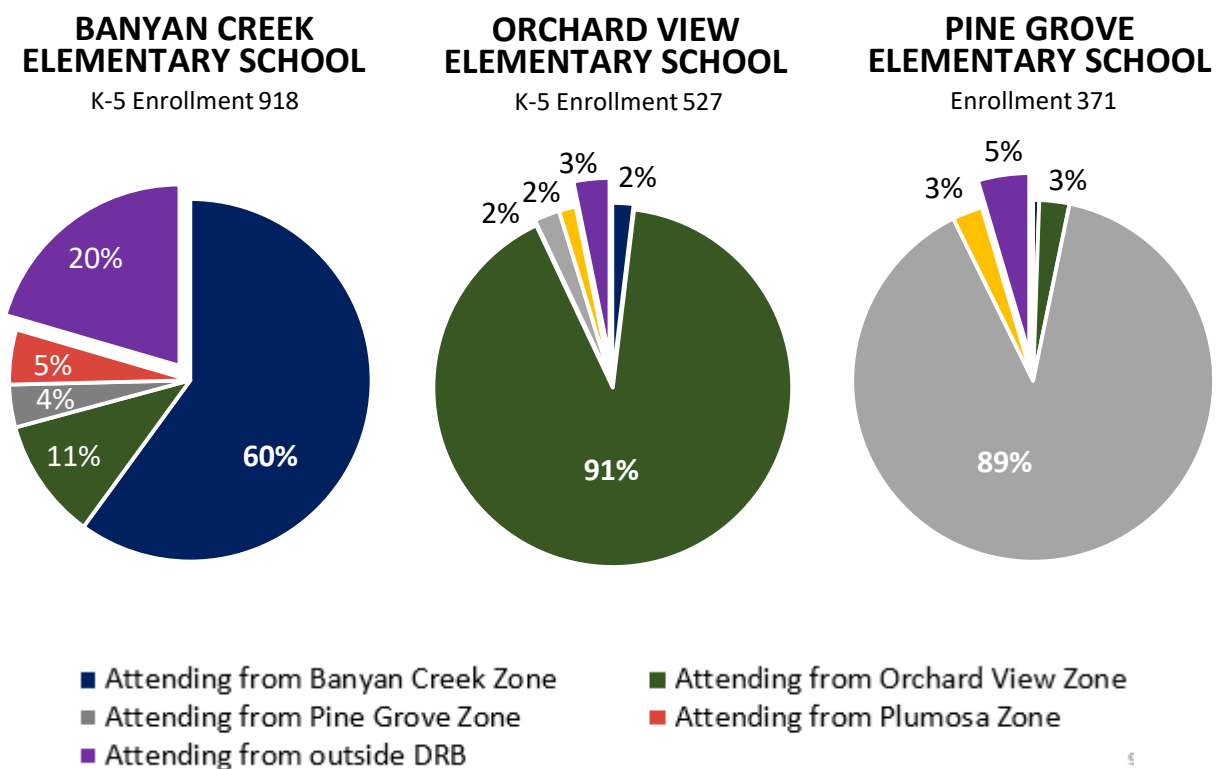
| Delray Beach School | 2017-18 School Grade | Non-Delray Beach School with more than 40 Delray Beach students | 2017-18 School Grade |
|---------------------|----------------------|---|----------------------|
| Banyan Creek | A | Morikami Park Elementary School | A |
| Orchard View | B | Bridge Prep Charter Academy | B |
| Pine Grove | C | | |
| Plumosa | B | | |
| S.D. Spady † | B | | |
| Carver MS | C | Somerset Academy Canyons MS | A |
| | | South Tech Preparatory Academy | C |
| | | Bak MS of the Arts | A |
| | | Congress Community MS | C |
| | | Omni MS | A |
| Atlantic HS | B | South Tech Academy | A |
| | | Boca Raton Community HS | A |
| Village Academy | C | | |

The school district defines how many choice students are accepted both inside and outside of the priority zones at the choice schools. Charts 7 and 8 demonstrate the choice patterns in Delray Beach elementary schools. Because Pre-K students are not zoned to a school but can apply to attend wherever parents choose, they are excluded from these numbers.

As seen in Chart 7, 60% of students at Banyan Creek were admitted from that school's preferred zone, while 80% were admitted from Delray Beach overall. An additional 24 Delray Beach students remained on the wait list for Banyan Creek at the start of last school year. Twenty percent were from outside Delray Beach. In addition to a technology choice program, Banyan Creek is also the city's only A school.

The majority of Orchard View and Pine Grove students were from the attendance zone. Others may be children of staff members at that school or one nearby.

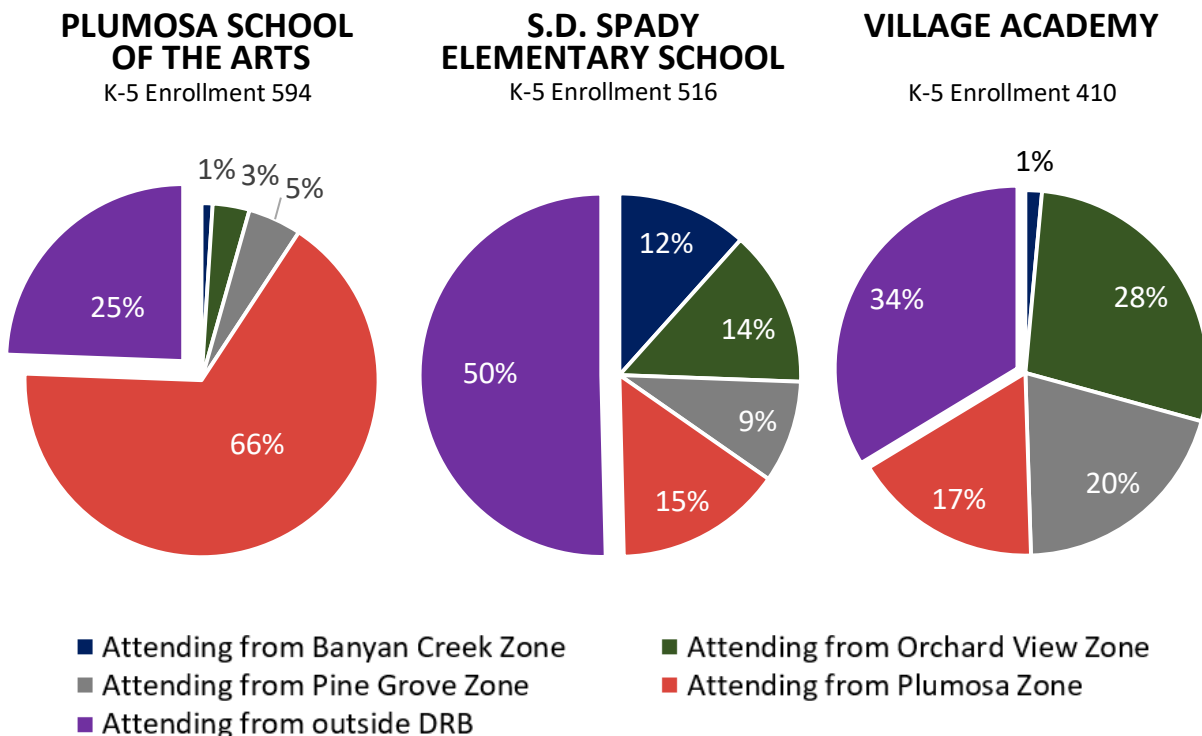
Chart 7



Plumosa served 25% of students from outside of Delray Beach in 2017-18, and S.D. Spady served 50% from outside of Delray Beach. At Village Academy, over 30% of the Kindergarten through fifth grade students were from outside of Delray Beach.

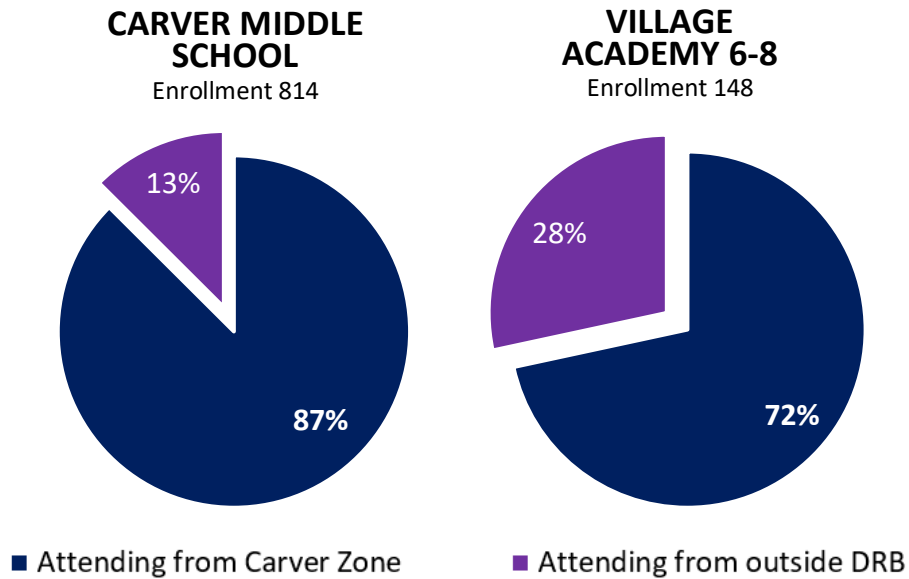
The largest demand by far within Delray Beach is for the Montessori program, which is indicated by the 130 Delray Beach students who remained on the S.D. Spady wait list. Thirty-seven Delray Beach students remained on the Plumosa School of the Arts wait list. The applications to Plumosa in 2017-18 may have been stronger due to the planned expansion to middle school. Families may wish to be enrolled at the elementary level so as to have a preference when applying to the middle school.

Chart 8



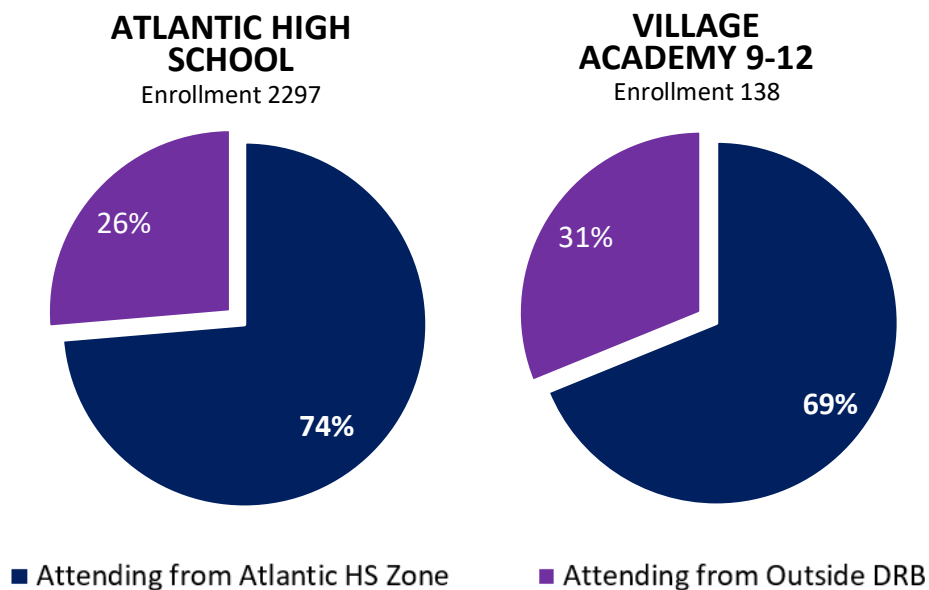
Only 13% of Carver students were from outside of Delray Beach, although they are a choice program and have unused capacity. Village Academy, in grades 6-8, served 28% from outside of Delray Beach.

Chart 9



Atlantic Community High School and Village Academy are both choice options for high school students. Both schools have close to 30% of students from outside of Delray Beach.

Chart 10



V. *Planned Capital Investment*

Looking to the future, the planned level of investment in Delray Beach schools from the most recent capital planning document from the school district website can be seen in Chart 11. The year budgeted simply shows when the funds were expected to be available, not necessarily when the project will be completed.

Note that the plan for Pine Grove has been modified to a replacement/modernization plan. Plumosa is scheduled for an expansion for 400-500 middle school students. Otherwise, the schools are primarily scheduled for routine maintenance and compliance upgrades.

There is \$10 million allocated for the Delray Full Service Center that remains loosely defined.

Chart 11

| Delray Beach Facility | PBSD Capital Program Plans | Current Budget | Year Budgeted |
|--|--|----------------|-----------------|
| Banyan Creek | Deferred maintenance | \$ 8,494,328 | ? |
| Orchard View | Deferred maintenance | \$ 6,808,919 | ? |
| Pine Grove * | Recommended for facility replacement/modernization | \$12,311,712 | 2019-20 |
| Plumosa | Deferred maintenance and expansion to K-8 | \$20,313,375 | 2019-20 |
| S.D. Spady | Deferred maintenance | \$ 3,641,242 | ? |
| Carver MS | Deferred maintenance | \$ 7,438,428 | ? |
| Atlantic HS | Deferred maintenance and compliance | \$ 5,934,578 | ? |
| Village Academy | Deferred maintenance and kitchen expansion | \$ 5,237,951 | Kitchen 2017-18 |
| Delray Full Service Center | Remodeling and athletic fields | \$10,000,000 | 2018-19 |
| <i>*Previously only included deferred maintenance at \$7,155,725</i> | | | |

VI. *Future Options for School Modifications and Enhancements*

The scope of work for this project included exploration of the following:

- Options for Pine Grove Elementary School
- Options for Carver Middle School
- Creation of a technical training high school and adult career training center
- Use of the Delray Full Service Center.

While there is also interest in potentially expanding early childhood education in Delray Beach Schools, sufficient data is not available at this time to determine the need and financial feasibility for additional early childhood programs.

A. Elementary School Options

1. Pine Grove Elementary

With improved choice programs and greater quality, there is the potential to attract more Delray Beach families to Delray Beach schools, so leaving some excess capacity is wise. For that reason, the first option is to keep Pine Grove as an elementary school with some significant renovations or remodeling. The current capacity includes 15 temporary wooden buildings that should be evaluated in future planning. In order to create a quality, modernized facility these may need to be replaced with a permanent structure. The planned \$12 million in capital improvement funds may not be sufficient for the required upgrades. This would need to be determined once the program model is designed.

In order for Pine Grove Elementary to thrive, a technology choice program should be created to attract additional students to the school. Technology integration with an emphasis on project-based learning would be a good fit with the school's current programming, and would also create a feeder pattern to the technology options at Carver Middle School, as well as the options proposed for Village Academy at grades 6-8.

Pine Grove should include Pre-K 3 and 4 classrooms to meet the early learning needs of the community. The community should explore funding availability for early childhood education programs (ages birth-3 years) as well. If resources are available to support classrooms for early childhood education, the planned renovations would need to allow for space appropriate for early childhood programming.

2. Orchard View Elementary

Orchard View Elementary has the capacity to serve additional students, and does not offer choice programs to attract students beyond its attendance boundaries. The greatest unmet demand for school choice among Delray Beach elementary parents is the International Baccalaureate program, with a total of 262 Delray Beach students applying to Morikami Park's program in 2017-18.

Additionally, there is currently no International Baccalaureate early years program offered in any Delray Beach elementary school, which is a gap given the middle and high school International Baccalaureate programs.

Attaining the necessary accreditation for an early years International Baccalaureate program may require additional investment by the school district, and the process will take several years to complete.

B. Carver Middle School Options

Based upon available information, Carver Middle School has the capacity to serve additional students. However, only 50% of Delray Beach middle school students attending publicly funded options are choosing to attend Carver. The International Baccalaureate middle years program should be a strong draw due to the alignment with Atlantic Community High School. Given the available information, the following recommendations for Carver focus on strengthening and promoting the available programs:

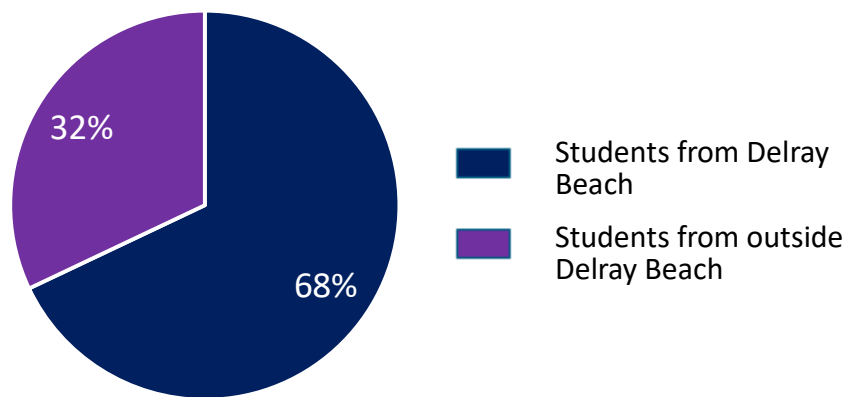
- Prominently market and communicate the International Baccalaureate middle years program at Carver
- Continue the emphasis at Carver to support technology integration and inquiry-based learning, beyond the pre-IT program
- Establish a clear continuum with the elementary technology and Montessori choice programs
- Consider an International Baccalaureate primary years program within Delray Beach to establish alignment and encourage Carver enrollment

- Promote opportunities for Carver students to gain high school credits that are transferrable to Atlantic Community High School, creating additional alignment and enrollment incentives
- Add extra-curricular activities consistent with elementary programming and international inquiry-based learning
- Consider creating a Community Partnership Plan to strengthen and market Carver Middle School.

C. Village Academy Options

The reality of the data regarding Village Academy shows that the initial intention to create a neighborhood school serving students continuously from birth through high school has not materialized consistently. As seen on Chart 12, about one-third of the students in K-12 attending Village Academy do not live in Delray Beach.

Chart 12



Additionally, the size of the student body fluctuates over time. Chart 13 illustrates that while the first grade class in 2013 had 75 students, by the time that cohort of students reached fifth grade in 2017, there were only 55 students enrolled.

Chart 13

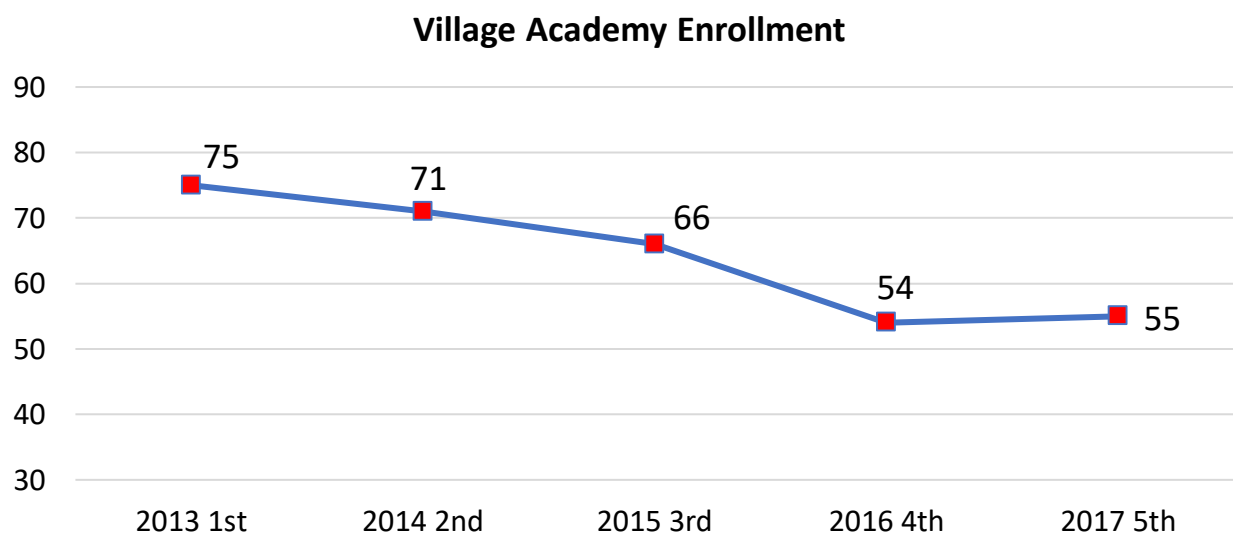
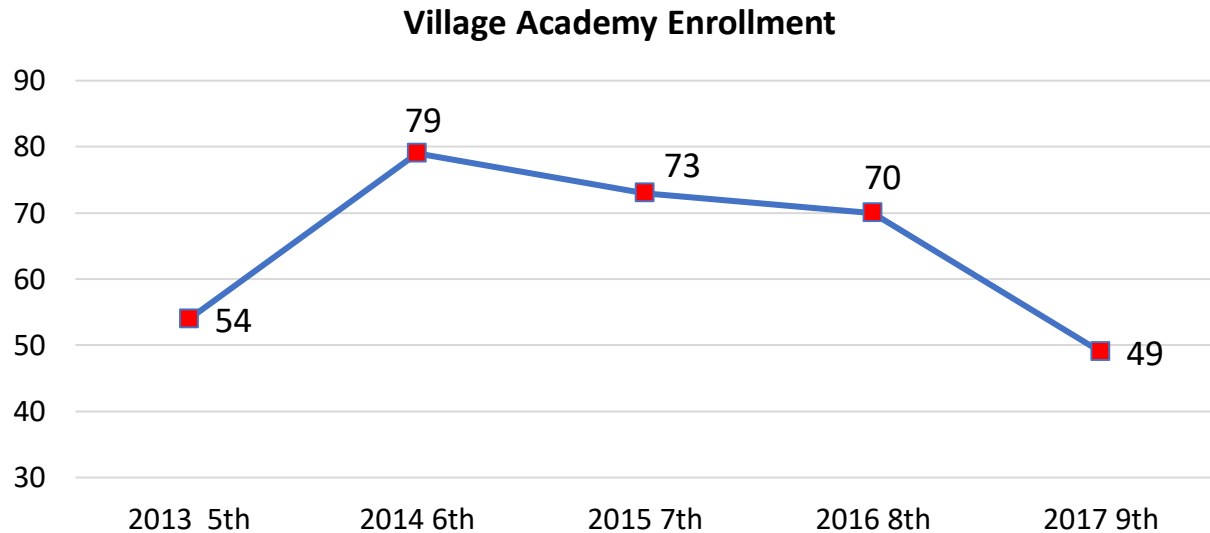


Chart 14 illustrates that similarly, in 2013 there were 54 fifth grade students. That number increased to 79 students in middle school, and then dropped to 49 students when the cohort reached the ninth grade in 2017. This data indicates that in the best-case scenario, no more than 49 students could potentially be the same students from the fifth through ninth grades over the past five years, and of those 49 students, only 33 would be from Delray Beach.

Chart 14



Based on this, it is appropriate to consider a new instructional model for Village Academy that does not assume a neighborhood-based continuum of students as the primary differentiator.

1. Village Academy PK-8

As a choice school, Village Academy should have a clear programmatic emphasis. The School District of Palm Beach is interested in expanding the conservatory school approach which would be a good fit for Village Academy. This type of school has a project-based learning approach, within a common academic theme. In the case of Village Academy, a focus on project-based learning aligned to growing career fields would align well with community needs and interests. This could then lead to specific career choice programs in grades 6-8 similar to South Tech Preparatory Academy, aligned with career course options available at Village Academy in grades 9-12.

2. Village Academy 9-12

Based upon Delray Beach student interest in career programs at other middle and high schools, as well as local workforce community interests and plans, transform Village Academy into a College and Career Academy, in partnership with local industries and Palm Beach State College, for students in grades 9-12.

While offering similar programs to a career academy a College and Career Academy does not operate as a standalone program within a larger high school. Instead, all students in the high school are offered opportunities to pursue college coursework toward a certificate, associate's or bachelor's degree while gaining practical career skills. According to the College and Career Academy Support Network, common elements of this model include:

- A small learning community with personalized supports
- A curriculum that integrates rigorous college preparatory academics with real-world applications, career technical skills and work-based learning opportunities
- Partnerships with employers, community members, and post-secondary institutions.

Unlike traditional dual-enrollment opportunities where students leave the high school to take courses on a college campus, college coursework (including coursework toward industry certification) are offered in the high school during the regular school day. This approach has been shown to increase both access and success.

Research studies have demonstrated that students attending schools with these key elements have higher high school graduation rates, and higher completion rates for post-secondary credentials (certifications and degrees), when compared with similar students in traditional high schools.

Additional information on College and Career Academies can be found at the following sources:

- Pathways to Prosperity Network <https://ptopnetwork.jff.org/>
 - [https://www.gse.harvard.edu/sites/default/files/documents/Pathways to Prosperty Feb2011-1.pdf](https://www.gse.harvard.edu/sites/default/files/documents/Pathways_to_Prosperty_Feb2011-1.pdf)
 - <http://www.agi.harvard.edu/pathways/CreatingPathwaystoProsperityReport2014.pdf>)
- College and Career Academy Support Network <https://casn.berkeley.edu/>
- American Institutes for Research, Early College High School Impact Study
https://www.air.org/sites/default/files/downloads/report/ECHSI_Impact_Study_Report_Final1_0.pdf
https://www.air.org/sites/default/files/downloads/report/ECHSI_Impact_Study_Report_Final1_0.pdf
- MDRC Research on Career Pathways <https://www.mdrc.org/publication/mdrc-research-career-pathways>
- National Career Academy Coalition www.ncacinc.com (focuses more on traditional career academies, but includes some reports on comprehensive College and Career Academy high schools as well.)

As the College and Career Academy high school is designed, the city can partner with the school district to generate energy and interest through business partnerships that create career-focused opportunities leading to employment in living wage jobs. The career options offered in the high school should be based upon local workforce needs, as well as gaps in other surrounding high school career programs.

Additional investment will be required to provide access to career-specific tools and technology that support applied learning in practical, work-ready skills.

In order for the College and Career Academy high school to be a viable choice for all students, there should be an opportunity for competitive high school sports. Students should not be forced to choose between sports and the College and Career Academy. High school athletic opportunities offered at the school should be appropriate for the school size and student interest, and may not necessarily include all athletic activities offered at a traditional high school.

D. Delray Full Service Center Options

In keeping with the focus on career preparation and workforce development, convert the Delray Full Service Center into an adult workforce education center, in alignment with the Village College and Career Academy, to create a lifelong learning center aligned with workforce needs. In addition to the current English language and GED courses, offer adult enrollment in Palm Beach State College courses on site, including industry certification programs in high-demand fields that pay a living wage. This approach supports the city's strategic plan and Set Transformation Plan.

Funding currently allocated for renovation of the Delray Full Service Center may not be sufficient to create an adult workforce development program with tools and technology aligned to high-demand, living wage careers.

VII. Implementation Considerations

As a starting point for implementation, collaboration must occur among representatives of the city, school district, Palm Beach State College and business community to agree upon a feasible 5-year plan for Delray Beach Schools utilizing the one cent sales tax and leveraging public/private partnerships.

Once agreement on a 5-year plan is established, additional research will be needed to refine implementation plans. This should include Delray Beach community forums to build understanding and seek input into the 5-year education master plan implementation including programming details, timelines and communication approaches.

Once the implementation plan is developed, the city should support a marketing campaign to promote Delray Beach as a community with strong schools featuring a variety of choice programs that respond to parent and student needs and interests. Additional marketing support should be provided to each individual school based upon its unique assets and programs.

Appendix A

Delray Beach Public School Profiles

ATLANTIC HIGH SCHOOL

2017-18 School Profile

GRADE

B

Reading Proficiency **59%**

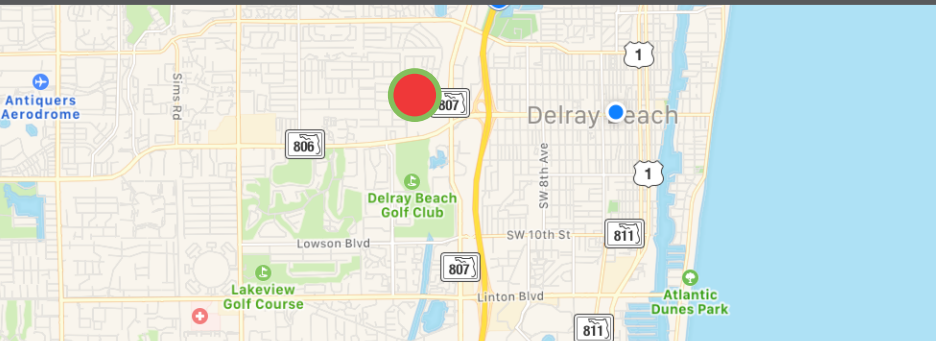
Math Proficiency **50%**

Graduation Rate (2016-17) **92%**

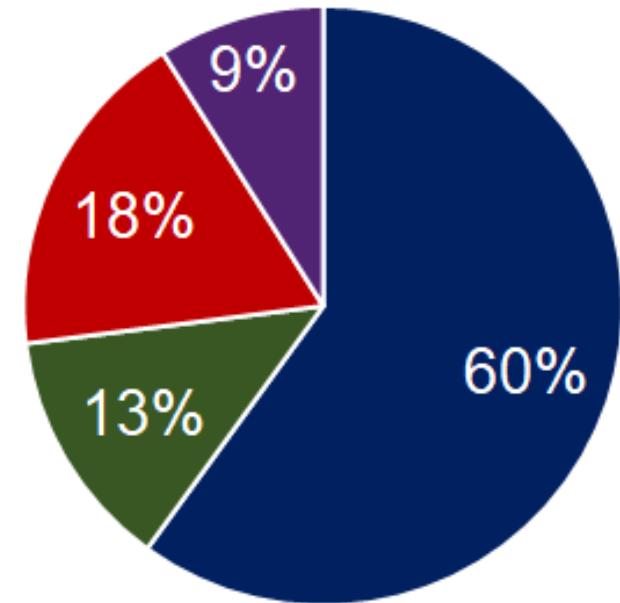
Enrollment **2,297**
FACILITY UTILIZATION **94%**

Students Receiving Free
or Reduced Lunch **66%**

LOCATION



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■ HISPANIC
■ WHITE
■ OTHER



Choice Programs

- Army JROTC, Construction, Criminal Justice, Drafting and Design, Early Childhood Teacher Education, International Baccalaureate, IB Career Programme - Medical Sciences, Sports Management and Recreation

CARVER MIDDLE SCHOOL

2017-18 School Profile

GRADE

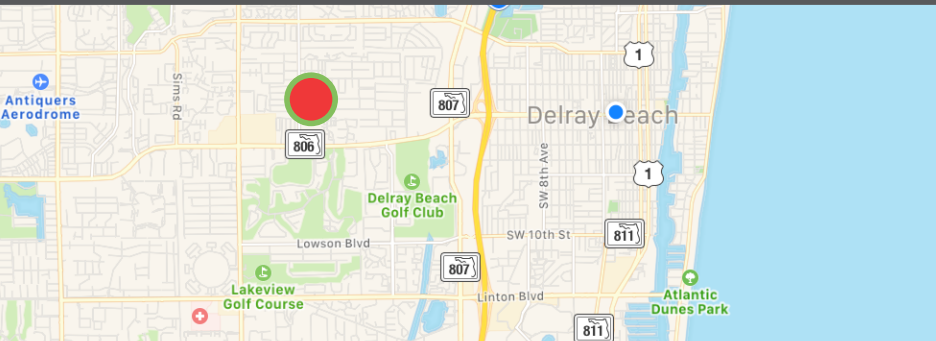
C

Reading Proficiency **41%**
Math Proficiency **36%**

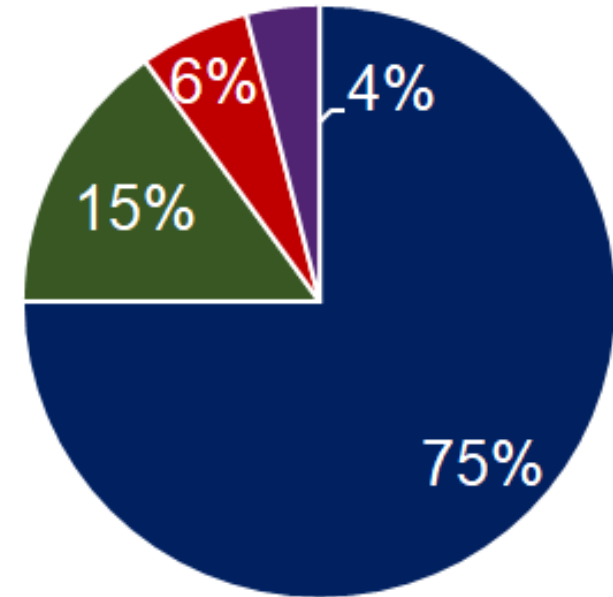
Enrollment **814**
FACILITY UTILIZATION **53%**

Students Receiving
Free or Reduced Lunch **83%**

LOCATION



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■ HISPANIC
■ WHITE
■ OTHER



Choice Programs

- International Baccalaureate MYP, Pre-Information Technology

BANYAN CREEK ELEMENTARY SCHOOL

2017-18 School Profile

GRADE

A

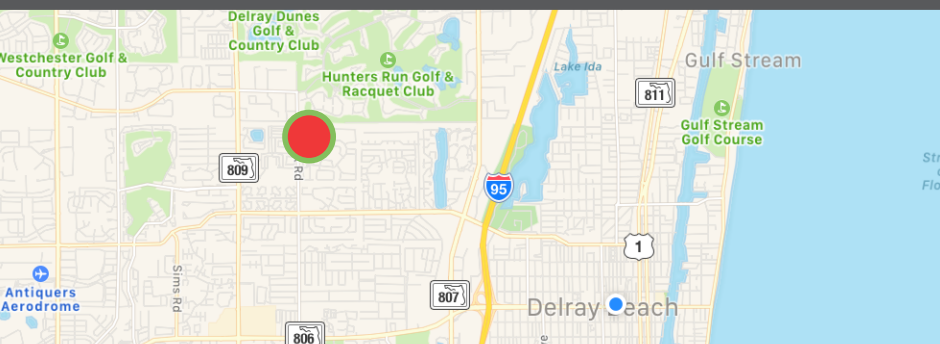
Reading Proficiency **70%**

Math Proficiency **78%**

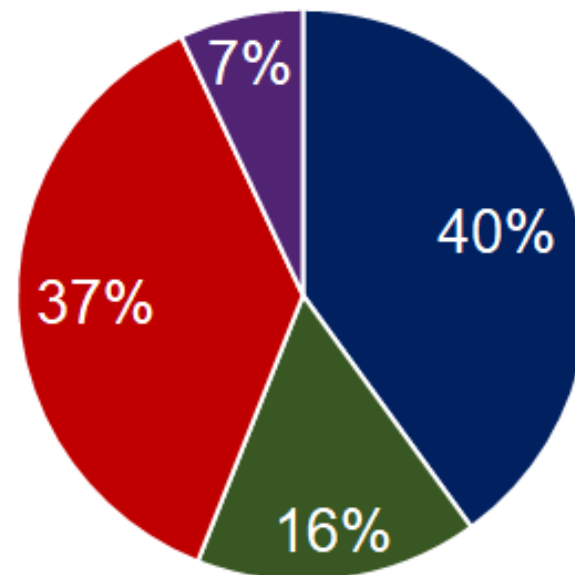
Enrollment **969**
FACILITY UTILIZATION **81%**

Students Receiving
Free or Reduced Lunch **54%**

LOCATION



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■ HISPANIC
■ WHITE
■ OTHER



Choice Programs

- Technology

ORCHARD VIEW ELEMENTARY SCHOOL

2017-18 School Profile

GRADE

B

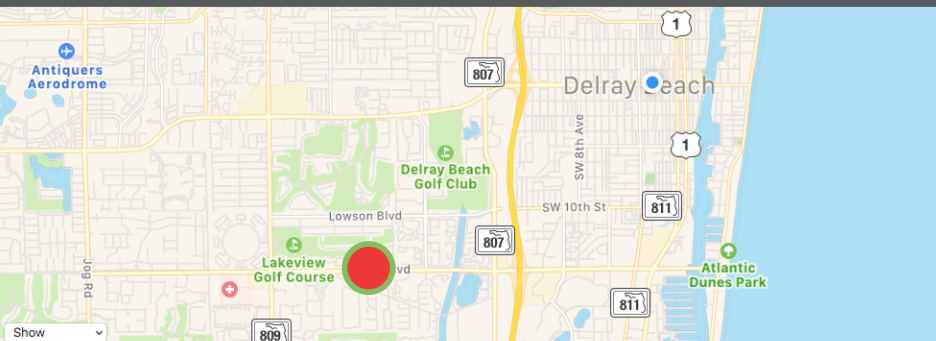
Reading Proficiency **41%**

Math Proficiency **50%**

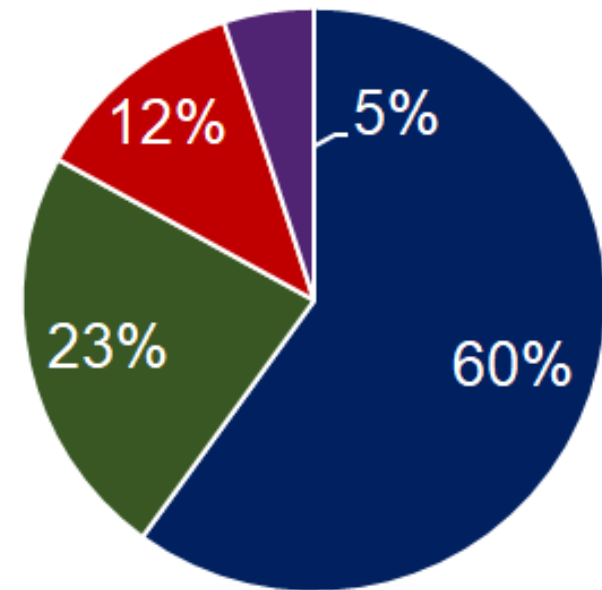
Enrollment **584**
FACILITY UTILIZATION **73%**

Students Receiving
Free or Reduced Lunch **86%**

LOCATION



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■ HISPANIC
■ WHITE
■ OTHER



PINE GROVE ELEMENTARY SCHOOL

2017-18 School Profile

GRADE

C

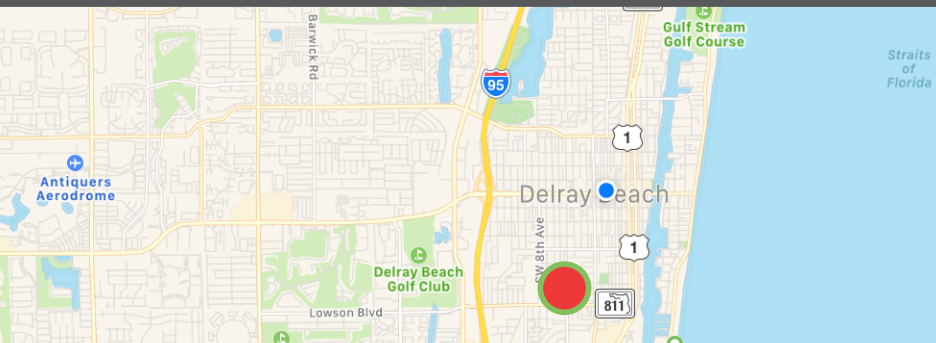
Reading Proficiency **42%**

Math Proficiency **43%**

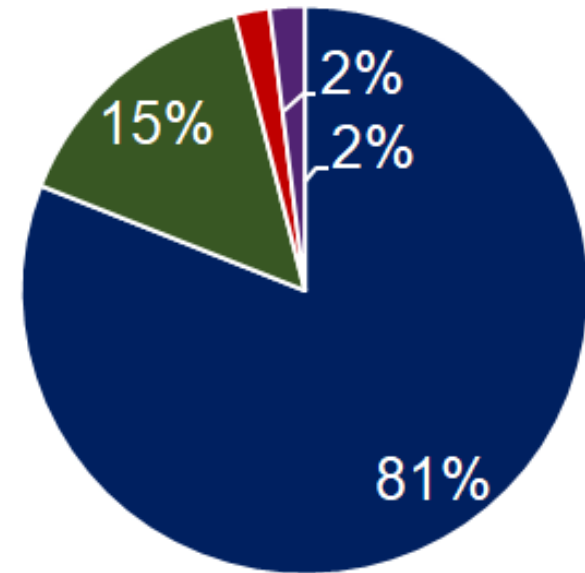
Enrollment **428**
FACILITY UTILIZATION **50%**

Students Receiving
Free or Reduced Lunch **92%**

LOCATION



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■ HISPANIC
■ WHITE
■ OTHER



PLUMOSA SCHOOL OF THE ARTS

2017-18 School Profile

GRADE

B

Reading Proficiency **53%**

Math Proficiency **55%**

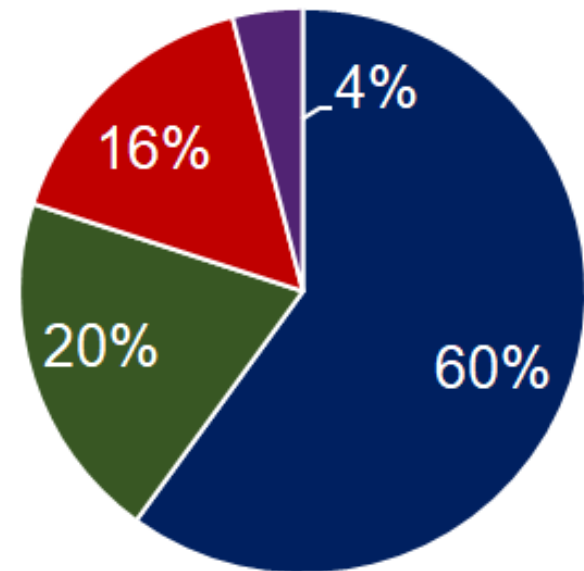
Enrollment **594**
FACILITY UTILIZATION **84%**

Students Receiving
Free or Reduced Lunch **78%**

LOCATION



■ BLACK
■ HISPANIC
■ WHITE
■ OTHER



Choice Programs

- Arts (Visual, Performing, and Communications), Spanish Dual Language

S.D. SPADY MONTESSORI SCHOOL

2017-18 School Profile

GRADE

B

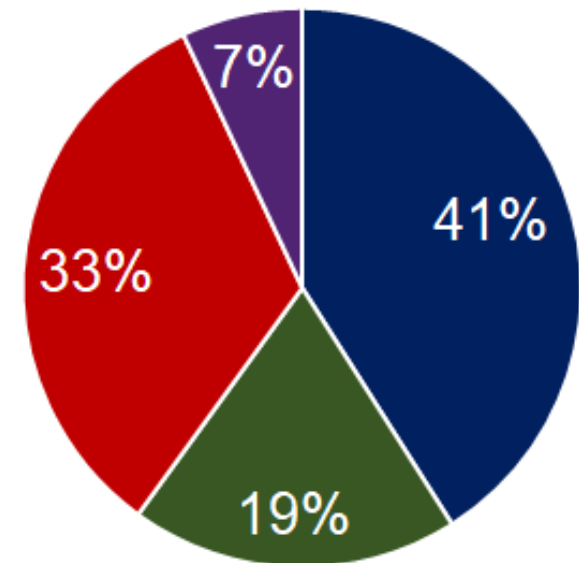
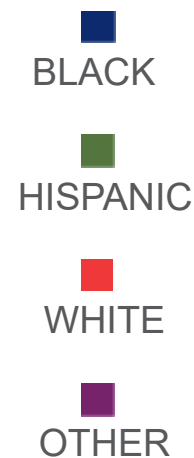
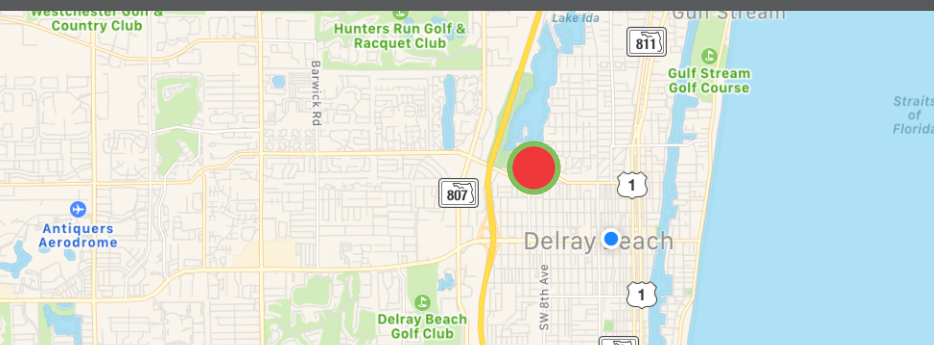
Reading Proficiency **63%**

Math Proficiency **72%**

Enrollment **605**
FACILITY UTILIZATION **87%**

Students Receiving
Free or Reduced Lunch **55%**

LOCATION



Choice Programs

- Montessori

VILLAGE ACADEMY K-12

2017-18 School Profile

GRADE

C

Reading Proficiency **38%**

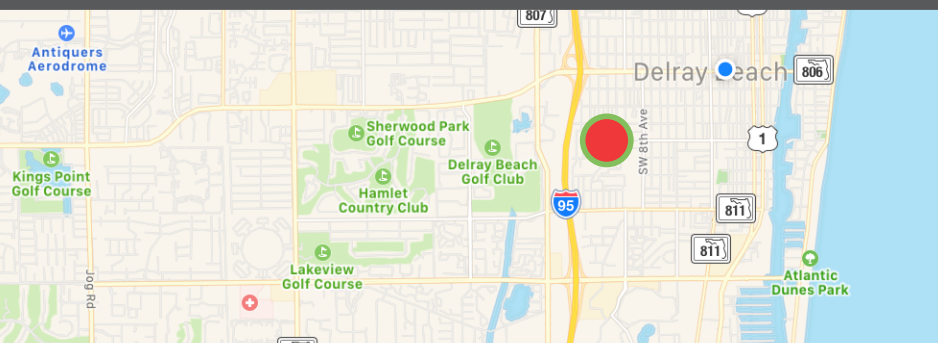
Math Proficiency **34%**

Graduation Rate (2016-17) **100%**

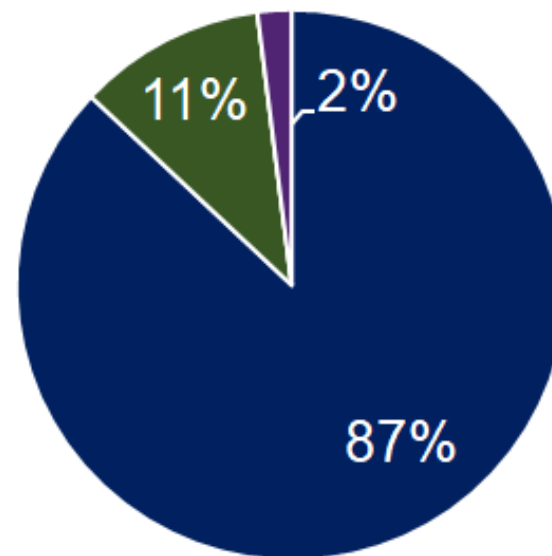
Enrollment **848**
FACILITY UTILIZATION **78%**

Students Receiving Free
or Reduced Lunch **98%**

LOCATION



■ BLACK
■ HISPANIC
■ WHITE
■ OTHER



Choice Programs

- Small School Continuum