



# **MAKING DETROIT PUBLIC SCHOOLS MORE EFFICIENT & EFFECTIVE**

## **Staying the Course While Dealing With Challenges**

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## **THE GOOD NEWS CONTINUES...**

1. Detroit Public Schools is staying the course
  - Implementing an exceptional reading and literacy program
  - Providing expert training for teachers and principals
  - Strengthening our commitment to early childhood education
  - Reducing class size
  - Improving security in the schools.
  - Continuing \$1.5 B capital improvement projects

## **BEING PROACTIVE...**

2. Steps taken or in planning stages:
  - Eliminated 325 positions, saving \$15 million
  - Relocating district headquarters, saving \$2 - \$3 million annually
  - Placing an immediate freeze on the CEO's and other executive salaries
  - Reducing transportation through greater efficiencies
  - Reducing district inventory to save cost
  - Reducing the cost of contracted services
  - Placing the district radio station on a self-supporting plan
  - Enacting structural shifts across the district, impacting facilities and staff
  - Producing a school closing and consolidation plan
  - Improving management of substitute usage and overtime

## **SIZE OF PROBLEM...**

3. Budget challenge for 2003-2004 - \$100 Million +

## **DEEP STRUCTURAL CHANGE ONGOING...**

4. Boundary issue – structural change
  - Close small buildings
  - Move alternative programs
  - Enrollment decline trend (show graph)
  - Becoming a much smaller district
  - DPS has only 75% share of K-12 market
  - Shrinking urban districts are a national phenomenon (mega-trend)
  - Principals have a role in recruiting and retaining enrollment

## **POTENTIAL SAVINGS...**

- School closings net savings:
  - \$5 million first year
  - \$6 or \$7 million in succeeding years (minus wrap-up costs)

## **OFFSETTING SAVINGS...**

- Offsetting costs:
  - Relocation of furniture and equipment
  - Cost of mothballing
  - Cost of security for closed buildings
  - Transportation costs associated with proposed closing of schools
- Square footage taken off line (by closing proposed buildings)  
498,000 square feet
- Average age of buildings tentatively proposed for closure
  - 59 years
- After closings and consolidations, the district's total square footage:
  - Up 3% or 750,000 square feet
  - Increase is due primarily to three reasons:
    1. Added 300 classrooms for Early Childhood to accommodate 2,500 more students (equivalent to 9 elementary schools)
    2. Reduced class size by adding over 200 larger size classrooms (equivalent to 8 elementary schools), which means we added 200 teachers over the past 2 years to populate these new classrooms
    3. Matched new larger classrooms added through renovation with modern educational specifications that better support teaching reading and better supports technology

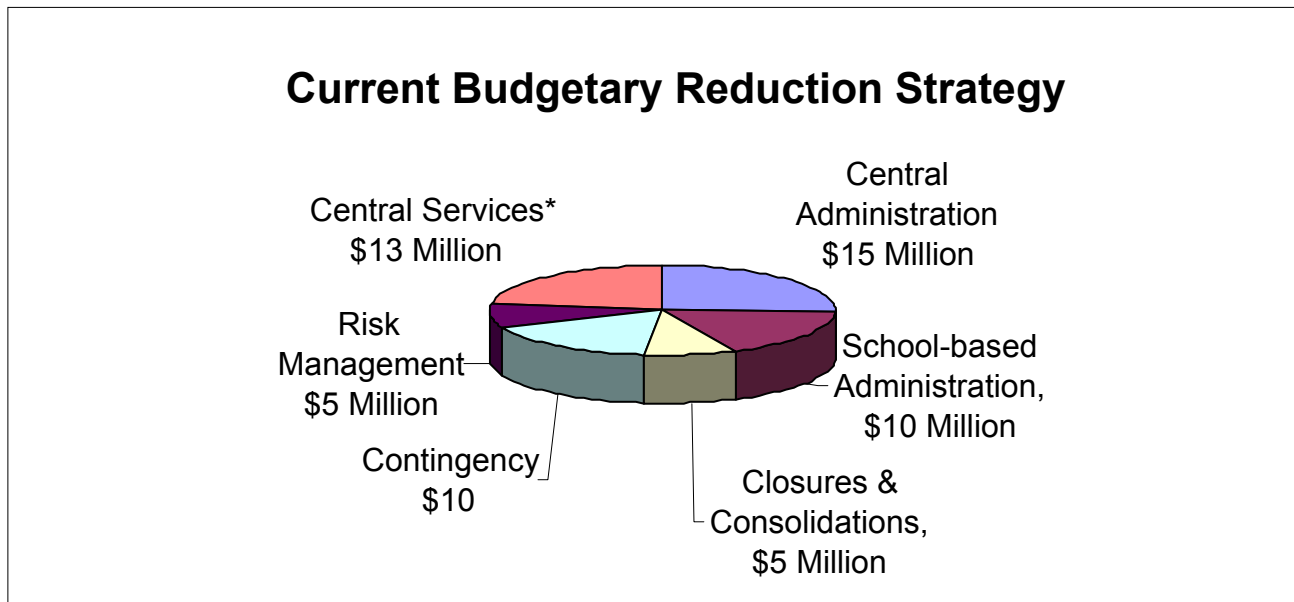
## **OPPORTUNITY FOR COMMUNITY INPUT:**

Dates, places and times for community meetings will be communicated very soon. Final recommendations will be completed by the end of April, 2003

## Preliminary Budgetary Reduction Strategy – Closures and Consolidations – 3/26/2003

### The Challenge

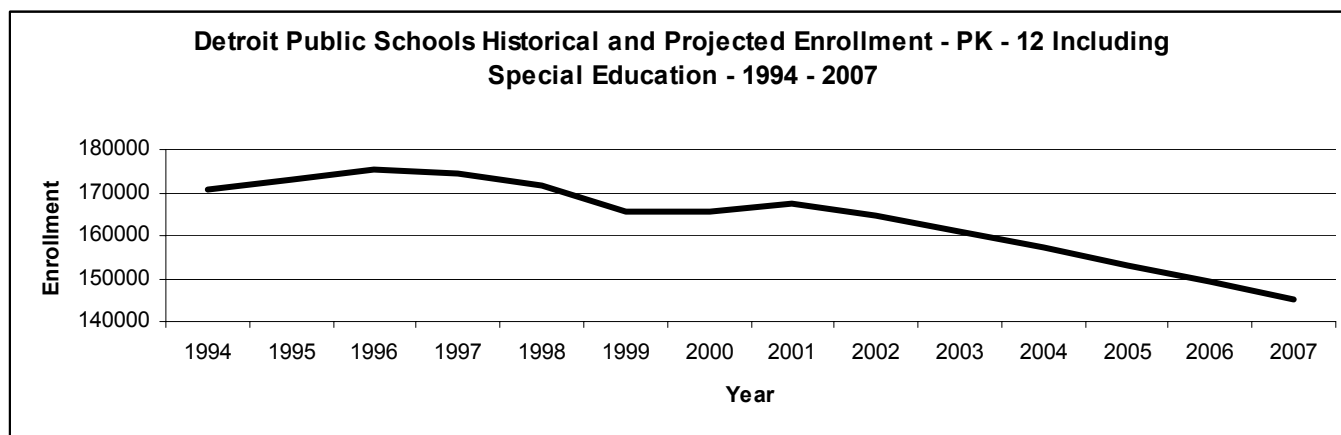
The Detroit Public School District faces significant budgetary challenges for the next five years. Along with other Michigan school districts, DPS faces budget reductions as a result of funding formula changes instituted earlier this year by the State of Michigan. Declining birth rates and a historical shift of public school students from the City to the suburbs has resulted in declining enrollment projections for public school students; which further exacerbates the magnitude of the budgetary challenges faced by the district. Charter school growth has impacted DPS enrollment and will continue to do so. This is a nation-wide trend that is impacting districts of all types suburban to urban. DPS estimates that it needs to reduce its budget for the upcoming 2003 – 2004 school year by approximately \$100 million dollars. Currently, the district strategy for reducing the deficit accounts for \$58M of the necessary funding which is allocated in the chart displayed below. The remaining \$42M of reductions must be addressed by June. While closures and consolidations account for a small portion of the needed reduction, more efficient operations are a critical portion of the budgetary reduction process. The district has worked to make the majority of the reductions focus on central and administrative functions.



\* Central Services includes: utilities, inventory, supplies, equipment, purchased services, overtime, substitute staff, central administration substitute staff.

### Declining Enrollment

The DPS closure and consolidation strategy focuses on increasing efficiency so that the overall budgetary condition of the district may be improved while minimizing the impact on educational programs. DPS has worked with regional demographic experts to verify the expectation of declining birth rates and declining future public school enrollment during the next five years. Accordingly, an enrollment decline of at least 3,200 students is forecasted for the next school year and this approximate decline is predicted to continue during the next five years. Enrollment has declined from a high of 175,168 in 1996 to approximately 164,496 in the fall of 2002.



### Preliminary Closure and Consolidation Strategy

#### Closing and Consolidating Small and Under-utilized Schools

In an atmosphere of budgetary crisis, DPS must respond to enrollment decline by reducing the number of schools in operation. The current year proposed closures and consolidations address closing small or underutilized buildings where enrollment has declined and adjacent neighborhood schools may absorb the enrollment with comparable programs. Additional school closures will be necessary in coming years if enrollment continues to decline.

#### Boundary Changes to Relieve School Crowding

Enrollment decline is not consistent throughout the district – some areas continue to grow and the district is completing the construction of new middle schools to serve the growing neighborhoods in northeast Detroit. Middle school boundary changes will be implemented in northeast Detroit in order to activate these new buildings in the coming fall. Denby High School has been in need of reduction in its enrollment. High school students living the Parks MS attendance area, the north half of the Maya Angelou K-8 attendance area and in other areas along I-94 are proposed for movement from the Denby to the Finney HS attendance area. Other school crowding issues must addressed through boundary changes.

#### Programs Closed or Restructured to Address Student Needs and / or AYP

The district has had success in addressing the needs of students using the K-8 grade configuration. Parent constituencies have expressed a preference for the K-8 model given its perceived feeling of safety and the smaller learning community that typically results as compared to larger middle schools. The movement to K-8 learning environment is widespread throughout the country and DPS proposes five K-8 conversions as part of this proposal. School performance requirements dictated by State and Federal governments are integrated into this strategy. Adequate yearly progress (AYP) and “No Child Left Behind” legislation requires that DPS restructure schools in the third year of non-compliance. Actions contained in the current strategy and in future recommendations will incorporate boundary changes, grade reconfiguration and closures to address AYP compliance.

### **Specialized Programs Consolidated into Other Buildings**

In cases where specialized magnet or other programs which may be incorporated into other buildings exist, the district is working to combine resources in order to save money. Magnet and other special programs may share buildings with mainstream neighborhood programs as “school-within-school” programs with operational savings.

### **Alternative Programs Consolidated into Other Buildings**

The district is also working to reduce the number of school buildings needed to serve its alternative education programs. This program reflects combining many of these programs into fewer buildings in order to save operational dollars. Further, many of these buildings are leased and students could be shifted into buildings that the district owns.

## **Preliminary Closure and Consolidation Candidates**

### **Small and/or Under-utilized Schools to be Closed**

- Angell Primary – students assigned to Jamieson Elementary School
- Arts In Academics – students assigned to Golightly Ctr.
- Berry Elementary – students assigned to Jones K-8 and Butzel
- Chandler Elementary – students assigned to Stephens, A.L. Holmes and Rose
- Foch Middle School (Currently at old Garvey bldg.) – students assigned to Barbour MS and McNair MS
- Guyton Elementary – students assigned to Stark and Robinson
- Rowan Elementary – students assigned to Lynch, Grant and Von Stueben

### **Boundary Changes to Relieve School Crowding**

- Denby High School – boundary reduced with students transferred to Finney High School
- Grant Middle School – boundary reduced with students transferred to Farwell Middle School
- Farwell Middle School – boundary reduced with students transferred to Nolan Middle School
- Bessy Park Grade 7-8 Middle School – new boundary established to activate new school
- Heilmann Park Middle School – new boundary established to activate new school
- Fisher Building – K-8 program created in building vacated by Fisher Magnet MS and new boundary created to address student over-crowding in the area

### **Programs Closed or Restructured to Address Student Needs and/or AYP**

- Burroughs MS Closed - student body assigned to Cooper K-8 and New Bessy Park MS
- Greenfield Union - extended to K-8 grade configuration
- Robinson MS and Stark Elementary - converted to K-8 grade configuration
- Cooper Elementary - converted to K-8 grade configuration
- Elmdale and Fine and Performing Arts East - combined into a K-8 setting in the Burroughs building
- Pelham (elementary population) – small student population incorporated into adjacent Owen Elementary

### **Specialized Programs Consolidated into Other Buildings**

- Commerce Magnet HS program relocated to Northwestern HS
- Cultural Center Early Childhood Center - students will be assigned to other neighborhood schools
- Eastside Early Childhood Center - students to be integrated into adjacent ECC programs
- Fisher Magnet MS – program relocated to Burbank building
- University Public School – students combined into Pelham MS
- Whitney Young Magnet MS program relocated to Robinson Middle School

**Alternative Programs Consolidated into Other Buildings**

- Krolik Alternative HS program relocated to Detroit City, Douglass, Trombly and Westside high schools
- Vincent Alternative HS – students to be incorporated into Boykin and Ferguson Alternative high schools
- Westside Alternative Middle School - students to be incorporated into Far West Alt. MS

**Individual Proposals – Rationale and Detail****Angell Primary ES** - Close Angell Primary. Relocate neighborhood students to Jamieson

- Angell Primary is one of the smallest schools within the District.
- Student enrollment continues to decline.
- Operational cost savings through closure of an under-utilized facility.
- Jamieson offers greater educational amenities.
- Angell families will have all elementary school students located at one school.

**Arts & Academics ES** - Move Arts in Academics Program to Golightly Educational Center. Close current Arts in Academics facility.

- Arts in Academics is a City-wide application Program/School.
- Arts in Academics is a small school with high operational costs.
- Operational cost savings through closure.
- Relocate Program to Golightly Educational Center.
- Expand program availability to additional students.

**Berry ES** - Close Berry Elementary School and relocate students to Jones and Butzel.

- Berry student enrollment continues to decline.
- Operational cost savings through closure of an under-utilized facility.
- Relocation to a larger facility with additional staff and teaching resources.
- Balance population among several neighborhood facilities.
- Maximize the use of existing buildings to become cost effective.

**Chandler ES** - Close Chandler and relocate students to A.L. Holmes, Rose, and Stephens.

- Address under-utilization of the facility due to declining enrollment.
- Benefit from operational cost savings of an old, in-efficient facility.
- Reapportion students among other adjacent neighborhood schools.

**Foch MS (Old Garvey)** - Close Old Garvey (temporary home for Foch students) building. Relocate students to Barbour and McNair Middle Schools.

- Old Garvey facility is an older building and is difficult to cost effectively renovate.
- Middle school space exists elsewhere in adjacent schools.
- Operational cost savings through closure of an under-utilized facility.
- Balance population among several neighborhood facilities.
- Maximize the use of existing buildings to become cost effective.

**Guyton ES/ Robinson MS/ Stark ES** - Close Guyton Elementary School. Convert Stark ES and Robinson MS into PK-8 facilities.

- Provide greater educational continuity for neighborhood students with creation of K-8 at Stark and Robinson.
- Three schools with declining enrollment and excess seats are in close proximity.
- Reduce operating costs through consolidation of schools.
- Operational cost savings through closure of Guyton.
- Maximize the use of existing buildings to become cost effective.

**Rowan ES** - Close Rowan ES and relocate students to Grant, Lynch, and Von Stueben elementary schools.

- Relocate students to a larger facility with additional staff and teaching resources.
- Balance student population at schools closer to their neighborhood.
- Address under-utilization of the facility due to declining enrollment.
- Termination of lease to reduce operating and general fund expenses.

**DenbyHS/Finney HS** - Transfer enrollment from Denby HS to Finney HS via boundary adjustment involving the Parks MS attendance area and the north half of Maya Angelou to Finney attendance area.

- Denby HS is significantly over capacity.
- Space exists at Finney High School.
- Boundary adjustment to Parks MS and Maya Angelou attendance areas to Finney will ease Denby overcrowding.
- Maximize the use of Finney HS to become cost effective.

**Burroughs MS/Cooper E** - Relocate Burroughs students to Cooper (as new K-8). Consolidate AFPA East and Elmdale Programs into Burroughs building as Eastside Fine Arts K-8.

- Establishes a educational continuum for neighborhood students with creation of K-8 at Cooper
- Improve opportunities for Burroughs Middle Students in smaller educational environments.
- Unifies Eastside fine arts programs at Elmdale and AFPA East into one facility.
- Reduce operating costs through consolidation of schools.
- Operational cost savings through closure of two facilities.
- Maximize the use of existing buildings to become cost effective.
- Transportation costs reduction.

**Greenfield Union** - Convert Greenfield Union to a K – 8 Grade Configuration.

- Greenfield Union building has room to accommodate additional students.
- Educational continuity for Greenfield Union students in K-8 environment.
- Ability to attract and educate more neighborhood students.
- Curtail middle school student exodus to charter schools or suburban school districts.

**University Public MS/ Pelham K-8** - Close University Public School (UPS) and relocate students to Pelham MS. Merge Pelham elementary students to Owen ES.

- University Public School (UPS) lease is expiring.
- Pelham location is in vicinity of current UPS location.
- More efficient use of current Pelham facility as Middle School.
- Eliminate costly lease at UPS facility.
- All students to benefit from University curriculum.
- Relocate Pelham elementary students to Owen Elementary School.
- Maximize the use of Pelham and Owen buildings to become cost effective.

**Whitney Young Magnet MS** - Relocate Whitney Young “Magnet” Program from Duffield PK-8 to Remus Robinson Middle School.

- Relocate Whitney Young Magnet Program to Remus Robinson Middle School population
- Consolidates two smaller Middle School programs into one facility.
- End busing of Whitney Young and Remus Robinson students.
- Maximize the use of Robinson Middle School to become cost effective.
- Additional capacity available at Duffield to receive additional students.

**Commerce HS (Old Higginbotham)** - Close Commerce HS and relocate students and business program into excess space in Northwestern HS. Create school within a school program at the new location.

- Offer a full academic program in a comprehensive high school facility to the Commerce students.
- Relocate students to a larger facility with additional staff and teaching resources.
- Ability to grow the business program in a school with additional capacity.
- Benefit from operational cost savings by elimination of an old, in-efficient, and under-utilized facility at the current Commerce HS (old Higginbotham).
- Achieve better operating efficiency by increasing overall attendance at Northwestern.

**Cultural Center ECC (Old Burton)** - Close Cultural Center ECC and relocate students to Golightly Center or neighborhood schools.

- Relocate students to a larger facility with additional staff and teaching resources.
- Consolidation of area students into one overall neighborhood school.
- Address under-utilization of a large facility with limited adaptability to current school facility standards.
- Benefit from operational cost savings by elimination of an old, in-efficient facility.

**Eastside ECC** - Close Eastside ECC and relocate students to neighborhood schools.

- Relocate students to a larger facility with additional staff and teaching resources.
- Address under-utilization of the facility due to declining enrollment.
- Benefit from operational cost savings of an old, in-efficient facility.
- Reapportion students among other adjacent neighborhood schools.

**Krolik Alt. Ed. HS** - Close Krolik Alt. Ed. HS and relocate students to Trombly, and other alternate education high schools including Detroit City, Douglass, and Westside.

- Relocate students to a larger facility with additional staff and teaching resources.
- Balance student population at schools closer to their neighborhood.
- Address under-utilization of the facility due to declining enrollment.
- Benefit from operational cost savings of an old, in-efficient facility.

**Westside Alternative MS** - Close Westside Alternative Middle School. Maximize the use of Far West Alternative Middle School. Combine Westside Alternative MS population with Far West Alternative MS.

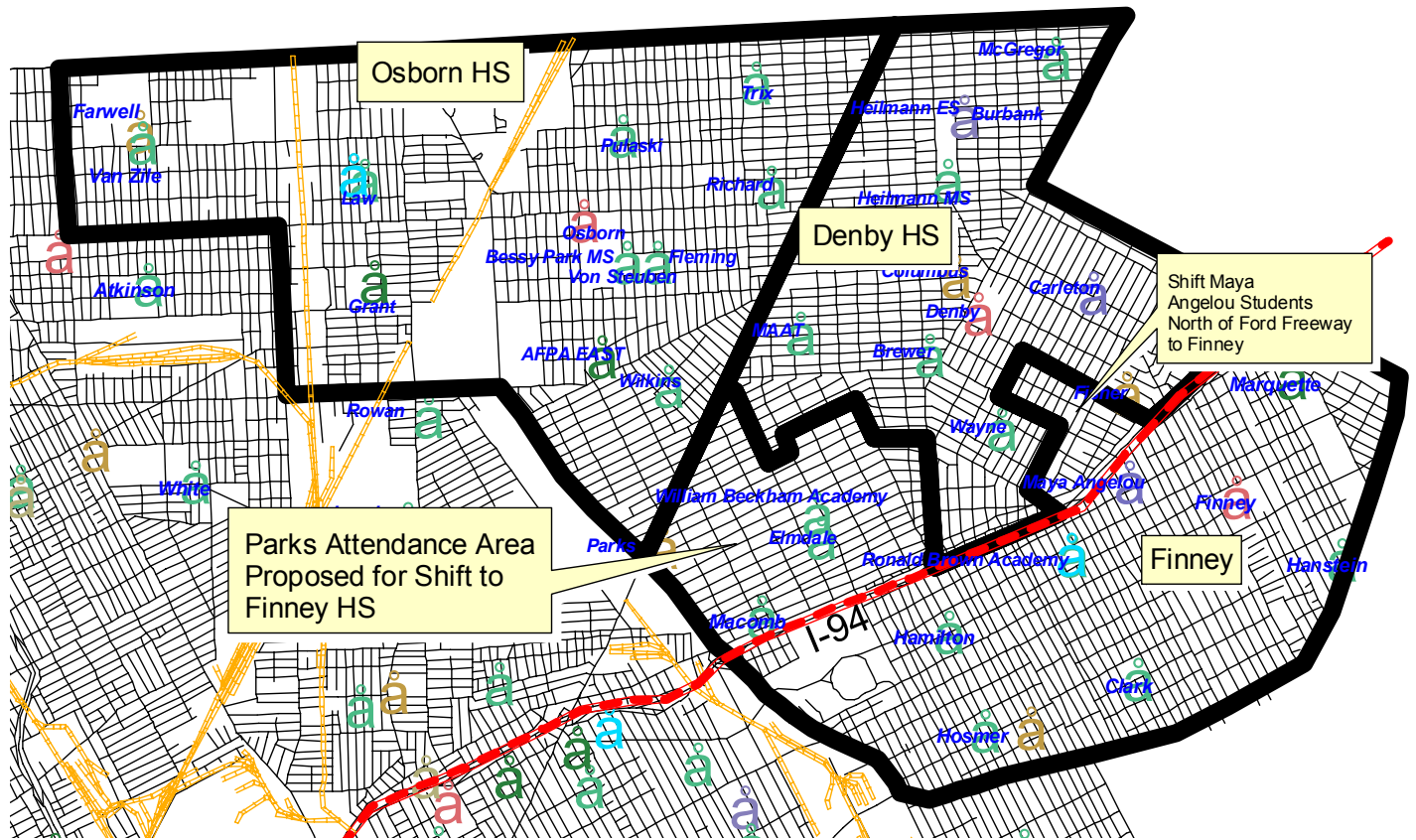
- Consolidation of Alternative Middle School populations into one facility.
- Maximize use of Far West facility to become cost effective.

**Vincent Alternative School** - Close Vincent Alternative Education Program and School.

- Counsel Vincent students into Boykin, Ferguson or other comprehensive high schools as appropriate.
- Close existing facility due to under enrollment and under-utilization.
- Maximize the use of remaining existing specialized schools to become cost effective.



### Proposed Denby / Finney Boundary Change 3/26/03



### New North Central Middle School Boundary Adjustments - 3/26/03

