

## District "Right-Sizing" Overview, Process and Recommendations

### Overview

Over the last decade, enrollment in Sacramento City Unified School District has declined by approximately 10 percent, from a high of 53,418 in 2001-02 to 47,939 last year. Enrollment this year is down again by at least 800 students. The aging of our neighborhoods, the lure of new housing in suburbs beyond our borders, and the region's economic crisis have been cited as factors leading to this decline. We are projected to lose another 800 students in 2013-14. While we will continue to innovate programs aimed at attracting new families, we are unlikely to see an enrollment surge in neighborhoods hard-hit by job losses, foreclosures and California's shifting demographics. According to a report released this month by the USC Price School of Public Policy and the Lucile Packard Foundation for Children's Health, California is facing an "unprecedented decline" in its child population, a trend triggered by lower birth rates, fewer newcomers arriving in the state and a smaller population of women of child-bearing age.

SCUSD's struggles with declining enrollment have compounded the district's serious and severe budget problems, as fewer students mean less state funding. In the last five years alone, SCUSD has been forced to cut \$146 million from our budget due to state cuts to public education, declining enrollment and a loss of one-time federal funds. Balancing our books has meant raising class sizes and reducing or eliminating librarians, nurses, teachers, counselors, custodians and assistant principals. These cuts have damaged our ability to continue to provide a high-quality education to every student on every campus. Despite passage of Proposition 30 and its promise of increased education funding, we are predicting another budget deficit for 2013-14 as our costs continue to rise.

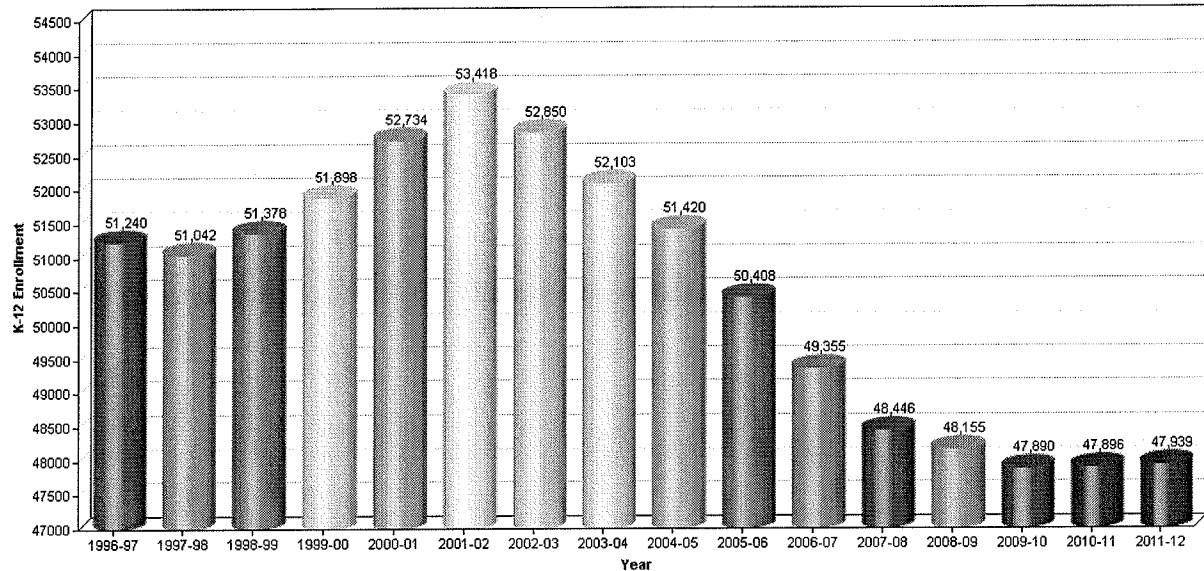
Currently, SCUSD's elementary schools are operating at just 56 percent of enrollment capacity. This model is not fiscally sustainable and drains resources from other students and other schools. SCUSD operates 56 schools that serve elementary students. By comparison, Elk Grove Unified, which has substantially more students, has 39 schools that serve elementary students. San Juan Unified, with a similar number of students, operates 43. To "right-size" our district, staff is recommending the closure of 11 dramatically under-enrolled elementary schools, a deep reduction that is meant to reduce costs over time and address the structural imbalance that leads to under-enrolled campuses.

Right-sizing has benefits beyond those that are purely economic. Fewer elementary schools will mean fewer split-grade classrooms. Fewer elementary schools will mean more learning supports for every student at every school. Fewer elementary schools will also improve the district's ability to maintain our campuses, classrooms, playgrounds and fields, which will help keep students safer and healthier. Fewer campuses will allow the district to concentrate our financial resources for the benefit of students and families and lower our utility costs. By being at a larger school, students will have more opportunities for intervention and enrichment and teachers will have greater opportunities to collaborate with peers who teach the same grade level.

In addition, we are projecting a \$2 million reduction in costs for 2013-14 through the closure of 11 campuses, and more savings over the years. Plans are being put in place to ease the transition as much as possible for families so that they are well taken care of during this process. Community meetings will be held so that every voice is heard as we move forward.

## Declining Enrollment in SCUSD

Below is an enrollment "time capsule" bar chart from the California Department of Education:



	# of Elementary Schools	# of K-12 Students*
SCUSD	56	47,939
San Juan	43	47,245
Elk Grove	39	62,123

\*2011-12 California Department of Education statistics for LEAs – includes all charter schools

Enrollment for the 2012-13 school year is down at least 800 students. Projections for 2013-14 suggest a similar trend. As businesses like Campbell's Soup leave our community, more and more families leave their aging neighborhoods in favor of newer homes in areas like Roseville.

Under-enrolled schools result in more split classes and fewer resources for families and faculties.

### Benefits of School Closure

- Ongoing financial savings
- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility
- Easier to provide security support for fewer campuses
- Large schools provide more opportunity for staff collaboration

### **Process**

Since this is a fiscal decision, staff used fiscal data to determine a list of schools for closure.

1. Started with list of district schools listed in reverse order by enrollment percentage of capacity (see table on following page).
2. Schools were removed from consideration for the following two reasons:
  - I. Schools whose enrollment is expected to grow as a result of schools higher on the list feeding into them - so as to not disproportionately impact certain neighborhoods or communities.
  - II. Priority Schools – The district has invested substantial resources into turning around these schools in our highest needs neighborhoods.
3. Following Board action, a new 7-11 Committee will be appointed to complete a thorough assessment of impacted sites and community needs and make recommendations to the Board for their reuse/repurposing.

### **Timeline**

January 17:	Initial presentation of recommendations to Board.
January/February:	Community meetings – dates to be determined by January 18.
February 7:	Board hears staff report with any updated information.
February 21:	Board vote.
February 22:	Transition Process begins.
Early March:	Appoint New 7/11 Committee charged with creating a comprehensive plan for repurposing and reuse of closed facilities.

Estimated Financial Considerations

	Year One	Year Two	Year Three	Year Four
	Projected Savings	Projected Savings	Projected Savings	Projected Savings
Fruit Ridge	\$ 270,171	\$ 275,575	\$ 281,086	\$ 286,708
James W. Marshall	\$ 231,123	\$ 235,746	\$ 240,461	\$ 245,270
Washington	\$ 254,287	\$ 259,373	\$ 264,560	\$ 269,851
Tahoe	\$ 221,577	\$ 226,008	\$ 230,529	\$ 235,139
C.P. Huntington	\$ 217,562	\$ 221,913	\$ 226,352	\$ 230,879
Susan B. Anthony	\$ 188,226	\$ 191,991	\$ 195,831	\$ 199,747
Bret Harte	\$ 222,687	\$ 227,141	\$ 231,684	\$ 236,317
Joseph Bonnheim	\$ 207,885	\$ 212,043	\$ 216,284	\$ 220,609
Mark Hopkins	\$ 231,904	\$ 236,542	\$ 241,273	\$ 246,099
Clayton B. Wire	\$ 250,556	\$ 255,567	\$ 260,678	\$ 265,892
Maple	\$ 223,740	\$ 228,215	\$ 232,779	\$ 237,435
Sub-total	\$ 2,519,720	\$ 2,570,114	\$ 2,621,516	\$ 2,673,947
Year One Implementation Cost	\$ 348,000			
Total Savings	\$ 2,171,720	\$ 2,570,114	\$ 2,621,516	\$ 2,673,947



### **Community Meeting Outreach Plan**

A series of Community Forums will be held in the coming weeks regarding the potential closure of the sites being recommended. There will be a community meeting held at each of the sites recommended for closure.

These meetings will provide community members with an opportunity to hear information on the financial landscape that has precipitated these recommendations, as well as the process and criteria being used. These meetings will provide an opportunity to gather feedback from the community on how to ensure that the needs of families are met during this difficult transition.

### **Outreach Efforts (including, but not limited to):**

- Letters backpacked home to parents at each school regarding the upcoming meetings (letters will be translated where appropriate)
- Connect-ED messages sent out to parents at each school regarding the upcoming meetings
- Prominent placement on the district website ([www.scusd.edu](http://www.scusd.edu))
- Press release to local media outlets
- Engage with local Neighborhood Associations
- Coordination with partners in the city and county
- The district will use all means at our disposal to inform school communities of these meetings

## **Fruit Ridge Elementary**

Students will receive priority in the district's upcoming **Open Enrollment** process.

### **New Home School(s) for Students**

Father Keith B. Kenny  
Oak Ridge

### **Other Neighboring School(s)**

Mark Twain  
Ethel I Baker

### **Rationale/Information Regarding Receiving Schools**

Both Oak Ridge and Father Keith B. Kenny are within close proximity and neither requires the crossing of a major street or railroad track.

### **Transportation**

A walking attendant for students traveling to Father Keith B. Kenny will be added. Transportation for students traveling to Oak Ridge will be added to mitigate traffic concerns for families displaced by the closure of Fruit Ridge.

### **Benefits/Supports for Families at Receiving School(s)**

- The district has invested significant resources into improving Father Keith B. Kenny and Oak Ridge in the past three years
- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility



## **James Marshall Elementary**

Students will receive priority in the district's upcoming **Open Enrollment** process.

### **New Home School(s) for Students**

A.M. Winn  
Sequoia

### **Other Neighboring School(s)**

Isador Cohen  
O.W. Erlewine  
Golden Empire

### **Rationale/Information Regarding Receiving Schools**

Families to the west of Mayhew Road would go to Sequoia; families to the east of Mayhew Road would go to A.M. Winn.

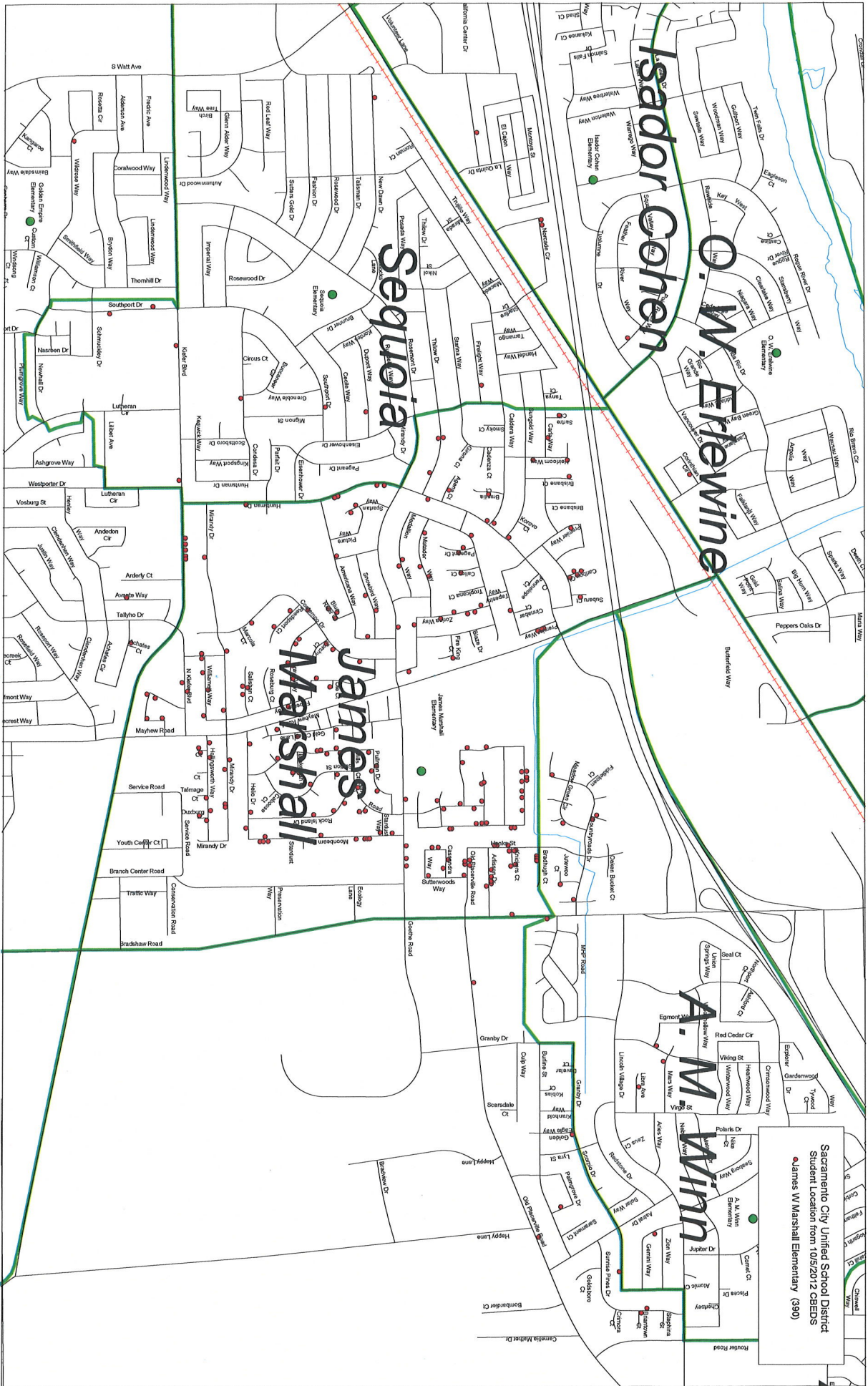
### **Transportation**

Transportation will be added for displaced students who must cross Bradshaw Road to get to A.M. Winn.

### **Benefits/Supports for Families at Receiving School(s)**

- The district has invested resources into the creation of a new Waldorf-Inspired program at A.M. Winn
- Through its Waldorf-Inspired program, A.M. Winn will soon be offering an Early Kinder program for families
- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility





Sacramento City Unified School District  
 Student Location from 10/5/2012 CBEDS  
 ● James W. Marshall Elementary (390)

## Washington Elementary

Students will receive priority in the district's upcoming **Open Enrollment** process.

### New Home School(s) for Students

William Land  
Theodore Judah

### Other Neighboring School(s)

NA

### Rationale/Information Regarding Receiving Schools

Families to the west of railroad tracks between 19<sup>th</sup> Street and 20<sup>th</sup> Street would go to William Land; families to the east of railroad tracks between 19<sup>th</sup> Street and 20<sup>th</sup> Street would go to Theodore Judah.

### Transportation

Transportation will be provided for displaced students going to Theodore Judah who live west of Business 80. Transportation will be added for displaced students going to William Land.

### Benefits/Supports for Families at Receiving School(s)

- Washington's partnerships with the arts community could continue at William Land and Theodore Judah
- William Land's Mandarin Immersion program provides a unique opportunity for families
- Theodore Judah is among the leaders in our district in green and environmental programs
- Theodore Judah offers an Early Kinder program for families
- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility





Sacramento City Unified School District  
 Student Location from 10/9/2012 CBEDS  
 ● Washington Elementary (222)

## Tahoe Elementary

Students will receive priority in the district's upcoming **Open Enrollment** process.

### New Home School(s) for Students

Father Keith B. Kenny

Mark Twain

### Other Neighboring School(s)

Joseph Bonnheim

### Rationale/Information Regarding Receiving Schools

Families to the west of Stockton Boulevard would go to Father Keith B. Kenny; families to the east of Stockton Boulevard would go to Mark Twain. Joseph Bonnheim is also being recommended for closure.

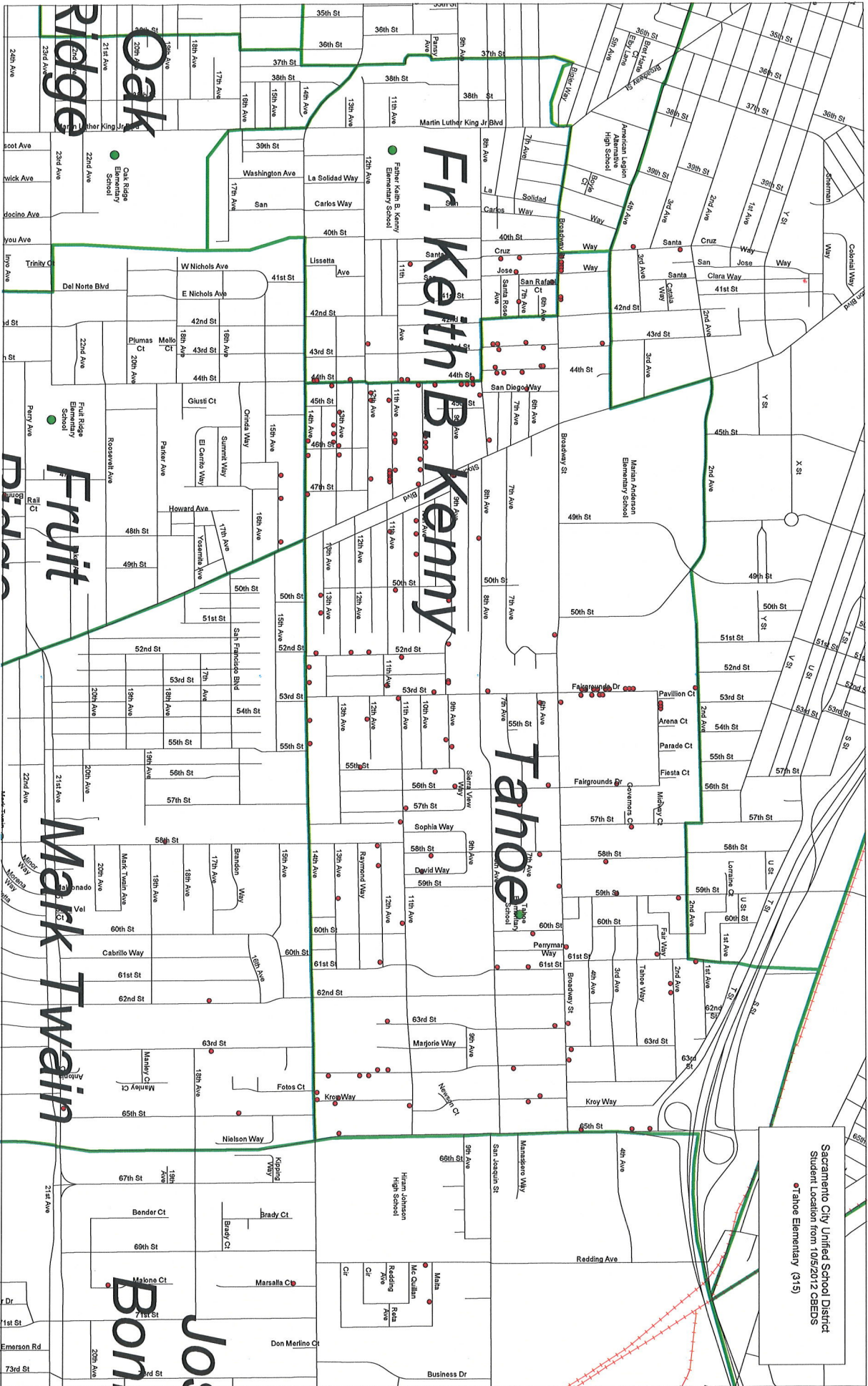
### Transportation

Crossing guards will be added at Mark Twain for drop-off and pick-up. District staff will work with the city to add designated loading and unloading zones at Mark Twain.

### Benefits/Supports for Families at Receiving School(s)

- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility





Sacramento City Unified School District  
 Student Location from 10/5/2012 CBEDS  
 ● Tahoe Elementary (315)

## **C.P. Huntington Elementary**

Students will receive priority in the district's upcoming **Open Enrollment** process.

### **New Home School(s) for Students**

H. W. Harkness

### **Other Neighboring School(s)**

Hollywood Park

Woodbine

Maple

### **Rationale/Information Regarding Receiving Schools**

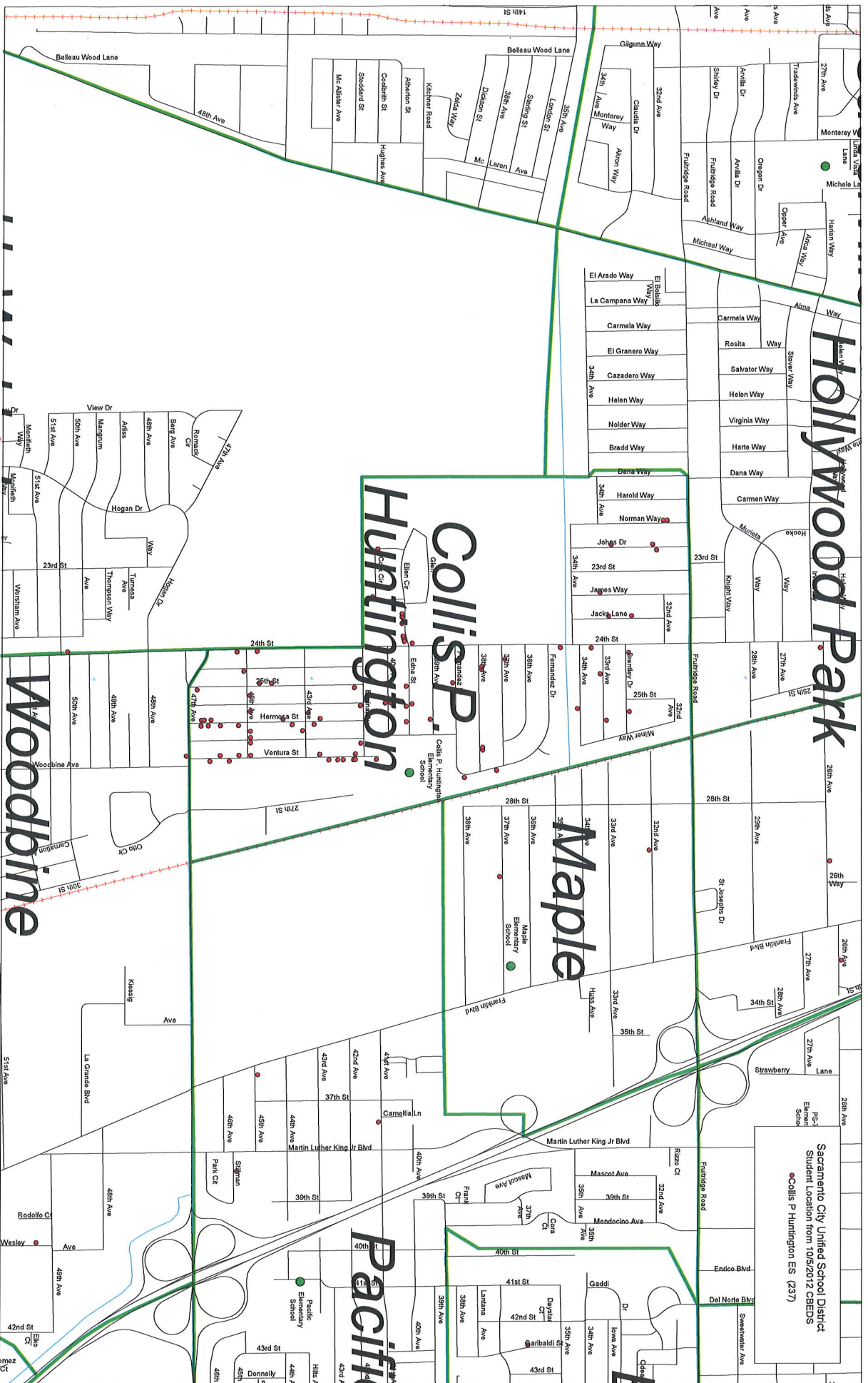
H. W. Harkness is among the closest schools to C.P. Huntington and, with transportation support, would offer the easiest transition for C.P. Huntington families. Hollywood Park and Woodbine would also be viable options, but it is more efficient to transport students to fewer locations. Maple is also being recommended for closure.

### **Transportation**

Transportation will be added for displaced students going to Harkness.

### **Benefits/Supports for Families at Receiving School(s)**

- H.W. Harkness offers an Early Kinder program for families
- H.W. Harkness is a pilot school for the district's Balanced Literacy initiative
- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility



**Hollywood Park**

**Woodbine**

**Maple**

**Collis P. Huntington**

**Pacific**

Sacramento City Unified School District  
Student Location from 10/5/2012 CBEDS  
● Collis P Huntington ES (237)



## **Susan B. Anthony Elementary**

Students will receive priority in the district's upcoming **Open Enrollment** process.

### **New Home School(s) for Students**

Edward Kemble

Cesar Chavez

### **Other Neighboring School(s)**

John Still

Mark Hopkins

### **Rationale/Information Regarding Receiving Schools**

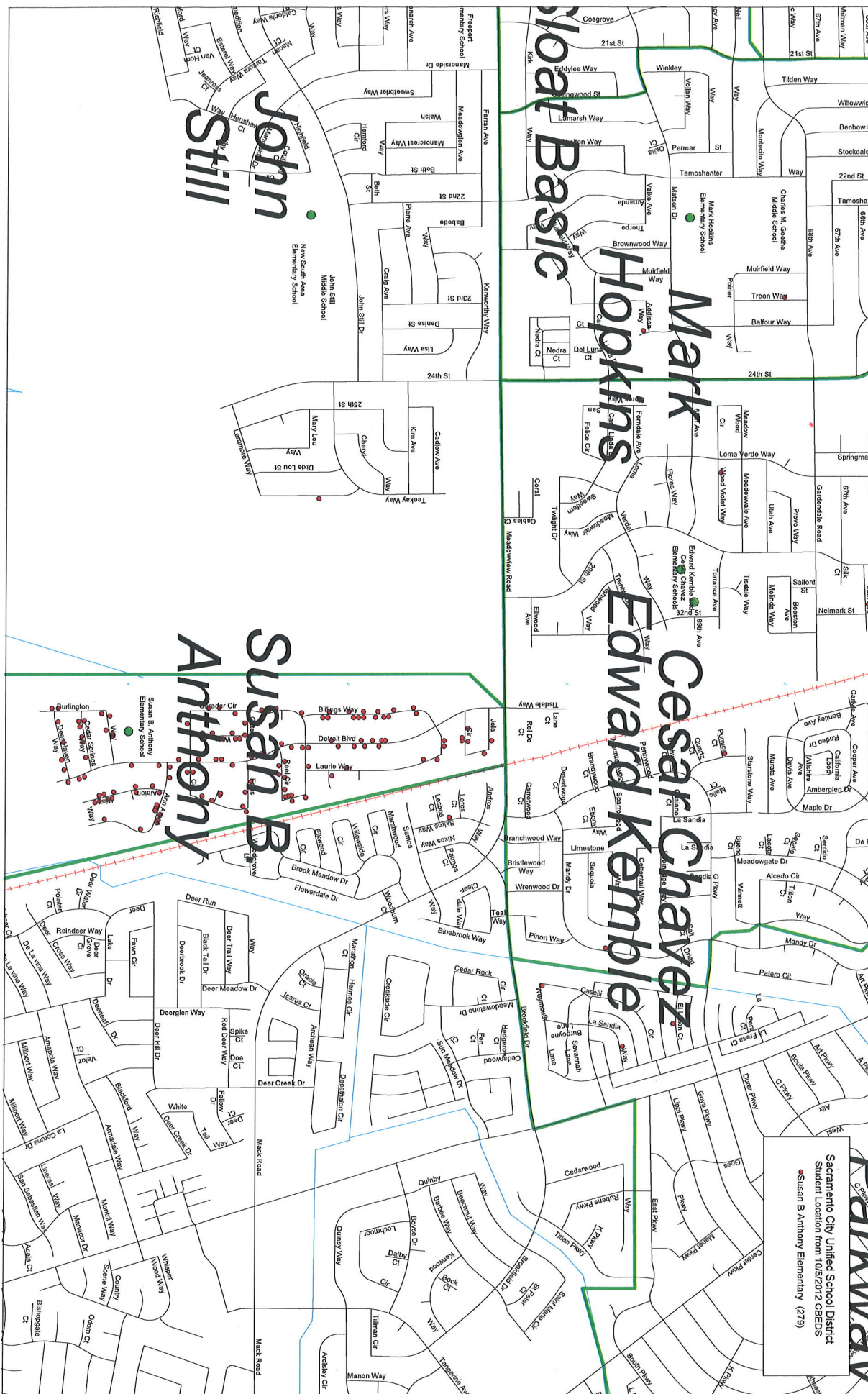
Edward Kemble and Cesar Chavez are the closest schools to Susan B. Anthony and, with transportation support, would offer the easiest transition for Susan B. Anthony families. John Still may not have the capacity to receive a significant number of additional students. Mark Hopkins is also being recommended for closure.

### **Transportation**

Transportation will be added for displaced students going to Edward Kemble and Cesar Chavez.

### **Benefits/Supports for Families at Receiving School(s)**

- Susan B. Anthony's Hmong Immersion program could continue at Edward Kemble and Cesar Chavez
- Edward Kemble and Cesar Chavez offer a Spanish Immersion program for families
- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility



Sacramento City Unified School District  
 Student Location from 10/9/2017 CBEDS  
 ● Susan B Anthony Elementary (279)

## **Bret Harte Elementary**

Students will receive priority in the district's upcoming **Open Enrollment** process.

### **New Home School(s) for Students**

Ethel Phillips  
Father Keith B. Kenny  
Oak Ridge

### **Other Neighboring School(s)**

Crocker/Riverside  
Hollywood Park

### **Rationale/Information Regarding Receiving Schools**

Families to the west of Highway 99 would go to Ethel Phillips; families to the east of Highway 99 would go to Father Keith B. Kenny. Families south of 12<sup>th</sup> Avenue will go to Oak Ridge. Ethel Phillips' capacity will grow in 2013-14 as they will no longer be QEIA. Crocker/Riverside and Hollywood Park are not being recommended as receiving schools as students would have to cross railroad tracks to get to their new campus.

### **Transportation**

Transportation will be added for displaced students going to Ethel Phillips.

### **Benefits/Supports for Families at Receiving School(s)**

- The district has invested significant resources into improving Father Keith B. Kenny and Oak Ridge in the past three years
- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility





Sacramento City Unified School District  
Student Location from 10/6/2012 CBEDS  
● Brel Harte Elementary (402)

## **Joseph Bonnheim Elementary**

Students will receive priority in the district's upcoming **Open Enrollment** process.

### **New Home School(s) for Students**

Earl Warren

### **Other Neighboring School(s)**

Tahoe

Mark Twain

Peter Burnett

### **Rationale/Information Regarding Receiving Schools**

Earl Warren is within close proximity and would not require the crossing of a major street or railroad track for most families. Portable classrooms may be needed at Earl Warren to accommodate additional students. Mark Twain would require many students to cross 65<sup>th</sup> Street. Peter Burnett would require students to cross both 65<sup>th</sup> Street and Fruitridge Road. Tahoe is also recommended for closure.

### **Transportation**

Supplemental transportation not required.

### **Benefits/Supports for Families at Receiving School(s)**

- An additional part-time administrator may be added to accommodate the large size of Earl Warren
- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility





Sacramento City Unified School District  
 Student Location from 10/5/2012 CBEDS  
 ● Joseph Bonnheim Elementary (413)

Tahoe  
 Tahoe Elementary School

Mark Twain  
 Mark Twain Elementary School

Joseph Bonnheim  
 Joseph Bonnheim Elementary School

Earl Warren  
 Earl Warren Elementary School

Frutidge Road

## **Mark Hopkins Elementary**

Students will receive priority in the district's upcoming **Open Enrollment** process.

### **New Home School(s) for Students**

John Bidwell

John Sloat

### **Other Neighboring School(s)**

Edward Kemble

Cesar Chavez

John Still

H. W. Harkness

### **Rationale/Information Regarding Receiving Schools**

John Bidwell and John Sloat are both within close proximity and neither requires the crossing of a major street or railroad track. John Still may not have the capacity to receive a significant number of additional students. With the possible closure of Susan B. Anthony, Edward Kemble and Cesar Chavez may not have the capacity to receive a significant number of additional students. Because of its QEIA funding, Edward Kemble's capacity is reduced. H. W. Harkness would require many students to cross Florin Road.

### **Transportation**

In consultation with Sacramento Police Department, walking attendants will be made available if necessary.

### **Benefits/Supports for Families at Receiving School(s)**

- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility

Florin Road

John Bidwell

John D. Sloat Basic

Mark Hopkins

Cesar Chavez  
Edward Ken

John Still

Susan B. Anthony

Sacramento City Unified School District  
Student Location from 10/6/2012 CBEDS  
● Mark Hopkins Elementary (418)





### **C.B. Wire Elementary**

Students will receive priority in the district's upcoming **Open Enrollment** process.

#### **New Home School(s) for Students**

Ethel Baker  
Pacific  
Elder Creek

#### **Other Neighboring School(s)**

Nicholas

#### **Rationale/Information Regarding Receiving Schools**

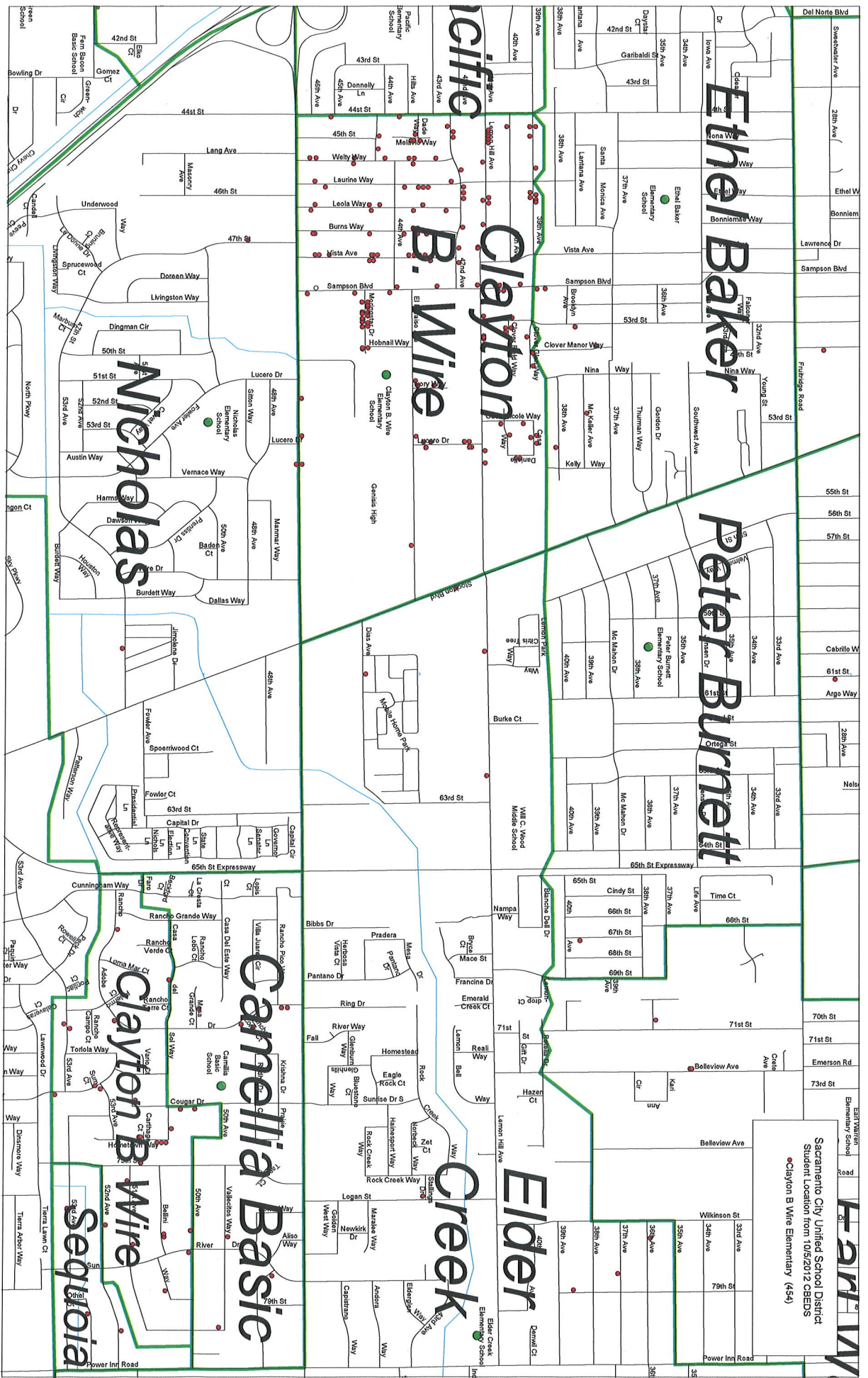
Students who live within C.B. Wire's contiguous boundary will go to Ethel Baker and Pacific, both of which are within close proximity and neither requires the crossing of a major street or railroad track. C.B. Wire students living within the non-contiguous portion of the boundary will be assigned to Elder Creek. Nicholas would require many students to cross 47<sup>th</sup> Avenue.

#### **Transportation**

Crossing guards will be provided for displaced students who cross Elder Creek Road to attend Elder Creek.

#### **Benefits/Supports for Families at Receiving School(s)**

- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility



Sacramento City Unified School District  
Student Location from 1/9/2017 CBEDS  
● Clayton B Wire Elementary (454)

Ethel Baker

Clayton

Peter Burnett

B. Wire

Nicholas

Carmellia Basic

Sequoia

Elder Creek

Farmington

Elder Creek

Elder Creek

Elder Creek

Elder Creek

Elder Creek

Elder Creek

Elder Creek

Elder Creek

Elder Creek

Elder Creek

Elder Creek

## **Maple Elementary**

Students will receive priority in the district's upcoming **Open Enrollment** process.

### **New Home School(s) for Students**

Ethel Phillips

### **Other Neighboring School(s)**

Hollywood Park

Pacific

Ethel Baker

C.P. Huntington

### **Rationale/Information Regarding Receiving Schools**

Ethel Phillips is the closest schools to Maple and, with potential transportation support, would offer the easiest transition for Maple families. Hollywood Park would require many students to cross Fruitridge Road. Pacific and Ethel Baker would require many students to cross Franklin Boulevard and MLK Jr. Boulevard. C.P. Huntington is also recommended for closure and would require students to cross railroad tracks. Ethel Phillips' capacity will grow in 2013-14 as they will no longer be QEIA.

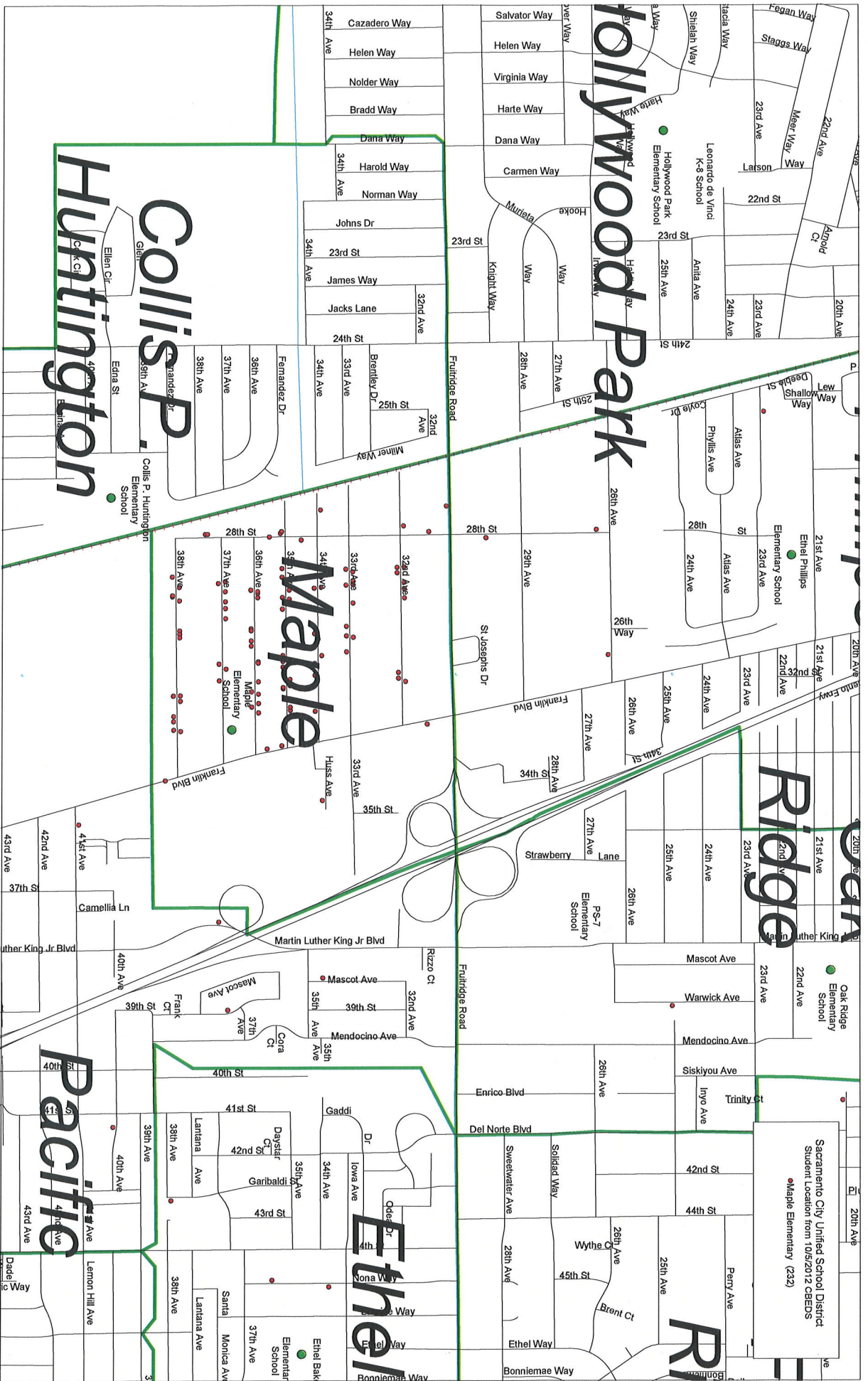
### **Transportation**

Transportation will be added for displaced students going to Ethel Phillips.

### **Benefits/Supports for Families at Receiving School(s)**

- Fewer split classes
- Larger schools receive more support for student interventions
- More resources for staffing flexibility





# Ridge

# Hollywood Park

# Maple

# Collis P. Huntington

# Huntington

# Ethel

# Pacific

Sacramento City Unified School District  
Student Location from 10/6/2012 CBEDS  
Maple Elementary (232)

Oak Ridge  
Elementary  
School

Ethel Phillips  
Elementary School

PS-7  
Elementary  
School

Maple  
Elementary  
School

Collis P. Huntington  
Elementary  
School

Hollywood Park  
K-8 School  
Elementary School